

# Revenge in the Sky: The Impact of Organizational Revenge on Organizational Sustainability in the Aviation Sector

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## Abstract

This study aims to examine the impact of organizational revenge intentions on organizational sustainability. A quantitative research method was employed to achieve this objective. The sample of the study consists of 500 employees working in the civil aviation sector. To reach the sample size, an online survey method was used. After the data collection process, the survey results were analyzed using SPSS and SPSS AMOS software. The analysis revealed a significant negative effect of organizational revenge intentions on organizational sustainability. These findings contribute to the understanding of the potential consequences of revenge behaviors in organizations, particularly in the context of the aviation sector, suggesting that managing organizational emotions may play a critical role in fostering long-term sustainability.

## 1. Introduction

In the complex and multifaceted world of work, employees engage in a variety of social roles and relationships with managers, colleagues, employers, and clients. It is often argued that the workplace, after family, is one of the most influential social environments in a person's life (Jackson & Suomi, 2004). Within these environments, both positive and negative events frequently occur, significantly impacting employees' lives, happiness, and behaviors. Positive events such as receiving praise from an employer, being promoted, or completing a project successfully are undoubtedly sources of pride and happiness for employees. However, situations where employees feel they are subjected to unjust sanctions, deprived of initiative, or ignored can trigger negative emotions like sadness or anger, potentially leading to more harmful consequences.

Despite organizations striving to improve employee performance by creating favorable organizational conditions, employees may exhibit undesirable behaviors due to work-related stress or individual characteristics (Tuna & Boylu, 2016). An organization is not only a place where employees perform tasks but also an environment where a wide array of emotions are experienced. Employees tend to exhibit both positive and negative emotions within organizations (Şener, 2013). The disruption of good relationships between employees due to various factors, such as aggressive behavior,

can negatively affect the organization as a whole (Yılmaz, 2014).

Aggression in the workplace can be seen as a disturbance in the emotional focus and behavior of employees. It can manifest as a punitive response aimed at restoring justice, particularly when individuals feel that they have been treated unfairly. These intentions can be shaped by individual personality traits and personal coping mechanisms.

The civil aviation sector is a sector where there is high competition and cost pressures, as well as intense customer demands and employee satisfaction are critical. Organizational sustainability in this sector is directly related not only to economic success, but also to social factors such as employee relations, morale and trust (Öztirak & Güney, 2022). However, in order to ensure organizational sustainability, first of all, the psychological states and behavioral reactions of employees at work must be managed correctly. Organizational revenge intentions refer to the negative emotional reactions that employees feel towards the organization as a result of negative situations such as injustice, discrimination or favoritism (Öztirak, 2023). These revenge motivations can affect employees' workplace behaviors and have significant negative consequences on organizational sustainability.

The concept of sustainability refers to an approach that includes not only environmental and economic factors, but also social factors. Organizational sustainability requires organizations to consider employee relationships, leadership

behaviors and organizational culture in order to ensure long-term success. In the airline sector, employees' psychological safety and perception of justice play a critical role in achieving organizational sustainability goals. Organizational revenge intentions can lead to the distortion of these perceptions and thus threaten the sustainability goals of the sector.

The aim of this study is to examine the effects of organizational revenge intentions on organizational sustainability, especially in the airline industry. The study investigates how revenge intentions can have an impact not only on individual behaviors but also on the overall efficiency and sustainable growth goals of the organization. However, considering the three main dimensions of organizational sustainability—economic, environmental, and social—it will discuss how revenge motivations can affect each of them.

