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The background of restaurant employees' revenge intention: supervisor incivility, organizational gossip, and blaming others

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Abstract

Purpose – Supervisor incivility and organizational gossip are two examples of dark organizational behaviors. Norm of reciprocity theory suggests that employees may develop revenge intentions after exposure to such behaviors while attributing blame to others. This study aims to empirically investigate the mediating effect of blaming others on the impact of supervisor incivility and negative organizational gossip on revenge intention.

Design/methodology/approach – Confirmatory factor analysis (CFA) was performed to test the measurement model. Structural equation model was used to test the research hypotheses based on data gathered in Turkey from restaurant employees in Mersin Marina selected by convenience sampling. Data set that consists of 239 questionnaires was subjected to CFA.

Findings – The findings show that negative organizational gossip and supervisor incivility increase to employees' revenge intentions, and blaming others mediates the impact of supervisor incivility and negative organizational gossip no employees' revenge intentions. In addition, blaming others mediates the impact of supervisor incivility and negative organizational gossip on employees' revenge intentions.

Originality/value – Empirical study has not been encountered related to dark behaviors of (especially gossip, incivility, blame and revenge intention) restaurant managers and employees as a holistic model. Therefore, this paper contributes to organizational behavior literature. Moreover, this paper suggests to restaurant managers for supply to organizational peace.

Keywords Revenge intention, Supervisor incivility, Organizational gossip, Blaming others, Restaurant

Paper type Research paper

1. Introduction

Communication is inevitable among employees. Communication channels are used multidimensionally in organizations to enable employees to work together to reach common goals. Particularly in labor-intensive and inter-personal relations-led organizations like restaurants, informal communication is as important as formal communication (King and Lee, 2016). Informal communication enables the exchange of both work- and

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nonwork-related opinions (Johnson *et al.*, 1994). This facilitates gossip and rumor in organizations. Gossip can be both positive, such as appreciation and appraisal, and negative, such as insults and mobbing (Ellwardt *et al.*, 2012; Kim *et al.*, 2019). Negative organizational gossip may cause stress, poor morale, loss of trust, reputational damage, negative perspectives and division (us/them; Michelson and Mouly, 2004). Furthermore, those harmed by gossip may develop negative attitudes and intend to take revenge for the harmful behavior. According to norm of reciprocity theory (Gouldner, 1960), individuals positively reciprocate those who do good to them and negatively reciprocate those who do harm to them. Thus, employees who are harmed by gossip can be expected to reciprocate through revenge. Empirical research on organizational gossip has focused on the effects such as perceived organizational politics (Khan and Chaudhary, 2023), such premises as revenge, organizational citizenship behavior (Martinescu *et al.*, 2021), organizational identity (Ye *et al.*, 2019), job engagement and burn out (Georganta *et al.*, 2014). However, almost no studies have examined how employees react to negative gossip. Examining the impact of negative organizational gossip on revenge intention will contribute to the field of organizational behavior in the service sector.

Employees are exposed to various inappropriate behaviors in organizations where they spend a long period of their lifetime. These inappropriate behaviors can be exhibited by not only colleagues and guests but also by supervisors (Schilpzand *et al.*, 2016). Among the uncivil managerial behaviors that employees are exposed to are behaviors such as ignoring, humiliating in front of others, saying degrading words, threatening with dismissal (Keashly, 1997). The positive attitudes and behaviors of the employees who feel that they are treated unfairly by the supervisor are also damaged (Tepper *et al.*, 1998). Employees who are exposed to the uncivil behavior of the supervisor feel the sense of injustice (Bies and Shapiro, 1987) and may react to these behaviors by developing hostility (Tepper *et al.*, 2001; Duffy *et al.*, 2002). In accordance with the norm of reciprocity theory, employees whose supervisors trespass the boundaries of civility will try to bring justice by taking revenge from them. Empirical research on executive incivility have focused on premises such as favoritism/nepotism and work withdrawal (Anjum *et al.*, 2021) as well as such variables as performance (Jawahar and Schreurs, 2018) perceived support (Potipiroon and Ford, 2019), job insecurity and amotivation (Shin and Hur, 2020), deep commitment to job and cynicism (Alola *et al.*, 2019). However, studies on employee response to supervisor incivility have been overlooked. In addition, although there are studies in the literature examining the relationships between destructive leadership, referring to the junior colleagues' perceptions of superiors' hostile behavior being constant, and revenge (Einarsen *et al.*, 2007), there are no studies in the literature examining the relationship between supervisor incivility, referring to low-intensity deviant behavior of supervisor with no clear intention of harming but violating social norms for mutual respect, and revenge intention. Therefore, it is considered that the study will contribute to the organizational behavior literature.

In organizations like restaurants in which employees must work collaboratively, employees may encounter dark organizational behaviors like supervisor incivility and negative organizational gossip. In turn, these employees may attribute blame to others. According to attribution theory, employees may attribute the desirable behaviors of others to their internal personality traits but undesirable behaviors to external factors (Akgündüz, 2021). Thus, employees harmed by uncivil behavior or negative gossip may blame others to rationalize the negative circumstances rather than take responsibility themselves. Empirical research has focused on the relationship between blaming others and numerous variables such as depression (Kraaij *et al.*, 2003), anxiety (Garnefski *et al.*, 2002a, 2002b), poor subjective well-being (Kraaij *et al.*, 2008) and negative life events (Garnefski *et al.*, 2003),

whereas it has not focused on its premises such as organizational gossip and supervisor incivility. There are studies in the literature with regards to who is blamed for organizational failure (Zemba *et al.*, 2006; Gibson and Schroeder, 2003) and poor performance (Yin *et al.*, 2021). It is, hence, considered that this study will contribute to the service industry literature by using the attribution theory to determine how restaurant employees perceive and explain others' behaviors toward them. Likewise, norm of reciprocity theory suggests that these employees may then develop an intention to take revenge against their victimizers. In the literature, revenge intention was investigated with the variables such as power (Aquino *et al.*, 2001), organizational stress, organizational cynicism, intention to quit (Özer *et al.*, 2014) and organizational justice (Güllü and Şahin, 2017). However, these studies did not address the effect of blaming others in the intention of revenge. Therefore, in light of the norm of reciprocity theory, this study, which reveals the employees' intention of taking revenge by blaming those who victimize them, will contribute to the field.

The most important resource of service-providing businesses, such as restaurant businesses, is human resource. To satisfy the needs of the guests served, the internal customers providing the service, i.e. restaurant employees, must be satisfied as well. It is likely that employees who are exposed to dark organizational behaviors such as gossip among their co-workers and supervisor incivility will develop feelings of revenge against their victimizers. Moreover, restaurant employees may tend to blame their supervisor and colleagues for their negative behaviors as they put them in such situations. This negative organizational climate can cause undesirable organizational outcomes such as poor performance, intention to quit and unproductive behaviors.