Employees continuously compare their work conditions, rewards, and treatment by managers with those of their peers to assess whether justice is being served in the organization. When employees perceive injustice, negative emotions, such as revenge, can arise. Revenge within the organization can be detrimental, as employees may believe that their grievances will be resolved and justice will be restored through retaliation. Efforts to create sustainable organizations require radical changes, such as reallocating resources, transforming organizational culture, renewing technologies, and enhancing employee skills. Achieving these goals requires companies to shift their systems, develop new organizational structures, create a culture sensitive to the environment and society, and maintain good internal and external relationships (Demastus & Landrum, 2024). In this regard, employees who revenge intentions can disrupt sustainability efforts. These attitudes may hinder the establishment of sustainable relationships and compromise long-term organizational goals.

This study explores the potential negative impact of organizational revenge intentions on organizational sustainability. Using structural equation modeling (SEM), specifically structural regression analysis, the study investigates whether employees' revenge intentions contribute to organizational disruption and hinder sustainability efforts. Through this lens, this research provides a comprehensive understanding of how negative emotions and intentions, rooted in perceptions of injustice, can significantly affect the long-term goals of sustainability within organizations.

## 2. Conceptual Framework

### 2.1. Theoretical Background and Research Hypotheses

#### 2.1.1. Organizational Revenge Intention

Organizational revenge intention refers to the negative emotional and behavioral reaction that employees develop towards the organization or managers as a result of anger and disappointment due to negative situations such as unfair treatment, favoritism, inequality or discrimination within the organization. This type of intention is shaped by the desire of employees to harm the organization or to take revenge on the organization and usually occurs when employees feel excluded, unfair or unappreciated. Organizational revenge intention is often linked to psychological damage and demoralization in the workplace. Such feelings can negatively affect employees' work efficiency and organizational commitment. In addition, organizational revenge intentions can lead to negative consequences such as lack of cooperation within the organization, loss of trust and conflicts among employees. This can threaten the performance, work

environment and sustainability of the organization (Akın et al., 2012; Öztürk, 2024).

In organizational settings, employees who face unfair situations often develop emotions such as revenge, forgiveness, or a desire for compensation as a result of the losses they perceive. These reactions may manifest as rebellious, vengeful, or withdrawn behavior. In some cases, the perpetrator may express regret, or the organization may attempt to punish the wrongdoer. The imposition of sanctions on the guilty party can create more favorable conditions for the victim to forgive or reconcile. However, seeking revenge can also create a peaceful and calm environment for the victim, though such behavior is generally not desired (Özer et al., 2014).

Revenge intentions within organizations are typically discussed in the context of actions arising from perceived inequality and injustice (Tatarlar & Çangarlı, 2018). When an employee experiences an unfair or negative event in the workplace, they may develop a desire to punish the individual responsible. This reaction is particularly prevalent when perceived injustice is acknowledged and shared, often leading to motivations for revenge. These motivations can manifest in behaviors such as sabotage, violence, or gossip (Bordia et al., 2014). Consequently, factors like expectation, responsibility, and anger can catalyze revenge (Nayir, 2016).

The pursuit of revenge is often driven by two main processes: moral and identity-based motives. From a moral standpoint, individuals may believe that correcting wrongs and addressing injustices is an ethical obligation, thereby motivating them to seek revenge in order to restore equality and balance (Jones, 2009; Jones, 2011). Alternatively, in identity-based revenge, individuals may act out of a desire to defend their honor, reputation, or self-esteem, perceiving revenge as a way to regain lost confidence. In both cases, revenge serves as a mechanism for re-establishing a sense of fairness, whether for moral or personal reasons.

Revenge actions in the workplace can be classified as covert or overt. Covert revenge actions may include behaviors like spreading rumors, withholding information, ignoring colleagues, or providing negative feedback about the person responsible for the injustice. On the other hand, overt revenge can involve actions such as theft, sabotage, misuse of organizational resources, or intentionally slowing down work processes (Jackson, Choi, & Gelfand, 2019).

This framework provides a comprehensive understanding of how organizational revenge intentions emerge and manifest, emphasizing the importance of addressing perceived injustice in the workplace. Employees who perceive unfairness are more likely to develop revenge motivations, which in turn can lead to a range of negative behaviors, both subtle and overt.

#### 2.1.2. Organizational Sustainability

Organizational sustainability can be defined as an organization's effort to create long-term value by fulfilling its environmental, economic, and social responsibilities. This concept is gaining increasing importance in the business world because organizations are expected to not only make profits but also operate in an environmentally conscious, socially responsible, and economically efficient manner. The understanding of sustainability is reshaping business practices to align with changing conditions and environmental factors. Organizational sustainability involves not just environmental protection, but also steering organizational structures, business processes, and strategic approaches towards long-term success (Demastus & Landrum, 2024).

The United Nations (UN) has provided a guiding framework for organizations by establishing the Sustainable Development Goals (SDGs). These goals address key global issues, including the environment, inequality, poverty, welfare, peace, and justice, and aim to be achieved by 2030 (United Nations, 2016). The adoption of these goals by organizations facilitates the development of strategies that ensure effectiveness in environmental, social, and economic areas. In this context, organizational sustainability is a process intertwined with environmental management, economic growth, and social responsibility (Boudreau & Ramstad, 2005; Peters & Wals, 2013).

The adoption of sustainability in businesses is directly related to long-term strategic management decisions. While traditional management focuses on profit maximization, the new approach to sustainable management prioritizes environmentally friendly practices and policies that benefit stakeholders (Tokgöz & Önce, 2009). This transformation requires organizations to not only consider their own economic interests but also their environmental impacts and relationships with society. Studies show that sustainability is also shaped by organizational culture and leadership. Specifically, responsible leadership and green human resource management are key factors influencing organizational sustainability (Nakra & Kashyap, 2024; Joshi et al., 2023).

Organizational sustainability is an area where organizations can succeed by balancing their environmental impact, fulfilling social responsibilities, and creating economic value. Within the framework of the UN's SDG, organizations can achieve sustainability objectives by enhancing environmental efficiency, ensuring societal benefit, and supporting economic growth. This process requires organizations to transform not only their internal operations but also their relationships with society (Florez-Jimenez et al., 2024; Gadomska-Lila et al., 2024).

Therefore, sustainability is an ongoing and evolving process. Organizations must develop strategic approaches to reduce their environmental impacts, build harmonious relationships with communities and stakeholders, and achieve economic success in a sustainable manner. Such strategies can help guarantee long-term success not only for companies but also for entire ecosystems (Demastus & Landrum, 2024; Bilderback, 2024).

In recent years, research has increasingly focused on the impact of organizational behaviors on long-term sustainability. Organizational revenge intentions, often resulting from perceived injustice or conflicts within the workplace, can influence both individual and organizational outcomes, including sustainability efforts. Understanding the role of negative intentions in the corporate environment is crucial in shaping effective sustainability strategies (Demastus & Landrum, 2024; Nakra & Kashyap, 2024).

Organizational revenge intentions refer to the negative attitudes and behaviors that employees display in situations where they are treated unfairly or discriminated against. Such revenge intentions can often lead to negative outcomes such as low job satisfaction, stress at work, insecurity, and low morale. When employees are treated unfairly at work, they may exhibit psychological and behavioral reactions.

In this context, organizational revenge intentions are expected to have negative effects on organizational sustainability. Organizational sustainability is not only related to economic performance, but also to social and environmental factors. If there is distrust and lack of perception of justice among employees within an organization, this can negatively affect the long-term commitment and productivity of

employees, thus making it difficult for the organization to achieve its sustainability goals.

H1: Organizational revenge intentions have an effect on organizational sustainability.

H1a: Organizational revenge intentions have an effect on environmental sustainability.

Environmental sustainability, as a core pillar of organizational sustainability, can be significantly affected by organizational behaviors, including revenge intentions. Studies suggest that organizations characterized by interpersonal conflict and organizational revenge can exhibit decreased commitment to environmental sustainability initiatives, as negative emotions can impede collaborative efforts toward sustainability goals (Boudreau & Ramstad, 2005; Joshi et al., 2023). Therefore, it is hypothesized that revenge intentions may undermine efforts related to environmentally sustainable practices.