In the literature, no empirical research has been found that focuses on the effects of supervisor incivility, organizational gossip and blaming others on revenge intentions as a model. Undesirable negative behaviors such as supervisor incivility and negative gossip at the workplace can lead to a negative work environment within the organization by causing behaviors such as revenge intention. Concurrently, negative behaviors such as revenge intention can result in stress and job dissatisfaction and have negative effects on productivity and performance. In addition, the relationships between behaviors, namely, revenge intention in the organization, and negative experiences at the workplace, namely, supervisor incivility and organizational gossip, reflect organizational culture. It is important to determine the variables affecting the revenge intention and explain the relationship between these variables to be able to create a healthier work environment, support the subjective well-being of the employees and encourage positive organizational outputs.

Based on this framework, this study focuses on restaurant employees in Türkiye. It aims to investigate the effect of supervisor incivility and negative organizational gossip on revenge intention, the effect of blame attribution on revenge intention and the mediating effect of blame attribution on the impact of supervisor incivility and negative organizational gossip on revenge intention. To explain the relationships between supervisor incivility, organizational gossip, blame and revenge intention, it draws on norm of reciprocity theory and attribution theory. The study contributes to the literature by filling various gaps regarding revenge intention in organizations.

2. Literature review and hypotheses development

2.1 Organizational gossip

Gossip contains evaluative information on various subjects, such as physical appearance, personality traits and competency (Martinescu *et al.*, 2021). As such, it is one of the most basic yet most misinterpreted form of communication. Gossip is related to the informal

structures of organizations generally and informal communication networks specifically (Fan *et al.*, 2020). Noon and Delbridge (1993) define gossip as the informal transmission of value-laden information about members of a social environment while Mills (2010) describes gossip across three dimensions. First, it is nonformal conversation; second, it partially comprises true information; and third, it is concerned with a person who is absent from the conservation's immediate environment. Organizational gossip, refers to nonformal and (positively or negatively) evaluative conversations about an organizational member who is not present in the conversation's environment, which is delivered by another organizational member to one or more other organizational members (Brady *et al.*, 2017). Organizational gossip can be examined across three dimensions: trace, credibility and work-relatedness. Trace refers to the negative or positive of the information; credibility refers to its level of believable; work-relatedness refers to the extent that the gossip focuses on work life (Kurland and Pelled, 2020).

According to conventional management thinking, gossip should be prevented because it wastes employees' time and, therefore, reduces their productivity. This thinking, thus, considers gossip as a discomforting diversion that lowers employees' energy and motivation; hence, it should be eradicated through certain enforcements (Noon and Delbridge, 1993). In contrast, recent studies have shown that gossip is not a completely negative behavior and ought to be distinguished from complimentary gossip. Whether positive or negative, gossip produces value in organizations because it encourages cultural learning by providing information (Baumeister *et al.*, 2004) and is vital for group identification, organization and maintenance (Noon and Delbridge, 1993).

Informal communication occurs in organizations when there is insufficient formal communication (Mills, 2010). For example, environmental ambiguity emerges when organizational rules are not explicitly defined or employees are not informed about them. In response, employees become more likely to gossip (Houmanfar and Johnson, 2004). Empirical research has shown that organizational gossip is associated with anger and shame (Zong *et al.*, 2023), perceived organizational politics, compassion (Khan and Chaudhary, 2023), employees' mental health and psychological capital (Cheng *et al.*, 2023). Organizational gossip has a negative relationship with organizational identity (Xie *et al.*, 2022) and threat to self-respect and a positive relationship with supervisor civility and psychological distress (Ye *et al.*, 2022). Concurrently, there is a positive relationship between gossip and supervisor incivility and psychological distress, and a negative relationship with threat to self-respect (Ye *et al.*, 2022). Previous studies have demonstrated that organizational gossip undermines organizational citizenship (Martinescu *et al.*, 2021), impairs job performance (Xie *et al.*, 2019) and increases emotion exhaustion and indifference (Georganta *et al.*, 2014). In addition, organizational gossip causes a decrease in perceived morality and an increase in sanction behaviors (Kakarika *et al.*, 2023), a decrease in helping behavior, an increase in information disguising behavior (Cheng *et al.*, 2023) and in social undermining (Zong *et al.*, 2023), and ego depletion (Khan *et al.*, 2022).

2.2 Supervisor incivility

Supervisor incivility refers to "subordinates' perception of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000: 178). Supervisor incivility is, thus, a subjective assessment based on subordinates' observations of supervisors' behavior. The assessment depends on employees' characteristics (e.g. personality traits and demographic profile) and on the context in which employees make their assessment (e.g. the work environment and coworker perceptions). Supervisor incivility also occurs through sustained displays of

nonphysical hostility or when hostile behaviors are intended to achieve a desired outcome like high performance rather than harm subordinates (Tepper, 2007). Among uncivil behaviors are threatening job loss, shouting at someone for disagreeing, withholding needed information, aggressive eye contact, using derogatory names, and publicly humiliating someone (Keashly, 1997).

Employees' positive attitudes and behaviors may be harmed when they feel that they are treated unfairly (Tepper *et al.*, 1998). Furthermore, incivility can have negative organizational outcomes, such as impaired organizational citizenship (Zellars *et al.*, 2002; Aryee *et al.*, 2007), deviant workplace behavior (Mitchell and Ambrose, 2007) and poor job performance (Nandkeolyar *et al.*, 2014; Huertas-Valdivia *et al.*, 2022). Supervisor incivility can damage employees' organizational loyalty, job and life satisfaction and increase work–life conflict and intention to resign (Tepper, 2000; Guchait *et al.*, 2023). Moreover, supervisor incivility intensifies workplace gossip (organizational gossip; Ye *et al.*, 2022), ego depletion and intention to quit (Yin *et al.*, 2023), being silenced (Srivastava *et al.*, 2023), job insecurity (Khalid *et al.*, 2022) and employees' psychological distress (Dedahanov *et al.*, 2022), well-being (Kuriakose *et al.*, 2022) and diminishes self-respect and psychological distress (Ye *et al.*, 2022).

2.3 Revenge intentions

Revenge intention, which plays an important role in explaining negative workplace behaviors, is a frequent irrational reaction to violation of trust (Bies and Tripp, 1996). Although revenge intention seems as an irrational reaction, its motivation is based on a perception of undeserved harm and a sense of injustice (Bies and Tripp, 2000). Revenge is defined as punishment or harm in response to ill-treatment (Stuckless and Goranson, 1992) or a deliberate and directed response to perceived harm or misbehavior (Bies and Tripp, 2000).

Various factors may motivate employees to take revenge. These include perceived organizational injustice (Skarlicki and Folger, 1997) or violations of organizational rules (Bies and Tripp, 2000; Bordia *et al.*, 2014). Other factors include betrayal of a trusted person, contempt for the employee's status or power, destructive criticism, public ridicule to embarrass subordinates or coworkers, undeserved blame and excessively critical, demanding or tough supervisor behaviors toward subordinates (Bies and Tripp, 2000).

Tripp *et al.* (2002) regard revenge intention as a process that begins with an illegal behavior. The seriousness of the injustice caused by the criminal act, the severity of the crime and blame and the level of victim's anger determine the victim's motivation to take revenge. This in turn determines the likelihood of actual revenge. Yet, cultural attributes have effect on revenge intention and behavior. The largest cultural differences in revenge and forgiveness are between uncertainty avoidance and power distance. Uncertainty avoidance and power distance are more likely to seek revenge and less likely to forgive (Lennon, 2013).

There are certain preconceptions about revenge intention in organizations. The classical approach considers revenge in organizations as disruptive and anti-social. That is, it is a form of organizational deviance expressed in employee theft, workplace aggression, employee sabotage and other aggressive behaviors that should be prevented (Akgündüz, 2020). However, recent studies have shown that revenge can also have constructive and pro-social effects, such as deterring unjust management decisions and helping to improve the self-respect of employees victimized by bad management decisions (Bies and Tripp, 2000). Previous studies have shown a relationship between revenge intention and rumor (Bordia *et al.*, 2014), gossip and work stress (Şantaş *et al.*, 2018), supervisor incivility (Liu *et al.*, 2010), employee theft (Terris and Jones, 1982), sabotage (Crino, 1994), blame (Bradfield and Aquino, 1999), nepotism (Karaca and Aksoy, 2022) and conflict (Kaynak, 2022).

2.4 Blaming others

Human emotions are regulated by thoughts, which helps people control their emotions during stressful and threatening events. For instance, a person who experiences a negative life event may be inclined to either self-blame or blame others (Garnefski and Kraaij, 2007). Blame refers to the attribution of negative emotions caused by an undesirable event happening to a person (self or other) who is engaged in such an event (Gurdal *et al.*, 2013). Various cognitive coping strategies are possible. For example, self-blame refers to the inclination to blame oneself for the consequences of the event (Garnefski and Kraaij, 2006) whereas blaming the environment or others refers to the inclination of blaming others for the same consequences (Garnefski *et al.*, 2001).

Through cognitive assessment, people subjectively assess a traumatizing event (Park and Folkman, 1997). More specifically, victims of negative life events often self-blame for those events that are out of their control (Mueller and Major, 1989). Self-blame can be behavioral or characterological. Behavioral self-blame, which is related to control, involves attribution to a changeable source. A classic example of this type of blame concerns one's own behaviors. Behavioral self-blame encompasses one's avoidance of negative consequences of a certain behavior in the future. Characterological self-blame comprises attribution to a relatively unchangeable source. This is related to dignity and a belief that one's past negative experiences were deserved (Janoff-Bulman, 1979). Studies have shown a relationship between self-blame and depression (Kraaij *et al.*, 2003; Garnefski *et al.*, 2004; Kraaij and Garnefski, 2012), negative life events (Garnefski *et al.*, 2003), anxiety (Garnefski and Kaaij, 2007) and psychological distress (Garnefski *et al.*, 2005).

Blaming others refers to the belief that another person caused one's victimization, and is, therefore, liable or blamable for the undesirable consequences of an event (Tennen and Affleck, 1990). Blaming others is generally related to behavioral problems and poor emotional well-being (Garnefski *et al.*, 2002a, 2002b). Thus, there is a relationship between blaming others and depression (Garnefski *et al.*, 2002a, 2002b, Kraaij and Garnefski, 2015), negative life events (Kraaij and Garnefski, 2006), anxiety (Garnefski *et al.*, 2002a, 2002b), psychological distress (Garnefski *et al.*, 2005) and poor subjective well-being (Kraaij *et al.*, 2008), anxiety and anger (Gilbert and Miles, 2000)

2.5 Negative organizational gossip, supervisor incivility and revenge intentions

Nowadays it is nearly impossible for organizations to prevent informal communication among their employees due to the facilitative effect of information technologies. In the tourism sector, informal communication is inevitable, given that coworking is essential. While informal communication may foster solidarity and cooperation among coworkers, it may result in exclusion and demotivation (Johnson *et al.*, 1994). The most prevalent forms of such informal communication are word-of-mouth and gossip. Gossip in private conversations can damage the dignity of others by exchanging unpleasant views about them. Employees may, therefore, develop negative attitudes toward those who harm them through gossip, specifically the intention to take revenge against the gossipers. Revenge intention in response to negative gossip can be explained through norm of reciprocity theory. The theory rests on the idea that people will help, and not hurt, those who help them (Gouldner, 1960). In other words, the reciprocity norm obliges people to respond positively to positive behaviors that they receive from others (Eisenberger *et al.*, 2004). Moreover, the theory suggests/advises that those who have harmed others in the past should be responded/treated in the same way/retaliated or at least not favored (Perugini *et al.*, 2003). Therefore, this suggests that those who encounter positive behaviors positively reciprocate such behaviors whereas those who experience ill-treatment negatively reciprocate.

Supervisors and employees in the organization have emotional attachment to each other (Burke, 2003). This attachment is predicated that helping each other, even if they do not have to, will benefit them in the future. Ensuring positive outputs within the organization necessitates the foundation of reciprocity to operate, which essentially prioritizes benefits for all parties. Employees will respond to their co-workers/supervisors who provide benefits/opportunities with them and show positive behaviors by feeling obliged. Similarly, employees who are harmed by their co-workers/supervisors are likely to exhibit negative behaviors in return. The theory suggests that employees in an organizational setting who are harmed by others' gossip about them are inclined to reciprocate through revenge. Empirical studies demonstrate that there is a bidirectional relationship between gossip and revenge intention (Şener, 2013) and that the employees of the organization who are harmed by gossip develop aggravated feeling of revenge toward the people who will have harmed them (Şantaş *et al.*, 2018).

Employees may themselves react in uncivilly to uncivil behaviors (Andersson and Pearson, 1999), especially to supervisor incivility (Tepper *et al.*, 2001; Duffy *et al.*, 2002). Employees develop a perception of injustice if their supervisors' behaviors are uncivil (Bies and Shapiro, 1987), which in turn leads to the desire to take revenge (Skarlicki and Folger, 1997). Employees may retaliate against uncivil supervisor behaviors with responses like rejecting supervisors' rules and spreading gossip about their coworkers (Mitchell and Ambrose, 2007). Whether these responses are explicit, such as talion, depend on the supervisor-subordinate relationship and/or power distance (Zellars *et al.*, 2002). They can take the form of resistance to the negative influence of abusive supervisors (Tepper *et al.*, 2001). This is mainly because employees are unlikely to stop supervisor incivility of by reacting with talion. Such a reaction may provoke supervisors and increase their hostility.

Like negative gossip, employees do not want to be exposed to supervisor incivility. Employees who suffer from their supervisors' ill-treatment may not be able to directly respond to such treatment due to the power distance caused by supervisor-subordinate relationship (Loh *et al.*, 2019). This is more frequent in business contexts and economies with low job security. Thus, employees will naturally seek opportunities to take revenge for uncivil behaviors. As mentioned earlier, norm of reciprocity theory suggests that employees exposed to ill-treatment or injustice are likely to restore their perception of justice through negative reciprocal behavior. Reciprocity is internalized as a norm and influences various behaviors. When employees who internalize the negative reciprocity norm at a higher level are exposed to supervisor incivility, their deviant behaviors toward supervisors are likely to emerge more strongly (Mitchell and Ambrose, 2007). Based on this discussion, we can suggest the following two hypotheses:

H1. Negative organizational gossip is positively associated with employees' revenge intentions.