H1b: Organizational revenge intentions have an effect on economic sustainability.

Organizational revenge intentions are negative attitudes and behaviors that employees develop when they experience injustice or discrimination in the workplace. These feelings can lead to a loss of trust between employees, especially in the workplace, and a decrease in workplace morale and job satisfaction. Increased distrust and low morale among employees can reduce productivity and affect employees' commitment to their jobs and motivation. As a result, organizational revenge intentions can have a negative impact on economic sustainability.

Economic sustainability refers to an organization's ability to be profitable in the long term and its capacity to achieve sustainable growth. Increased organizational revenge intentions can lead to a lack of cooperation among employees and higher absenteeism rates in the workplace, which negatively affects productivity and thus organizational profitability. In addition, such negative behaviors can also reduce the company's external reputation and opportunities for sustainable economic success in the business world.

Economic sustainability is essential for the long-term success of any organization, ensuring stable growth and profitability. Research indicates that negative organizational behaviors, such as revenge intentions, can detract from an organization's focus on strategic economic decision-making and long-term financial goals (Peters & Wals, 2013). Employees or leaders with revenge-driven motives may act in ways that disrupt efficient resource allocation and hinder economic performance, ultimately compromising economic sustainability (Florez-Jimenez et al., 2024; Chaudhuri et al., 2024).

H1c: Organizational revenge intentions have an effect on managerial sustainability.

Administrative sustainability involves the development of leadership practices that prioritize long-term organizational health, ethical decision-making, and stakeholder relationships. Organizational revenge intentions can have a significant impact on managerial sustainability, as leaders influenced by such intentions may engage in decision-making that prioritizes personal vendettas over collective organizational goals (Sadek & Karkoulian, 2024; Hinsberg et al., 2024). As revenge intentions can undermine trust and collaborative leadership, they can negatively affect the stability and longevity of managerial practices.

These hypotheses draw on recent research regarding the influence of organizational behaviors like revenge on broader sustainability goals. For example, the work of Demastus and Landrum (2024) and Nakra and Kashyap (2024) demonstrates the importance of addressing negative organizational

behaviors for fostering sustainable management practices. Similarly, the studies by Florez-Jimenez et al. (2024) and Joshi et al. (2023) provide evidence on how organizational dynamics, such as conflict or revenge, can detract from environmental, economic, and managerial sustainability efforts.

In this research, the dependent variable is organizational sustainability and the independent variable is organizational revenge intention. The research model created based on this information is shown in Figure 1.

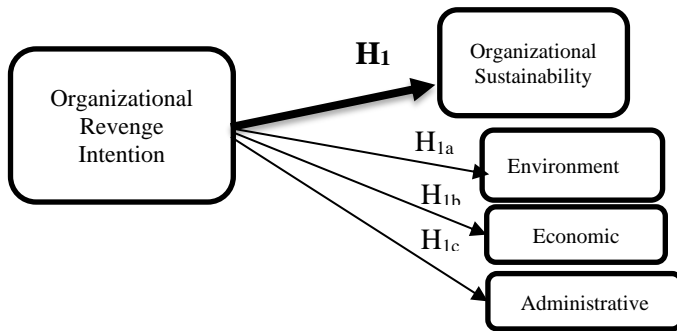


Figure 1. Research Model

### 3. Method

This study examined the effect of organizational revenge intention on organizational sustainability among personnel working in the Turkish civil aviation sector.

#### 3.1. Sampling and Data Collection Process

Data for the study were obtained using quantitative research techniques, including surveys and scales. A closed-ended 5-point Likert scale was used for the survey. The study also evaluated the strength and direction of the relationships between the variables.