H2. Supervisor incivility is positively associated with employees' revenge intentions.

2.6 Negative organizational gossip, supervisor incivility and blaming others

Attribution Theory can explain how employees perceive their own and others' behaviors. Attribution theory aims to explain how individuals identify the causes of an event or behavior and the consequences of such attributions on their subsequent behavior. In other words, the theory tries to explain how people attribute the causes of events and behaviors and analyze the effect of such attributions on their future behavior (Schmitt, 2014). Attribution is concerned with all aspects of causal inferences, such as how people arrive at

causal inferences, what kind of inferences they make and what the consequences of those inferences are Folkes (1988). In short, the theory tries to explain how people reach causal inferences, which inferences they make, and the behavioral and attitudinal consequences of these inferences (Hewett *et al.*, 2018). The theory provides a framework for explaining the ways in which individuals process the causes of events. In particular, it is a useful tool for interpreting the consequences of adverse conditions (Choi and Cai, 2017). More specifically, employees may use internal or external attributions to explain others' behaviors (Weiner, 1980). Through internal attribution individuals tend to attribute a desirable situation to their own personality traits, attitudes, merits, effort and psychological well-being. External attribution, on the other hand, is used to explain the motivations for undesirable behaviors in terms of other people's personality traits or external factors (Akgündüz, 2021). Thus, employees who explain negative gossip about themselves in terms of their own traits are using internal attribution whereas those who explain negative gossip about themselves in terms of others' traits are using external attribution. Negative gossip drives employees to blame others through external attribution (Kurland and Pelled, 2020; Lee and Barnes, 2021; Tímea, 2020). Supervisor incivility is indicated by various behaviors, such as offensive comments by supervisors, gossip, deliberate neglect or indifference toward employees, or abrupt e-mails (Reio, 2011).

Uncivil behaviors impair employees' work performance (Jawahar and Schreurs, 2018; Shin and Hur, 2020), creativity (Liu *et al.*, 2019), job embeddedness and self-efficacy (Alola *et al.*, 2019) and increases intention to resign (Liu *et al.*, 2017) and exhaustion (Alola *et al.*, 2018). Employees who blame themselves for their supervisors' uncivil behaviors are affected more strongly (Tong *et al.*, 2019). Therefore, depending on the blame culture (Abo-Murad and Al-Khrabsheh, 2019), employees may prefer to blame others to explain their supervisors' uncivil behaviors rather than blaming themselves. In such cases, employees exposed to uncivil behaviors take no responsibility for those behaviors. Instead, they believe that they are merely victims and, therefore, do not question their own attitudes and behaviors. Rather, they attribute the cause of negativity to others. Based on this discussion, we can suggest the following two hypotheses:

H3. Negative organizational gossip is positively associated with employees' blaming others.

H4. Supervisor incivility is positively associated with employees' blaming others.

2.7 Blaming others and revenge intentions

Employees who experience positive life events tend to attribute it to their own personality traits (Graham, 2020) but attribute negative events to others (Hewett *et al.*, 2019). According to norm of reciprocity theory, this increases the motivation to take revenge against those who cause such negative events (Akgündüz, 2020). The Reciprocal Norm Theory assumes that one helps those who have helped them in the past and retaliates against those who have harmed their interests (Perugini *et al.*, 2003). Individuals who have this norm may act upon revenge intention when/if they are harmed (Eisenberger *et al.*, 2004). According to this theory, people with revenge intentions believe that they have suffered an injustice that can rectified by taking revenge (Akın *et al.*, 2012). That is, revenge intention depends on a cognitive process that aims to psychologically comfort employees by removing injustices (Bostancı, 2011).

Perceived control refers to employees' belief in their abilities to influence and control their life events (O'Neill and Kerig, 2000). Employees with strong perceived control do not blame

others for negative events. Instead, they evaluate their own behaviors to find any causes. Those with weak perceived control consider themselves as the victim in every negative event (Elst *et al.*, 2014). Hence, according to norm of reciprocity theory, they wish to victimize the person that victimized them (Akgündüz, 2020). The Reciprocal Norm Theory (Gouldner, 1960), which argues that those who do good to one should be reciprocated with good deed and those who do harm should be treated in a harmful way (Gouldner, 1960), regards retaliation as an appropriate response to a negative behavior (Eder *et al.*, 2006). This norm can be associated with retaliation, anger tendencies, aggressive reactions, punishing behaviors and revenge (Eisenberger *et al.*, 2004). Moreover, employees who think that supervisor incivility harms their dignity, career, authority, personality or success are more likely to intend to take revenge (Bradfield and Aquino, 1999). Based on this discussion, we suggest the following hypothesis:

H5. Employees' blaming others is positively associated with their revenge intentions.

2.8 Blaming others as mediator

Employees have two main alternatives to deal with ill-treatment by supervisors or negative gossip by coworkers. These are forgiveness and revenge. First, they can forgive without reacting. According to the reciprocity norm theory (Gouldner, 1960), relationships between employees depend on the norm of reciprocity. Hence, no good or evil action goes unreturned. Theory is a social rule that argues that people's acts of goodness and kindness should be reciprocated. Compliance with this rule enables fair and unproblematic social changes (Burger *et al.*, 2009). However, the theory has a negative dimension, such as the principle of retaliation, as well as a positive response such as reciprocating a favor. Accordingly, the theory argues that individuals should retaliate against those who harm their own interests. In addition, people who strongly agree with the negative reciprocity norm also have a higher desire for revenge (Schindler *et al.*, 2012). Supervisor incivility and negative organizational gossip are undesirable situations for employees. If employees think that they are a victim, they hold someone else responsible for such undesirable situations, and experience negative feelings and thoughts against the aggressor, such as anger and vengefulness. As a response to ill-treatment, revenge means the desire to harm those who caused the injustice (Yılmaz, 2014).

Workplace incivility, supervisor incivility, coworker incivility and customer incivility are particularly prevalent in the restaurant sector because employees must work collaboratively with others and communicate intensively with customers (Arasli *et al.*, 2018; Chen *et al.*, 2021; Karatepe *et al.*, 2019). Supervisor incivility results in a high level of retaliation among employees (Dupre and Barling, 2006) that can be aimed at supervisors or businesses (Mitchell and Ambrose, 2007). Supervisor incivility also makes employees more likely to blaming others (Tong *et al.*, 2019) and intend to take revenge (Liu *et al.*, 2010; Huang *et al.*, 2018). Organizational gossip is also regarded as an uncivil workplace behavior (Reio, 2011; Durrani, 2020) against the gossipers. Organizational gossip increases employees' revenge intention (Şantaş *et al.*, 2018) and blaming others (Bonner, 2016), which in turn increases revenge intention (Aquino *et al.*, 2001; Bradfield and Aquino, 1999). Based on this discussion, we suggest the following two hypotheses (Figure 1):

H6. Employees' blaming others mediates the relationship between organizational gossip and employees' revenge intention.

H7. Employees' blaming others mediates the relationship between supervisor incivility and employees' revenge intention.

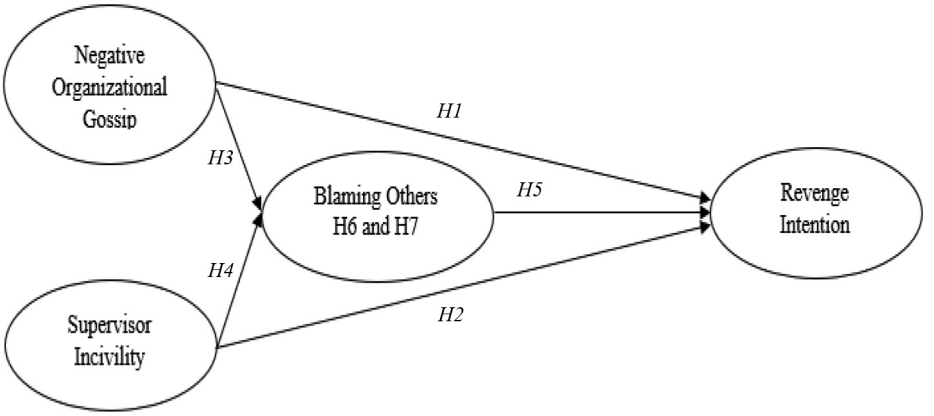


Figure 1.
Conceptual framework

Source: Created by authors

3. Method

3.1 Sample and data collection

Restaurants meet customers' needs and expectancies by giving a la carte, table d'hote or special food service. In accordance with capacity, physical properties, material usage standards, employees' qualifications and service quality in Turkey, restaurants are classified as first and second class by the Ministry of Culture and Tourism. While first-class restaurants have to have a minimum of 150 customer capacity, second-class restaurants have to have a minimum of 50 customer capacity. Furthermore, restaurants must meet certain standards such as décor, service standard, taste, quality and food presentation (Akgunduz and Eryilmaz, 2018).

Data was collected from restaurant employees in the southern Turkish city of Mersin. Various small and large restaurants operate in the city, which is renowned for its gastronomic specialties, such as tantuni and kebab. Restaurants were specifically targeted in Mersin Marina and Palcity Shopping Mall because of the number of employees, opening hours and public image. There were 24 restaurants at this region. 19 managers of those restaurants accepted to participate the research. First, we informed them about the aim and scope of the study. Data was then collected between March 1st and April 15th, 2020, based on convenience sampling from those restaurant staff that gave voluntary consent to participate. Due to the demanding service capacity, those restaurants were visited at different times and the questionnaires were applied face to face.

Although restaurants did not share employees' numbers with researchers, all of current restaurant employees (including kitchen employees, service employees, waiters, chefs and public relation employees) were included in population of this study. The population determining is too hard when employee number is not known. Therefore, sample size was determined by using item numbers. Kline (2001) asserts that each item should be including 10 (or more) times more of respondent numbers to have reliable results. Since questionnaire form included 22 items, sample size was determined as 220. Considering there could be some missing data, it was aimed to apply 15 surveys in each restaurant. Two hundred fifty-one surveys were conducted at the end of data collection process. 12 surveys were excluded for they have missing value under 15%. Therefore, 239 valid questionnaires were collected and analyzed in this empirical research. As seen in Table 1, of these participants in this research,

Variable	Category	*n*	%
Gender	Female	98	41
	Male	141	59
Marital status	Married	37	16
	Single	202	84
Education level	Primary	11	5
	Secondary	31	13
	High school	77	32
	Associate degree	82	35
	Bachelor and/or postgraduate degrees	37	15
Age	25 Years and under	184	77
	26–35 Years	42	18
	36 Years and above	13	5
Work experience	5 Years and under	227	95
	6 Years and above	12	5

Source: Created by authors

Table 1. Participants' characteristics

59% were male ($n = 141$) and 41% were female ($n = 98$). Their ages ranged from 23 to 58 (mean 23 years) while their restaurant experience range from 1 to 22 years (mean 2 years). Skewness and kurtosis values were evaluated to determine if the variables were normally distributed. Skewness values varied between −0.267 and 2.026 while kurtosis values varied between −0.713 and 2.626. According to Byrne (2010), these values indicate that the data was normally distributed.

3.2 Measures

Employees' tendency to blaming others for specific events was measured with one dimension from the Cognitive Emotion Regulation Questionnaire (CERO-κ), developed by Garnefski *et al.* (2007). The original scale has 36 items across 9 dimensions. However, this study only used the Others-Blame dimension. Employees were asked to rate their cognitive emotion regulation strategies using a five-point Likert type scale from 1 (strongly disagree) to 5 (strongly agree). A sample item is "I think that it's the fault of others." The alpha coefficient for the translated scale was 0.75, indicating satisfactory internal consistency (Nunnally, 1978).

Employees' revenge intention was measured with Revenge Intention Scale consist of five-item and developed by Wade (1989). Employees were asked to rate revenge intention using a five-point Likert type scale from 1 (never) to 5 (always). A sample item is "I want him/her to get what he/she deserves." The alpha coefficient for the translated scale was 0.88, indicating satisfactory internal consistency (Nunnally, 1978).

Perceived negative organizational gossip was measured with the Negative Organizational Gossip Scale consist of three-item developed by Chandra and Robinson (2010). A sample item is "Others (e.g. coworkers and/or supervisors) spread unfavorable gossip about me in the workplace." Employees rated gossip frequency on a scale ranging from 1 (never) to 5 (daily). The alpha coefficient for the translated scale was 0.70, indicating satisfactory internal consistency (Nunnally, 1978). At the last of the questionnaire focused on the demographic characteristics of the respondents such as age, gender and restaurant experiences duration.

Supervisor incivility was measured with the supervisor incivility scale consist of seven-item developed by Cortina *et al.* (2001). Employees were asked to rate the frequency of

supervisor incivility using a five-point Likert type scale from 1 (never) to 5 (always). A sample item is "Made unwanted attempts to draw you into a discussion of personal matters?" The alpha coefficient was 0.87, indicating satisfactory internal consistency (Nunnally, 1978).

3.3 Data analysis

The quality of the measurement model was analyzed using confirmatory factor analysis (CFA), as suggested by Anderson and Gerbing (1988). Goodness of fit was evaluated using chi-square, RMSEA, NFI, NNFI, IFI, RFI, SRMR and AGFI. Internal reliability was measured with Cronbach's alpha and composite reliability (CR), based on a threshold of 0.70. Common method bias (CMB) was evaluated using Harman' single-factor test. The hypotheses were tested by using structural equation model (SEM).

4. Results

4.1 ANOVA and t-test

Independent samples *t*-test was applied to determine the relations between gender, marital status, job experiences and main variables (supervisor incivility, revenge intention, negative organizational gossip and blame others). As seen in Table 2, results show that although differences are not significant between gender and main variables, differences are significant between marital status, job experiences and main variables. Whilst revenge intention of married employees is more than single employees significantly, revenge intention of participants of 25 years of age and under and employees who has five years and under job experiences are less than other employees. Moreover, revenge intention of restaurant employees who have six years and above job experiences are more than other employees significantly.

ANOVA was applied to determine the relations between educational level, age and main variables. To identify the source of those significant differences, the Tukey HSD post hoc comparisons were used by performing a series of pair wise comparisons. As seen in Table 3, although differences are not significant between educational levels of restaurant employees and main variables, differences are significant between revenge intentions and supervisor incivility and their age.

Table 2.
Main scores for employee attributes for gender, marital status and work experience

	Gender		Marital status		Work experience	
	Female	Male	Married	Single	5 years and under	6 years and above
Revenge intention						
M	2.0494	2.1286	2.4485**	2.0298**	1.900***	2.5508
(SD)	0.81	1.09	1.03	0.96	0.86	1.14
Negative organizational gossip						
M	2.7829	2.6860	2.8039	2.7116	2.6705	2.8646
(SD)	0.80	0.83	0.84	0.81	0.80	0.86
Blaming others						
M	2.7238	2.7190	2.7858	2.6813	2.6529	2.811
(SD)	0.71	0.75	0.82	0.72	0.72	0.76
Supervisor incivility						
M	1.7054	1.6785	1.9608	1.6251	1.5438	1.9865**
(SD)	0.68	0.79	0.85	0.72	0.64	0.90

Notes: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$. These differences are significant
Source: Created by authors

Variable	Category/*F*-test	Revenge intention M	Negative organizational gossip M	Blaming others M	Supervisor incivility M
Education level	Primary	1.8409	2.7576	2.5909	1.9697
	Secondary	2.1935	2.6989	2.6290	1.4355
	High school	2.0812	2.8355	2.7139	1.7338
	Associate degree	2.0396	2.5488	2.7226	1.6159
	Bachelor and/or postgraduate degrees	2.1081	2.8559	2.7568	1.7154
	F value	0.303	1.569	0.207	1.496
Age	25 Years and under	1.9454	2.6649	2.6753	1.5879
	26–35 Years	2.4048	2.9683	2.8326	1.8961
	36 Years and above	2.8269	2.7436	2.7308	1.9615
	F	8.264*	0.2391	0.794	4.137*

Notes: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$; These differences are significant
Source: Created by authors

Table 3.
Main scores for employee attributes related to educational level and age

As seen in Table 4, according to the results of Tukey HSD, revenge intentions of employees who are 25 years and under old are less than others significantly. Moreover, perceived supervisor incivility of employees who are 26–35 years old are more than employees who are 25 years and under old.

4.2 Measurement model and confirmatory factor analysis

The CFA identified two items with non-significant *t-values s* and low standard loadings from 0.50. Specifically, item each from the revenge intention scale and supervisor incivility scale were removed from further analysis. The CFA results showed that the four-factor model was suitable at the medium level: Chi-square = 214.634 (df = 114), X^2/df = 1.883, GFI = 0,906, AGFI = 0.874, CFI = 0.934, NFI = 0.871, IFI = 0.935 and RMSEA= 0.061. The *t-values* of the observed variables were all higher than 8.60 while the standardized factor loadings were all higher than 0.616. Based on Anderson and Gerbing (1988), these goodness of fit statistics and factor loadings support the construct validity of the

	Revenge intention	Supervisor incivility
25 Years and under		
26–35 Years	−0.46*	−0.31*
36 Years and above	−0.88*	−0.37
26–35 Years		
25 Years and under	0.46*	0.31*
36 Years and above	−0.42	0.066
36 Years and above		
25 Years and under	0.88*	0.37
26–35 Years	0.42	0.066

Note: *$p < 0.05$
Source: Created by authors

Table 4.
Tukey HSD post hoc test results

measurement model. Table 5 presents the standardized factor loadings, average variance extracted (AVE), CR and alpha values for the observed and latent variables.

Internal consistency was assessed using alpha and CR. The results indicated good internal consistency with alpha values varying from 0.695 to 0.874 and CR ranging from 0.70 to 0.875. These values show that all variables had internal consistency. Although AVE values of revenge intention and supervisor incivility are bigger than 0.50, AVE values of blaming others and perceived negative organizational gossip is between 0.40 and 0.50. In case of AVE is less than 0.5 but CR is higher than 0.6, the convergent validity of the construct is still adequate (Fornell and Lacker, 1981; Lam, 2012). Discriminant validity was assessed using the square root of AVE. Table 6 indicates that discriminant validity was achieved as the square root of each construct's AVE value is higher than its correlations with other constructs.

4.2.1 Common method bias. Harman' one factor test was used to determined CMB statistically. As Podsakoff *et al.* (2003) note, a CMB may arise when all variables are grouped

	Loadings	R^2	C.R	C.A.	AVE
Revenge intention			0.875	0.874	0.638
I'll make him/her pay	0.851	0.725			
I wish that something bad would happen to him/her	0.769	0.591			
I want him/her to get what he/she deserves	0.827	0.684			
I'm going to get even	0.742	0.550			
I want to see him/her hurt and miserable					
Perceived negative workplace gossip			0.700	0.695	0.439
In the past six months, others (e.g. coworkers and/or supervisors) communicated damaging information about me in the workplace	0.616	0.380			
In the past six months, others (e.g. coworkers and/or supervisors) spread unfavorable gossip about me in the workplace	0.618	0.382			
In the past six months, others (e.g., coworkers and/or supervisors) made negative allegations about me in the workplace	0.746	0.557			
Supervisor incivility			0.870	0.869	0.529
Put you down or was condescending to you?	0.612	0.375			
Paid little attention to your statement or showed little interest in your opinion?	0.744	0.553			
Made demeaning or derogatory remarks about you?	0.701	0.491			
Addressed you in unprofessional terms, either publicly or privately?	0.743	0.551			
Ignored or excluded you from professional camaraderie?	0.799	0.638			
Doubted your judgment on a matter over which you have responsibility?	0.754	0.569			
Made unwanted attempts to draw you into a discussion of personal matters?		–			
Blaming others			0.749	0.749	0.428
I think that others are to blame	0.630	0.397			
I think that others have been stupid	0.671	0.450			
I think that it's the fault of others	0.636	0.405			
I think that it's all caused by others	0.678	0.460			

Table 5.
CFA results

Source: Created by authors

under a single factor or when the first factor explains a significant part of the total variance. In this study, the factor analysis included 17 items grouped under four factors, with the first factor explaining 28% of the total variance. However, the test results showed that there was no common method variance problem in our data. It was also stated that employee participation to control CMB was supported by the management, that participation was voluntary and that the answers given to the items would not be evaluated as true or false. Information on anonymity was also provided on the first page of the questionnaire. This procedure is one of the methods used for method bias (Tarbizi *et al.*, 2023)

4.3 Hypotheses tests

We investigated the effects of supervisor incivility and negative organizational gossip on revenge intention via blaming others. Thus, a mediation model was tested using SEM. Regarding the main effects, the findings supported *H1–H5* (Table 7).

The relationship between negative organizational gossip and revenge intention was positive and significant ($\beta = 0.188$ $p = 0.01$), which supported *H1*. The influence of supervisor incivility on revenge intention was positive and significant ($\beta = 0.199$ $p < 0.01$), which supported *H2*. The direct relationship between negative organizational gossip and blaming others was positive and significant ($\beta = 0.091$ $p < 0.01$), which supported *H3*. The direct relationship between supervisor incivility and blaming others was positive and

	1	2	3	4	AVE	Square root of AVE
1 Supervisor incivility	1				0.53	0.73
2 Revenge intention	0.256**	1			0.64	0.80
3 Negative organizational gossip	0.201**	0.250**	1		0.44	0.66
4 Blaming others	0.195**	0.248**	0.258**	1	0.43	0.66
Mean	1.66	2.07	2.72	2.70		
SD	0.75	0.98	0.82	0.74		

Notes: *$p < 0.05$; **$p < 0.01$
Source: Created by authors

Table 6.
Means, standard deviations and correlation coefficients ($n = 236$)

Structural relations			Standardized estimates	SE	CR	P	R^2	Result
H4: Supervisor incivility	→	Blaming others	0.173	0.073	2.163	0.031	0.126	Supported
H3: Negative organizational gossip	→	Blaming others	0.310	0.091	3.250	0.001		Supported
H2: Supervisor incivility	→	Revenge intention	0.199	0.102	2.684	0.007	0.143	Supported
H1: Negative organizational gossip	→	Revenge intention	0.188	0.126	2.169	0.030		Supported
H5: Blaming others	→	Revenge intention	0.184	0.131	2.139	0.032		Supported

Source: Created by authors

Table 7.
Main results of effect analyses

significant ($\beta = 0.173$ $p < 0.05$), which supported *H4*. Finally, the relationship between others-blame and revenge intention was positive and significant ($\beta = 0.184$ $p < 0.05$), which supported *H5* (Table 8).

Regarding the indirect effects, negative organizational gossip indirectly influenced revenge intention through blaming others ($\beta = 0.102$ $p < 0.05$) since the lower and upper levels of the 95% confidence interval did not include zero (LLCI = 0.040 ULCI = 0.189). Therefore, *H6* was supported. Similarly, supervisor incivility indirectly influenced revenge intention through blaming others ($\beta = 0.079$ $p < 0.05$) since the lower and upper levels of the 95% confidence interval did not include zero (LLCI = 0.028; ULCI = 0.151). Therefore, *H7* was supported (Figure 2).

5. Conclusion, implications and practical recommendations

5.1 Conclusion

Our study aims to explain the interrelationships of supervisor incivility, negative organizational gossip, revenge intention and blaming others. Our research sheds light on the negative impact of supervisor incivility on negative organizational gossip, blaming others and revenge intention. According to attribution theory, restaurant employees who are exposed to supervisor incivility attribute this incivility to others, which leads to revenge intentions. Our findings are supported by the research of Huang *et al.* (2018), which states

Table 8.
Results of mediating effect analyses

Mediation effects			St. indirect effect	LLCI ULCI	Result
H6: Negative organizational gossip	Blaming others	Revenge intention	0.102	0.040 0.189	Supported
H7: Supervisor incivility	Blaming others	Revenge intention	0.079	0.028 0.151	Supported

Source: Created by authors

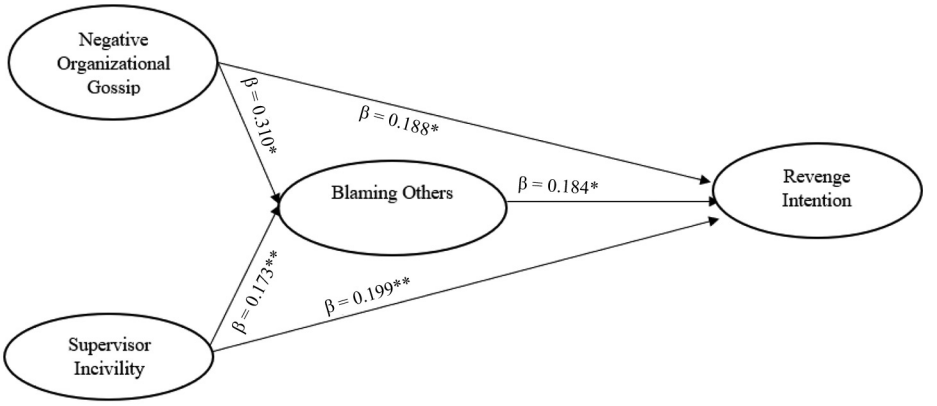


Figure 2.
Structural model

Notes: *$p < 0.05$; **$p < 0.001$
Source: Created by authors

that revenge behaviors will emerge when employees attribute supervisor incivility as hostile behavior. In addition, the research findings are consistent with Kim and Shapiro (2008)'s assertion that supervisors' uncivil behavior causes employees' negative attitudes.

In line with the norm of reciprocity theory, when restaurant employees who are exposed to negative organizational gossip blame others for it, their intention to take revenge on these people emerges. This finding is consistent with Şantaş *et al.*'s (2018) study that organizational gossip intensifies employees' revenge intentions. This finding also confirms Sun *et al.*'s (2022) assertion that workplace gossip is a driving force that leads employees to take revenge. The revenge intentions of restaurant employees who encounter negative gossip intensifies when they blame others. This suggests that employees will tend to retaliate and harm other employees who harm them (Gouldner, 1960).

5.2 Theoretical implications

This study makes various contributions to current literature. The most important contribution of this study is that this is the first empirical research that explains negative organizational gossip, blaming others, supervisor incivility, revenge intention holistically. In addition, the finding of this research that suggests that blaming others intensifies employees' revenge intentions supports few previous studies in the literature (Weinberg, 2007; Bradfield and Aquino, 1999).

Whereas previous research on supervisor incivility has shown its impacts on performance (Jawahar and Schreurs, 2018), psychological safety (Liu *et al.*, 2017), discretionary work effort (Anjum *et al.*, 2021), creativity (Liu *et al.*, 2019) and emotional exhaustion (Han *et al.*, 2021), revenge intention has shown various impacts, such as aggressive humor (Çiçek, 2021), poorer mental health (Akin *et al.*, 2012), organizational cynicism (Güllü, 2018), lower job satisfaction, perceived injustice (Karaeminoğullar *et al.*, 2013). Although supervisor incivility and revenge intention has been examined independent of each others by previous study, any study has not been examined that relationship to between supervisor incivility and revenge intention. Therefore, this current study provides new insight on understanding revenge intention from perspective of supervisor incivility.

In addition, previous empirical research on organizational gossip has shown its impacts, such as dealing with gossip (Zong *et al.*, 2021), knowledge sharing (Zou *et al.*, 2020), organizational regulation (Hafen, 2004), organizational citizenship behavior (Martinescu *et al.*, 2021), workplace morale, work effort (Bilginoğlu and Yozgat, 2020), its theoretical foundations (Mills, 2010), consequences and controversies (Michelson *et al.*, 2010) and unmanaged space (Waddington, 2011). According of this current study findings, negative organizational gossip is antecedent of employees' revenge intentions. This relation has not proved at literature. Therefore, this research presents significant contribution by providing understand revenge intention deeply.

Blaming others is accepted as a mediator variable. Although blaming other has been examined with different variables such as organizational failure (Zemba *et al.*, 2006; Gibson and Schroeder, 2003) or poor performance (Yin *et al.*, 2021), such studies are so limited in number. Therefore, blaming others needs to be researched empirically. This current research contributes to this gap by examining antecedent and consequences of blaming others.

Since there is no evidence in the tourism literature suggesting that supervisor incivility and gossip intensifies employees' revenge intentions, our findings are new in the literature. Our findings also emphasize alternative mediation paths in the relationships. It is a new finding that supervisor incivility and negative organizational gossip affect employees' revenge intentions through blaming others.

The findings of this study also contribute to the verification of the assumptions of attribution theory and norm of reciprocity theory. The fact that employees intend to take revenge on other employees who engage in negative gossip and supervisors who engage in uncivil behavior confirms the assumption of the norm of reciprocity theory of "harm to harm". In addition, the fact that employees explain negative gossip and supervisors' incivility with people and factors other than themselves confirms the assumption of Attribution Theory that "good things are caused by me, bad things are caused by people and factors other than me" (Akgündüz, 2021).

As a result, our study is the first to identify the effect of blaming others, supervisor incivility and negative organizational gossip on employees' revenge intention. Moreover, our research emphasizes that blaming others is an important mediating variable in the direct effect of supervisor incivility and organizational gossip on employees' revenge intention. This is the first empirical research on the mediating effect of organizational gossip and supervisor incivility on the relationship between organizational gossip and revenge intention.

5.3 Practical implications

The findings suggest some recommendations for restaurant managers. First, managers should not ignore the fact that employees are negatively affected by supervisor incivility and gossip, which reflects on the organization, the manager and the work, and decreases performances. Therefore, management should create an organizational culture where there is zero tolerance for uncivil behavior of employees. This institutionalizes that uncivil behavior will not be accepted in the organization and that there will be negative consequences for employees who are rude. Furthermore, this is a need to develop HR activities to prevent supervisor incivility in restaurants, specifically a mechanism for employees who experience or observe incivility to complain to senior management. This requires an effective intra-organizational complaint mechanism. Meetings and one-on-one conversations for employees to share their concerns and suggestions can support such a mechanism. Moreover, it can be helpful for employees to be informed about which behaviors and attitudes are regarded as uncivil so that supervisors' behaviors are not misinterpreted. While evaluating the performance of employees in restaurants, a performance evaluation system that allows not only the supervisor to assess the employee but also the employee to assess the supervisor should be established. In this way, managers who are assessed by their junior colleagues are ensured to treat them more carefully.

Second, restaurant management should inform their employees about relevant subjects to reduce gossip. This can minimize gossip caused by ambiguity or worry. Moreover, employees who form a group to gossip may exclude other employees who do not gossip. When management should give tasks to employees or form them into teams, they should bring different people together and enable them to know and understand each other better, which may help reduce gossip. Likewise, improving employees' ability to empathize with others may reduce negative gossip. Hence, employees' ability should be improved through active listening, paying attention to their coworkers' lives, being open to themselves about their prejudices, getting feedback and explicitly sharing their opinions with others. In addition, management should identify employees who suffer from the harms of gossip and provide them with necessary training and consultancy so that they can reduce and cope with the effects. In doing so, management should establish fair interaction and effective channels of communication to ensure the dignity and integrity of employees.

Third, restaurant employees who hold others guilty intend to take revenge. This results from their assessment of their situation in that they attribute desirable outcomes to

themselves and undesirable outcomes to others. To prevent employees from blaming others, management should first help them to increase their self-awareness, confront their feelings and learn from their mistakes. Otherwise, management will be faced with employees blaming others in every undesirable situation. Many suggestions can be made to increase employees' self-awareness (such as reading quality novels, facing their emotions and traveling), but management should especially encourage employees to learn new skills to increase their self-awareness and give feedback to employees.

5.4 Limitations and implications for future research

Similar to other research, this study has several limitations. First, the data was only gathered from restaurant staff in Mersin, making it very difficult to generalize. In future studies, data can be collected from different tourism enterprises (such as hotels and travel agencies). In addition, the fact that this research was conducted in Turkey, in which communitarian cultural characteristics are more dominant, makes it difficult to generalize these findings for restaurant employees in Western countries. For this reason, collecting data in future research from restaurant/tourism businesses in both Eastern and Western countries will provide more generalizable findings.

The data was collected based on self-report data of restaurant employees. This increases the possibility of CMB/V. Therefore, procedural solutions were found and Harman's single-factor test was used to statistically check that there was no method bias in the study. Nevertheless, future research could collect data at different times (time lagged) and by using supervisors' views on restaurant employees' behaviors.

In this study, blaming others was considered as a mediating variable. Henceforth, it was not possible to determine the revenge intentions of the self-accusers. Inclusion of the self-blame variable in the model as a mediator variable in future studies will enable the holistic examination of revenge intention from the blame perspective.

The hypotheses in this research are based on the assumptions of norm of reciprocity theory and attribution theory. Therefore, it is assumed that employees blame others for the negativities that they experience and have a negative attitude toward those who harm them. When hypotheses rest on different theories, it is likely that the assumptions about employees' behaviors will differ. For this reason, the preferred theories to explain the hypotheses can also be considered as a limitation. In future studies, when the attitudes of the employees are explained based on the resource conservation theory, the planned behavior theory or the reasoned behavior theory, it will be possible to explain the difference in the attitudes of the employees toward those who harm them.

The scale used in this research to determine the revenge intention of the employees includes expressions helping to determine the revenge intention of the individuals in general. Therefore, the responses given to those expressions show the general intention of the employees to take revenge. However, this study examined employees' revenge intentions as a result of supervisor incivility and negative organizational gossip. This should be accepted as a limitation caused by the measurement tool. For future studies, it is suggested using a scale which allows to examine revenge intention as a result of variables to be mainly studied, instead of as a generic personality trait. To achieve this, short additions can be made to the scale items of revenge intention. For instance, the expression of "I'll make him/her pay" is an item of the revenge intention scale. When measuring revenge intention based on supervisor incivility, the expression can be revised as "If my supervisor behaves uncivil/rude to me, I'll make him/her pay".

Supervisor incivility is one of the independent variables in this study. Although supervisor incivility is among destructive leader characteristics, it is not enough for

explaining destructive leadership. Abusive, tyrannical, evil, callous, hostility, coercion, liar, incompetent, intemperate, rigid, insular, malice, theft, harassment, bullying, toxic bad, narcissistic, unethical, corruption and ridiculing are destructive leader characteristics (Erickson *et al.*, 2015; Thoroughgood *et al.*, 2018; Mathieu *et al.*, 2014). In future studies, the dark behaviors of the manager can be examined more comprehensively by considering destructive leadership as a leadership style.

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Further reading

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