Organizational Justice Theory is an approach that argues that employees' perceptions of fair treatment in the workplace directly affect their behavior, motivation, and organizational commitment. This theory consists of three basic components: distributive justice, procedural justice, and interactional justice. Distributive justice is employees' perception that rewards and resources are distributed fairly. When employees receive appropriate rewards for their efforts and contributions, they feel a higher commitment to the organization.

Procedural justice refers to the fairness of the decision-making process. When employees think that decisions are made transparently, impartially, and fairly, they exhibit a more positive attitude toward the workplace.

Interactional justice is related to the respect, empathy, and personal interest that managers show in their relationships with employees. When employees feel respected and valued, their perceptions of organizational justice also become positive.

Based on this theory, a research model was created to examine the effects of organizational revenge intention on organizational sustainability. In order to understand whether organizational justice will create employees' revenge intentions and how this intention will shape the negative effects on organizational sustainability, the effect of justice perceptions on revenge intentions will be investigated.

The research method was shaped based on organizational justice theory. In this direction, a survey method was used to

examine how employees' organizational justice perceptions have an effect on organizational revenge intentions and how this effect results in organizational sustainability. The content of this survey was prepared with questions under the titles of distributive justice, procedural justice and interactional justice to measure employees' organizational justice perceptions, revenge intentions and views on sustainability. In addition, it was planned to analyze these data with analysis software such as SPSS and AMOS.

Revenge behaviors, which mostly intersect with counterproductive, aggressive or deviant work behaviors, are among the most dangerous employee behaviors that aim to harm the organization and/or its members and are carried out intentionally. It is possible to observe behaviors such as employees putting in less effort and work in organizations, consciously making mistakes in their duties, showing verbal or physical violence, scolding, belittling, making fun of other individuals, not doing their job properly, slacking off, damaging work and production equipment, stealing, sabotage, murder, suicide. If these behaviors are a reaction by the individual to an event, process or person, they are called revenge. Since revenge behaviors aim to harm, they negatively affect the organization's functions, culture and structure. The subject of corporate sustainability, which is a management paradigm that has been accepted as a new approach against the growth and profit maximization approach that has been going on for years and has found a wide area of application in recent years, accepts that the issues of improvement, progress and profitability are indispensable, while defending the view that businesses, institutions, non-governmental organizations, etc. should also address sustainable development and environmental protection systems, justice and equality in social issues, economic progress and these issues should also be addressed from the perspective of stakeholders. The effect of organizational revenge intention on sustainability may result in negative results. Based on this assumption, the research will determine whether and in what direction the intention of revenge of employees towards their colleagues and managers in organizations affects the improvement, progress and profitability goals of the organizations.

The research problem is, does revenge intention have an effect on sustainability in organizations? If so, in what direction? The research universe is the employees working in civil aviation organizations operating in Istanbul province with an online survey method. The research universe is the group consisting of all people related to answering the determined problem (Lin, 1976: 146). However, the number of the universe makes the research impossible due to the limitations in time and financial resources. For this reason, a subset (sample) that will represent this group is selected from the entire group (universe) included in the research. Collecting information from a sample selected from the universe instead of the entire universe is a cheaper, faster and easier way (De Vasus, 1990: 60). Selecting a subset that represents the universe is called sampling and sample selection. Quota sample selection technique was used for the research. Quota sample selection technique starts with the description of the characteristics of the targeted universe. Certain quotas are created regarding the characteristics of the sample units and individuals are selected within the framework of these quotas. Quota sampling is a practical and economical technique. According to the criteria of the quota, the people interviewed will be more easily reached and those who are willing to participate in the research will be more represented in the sample (Sencer and Sencer, 1978: 482). In this research, data is collected between 01.10 – 01.12. 2024 for the sampling frame. The sample of the research is determined as 500 people.

A single province and a certain number of companies are used. Therefore, the quota sampling technique becomes practical and economical for the research. In this research, the dependent variable is organizational sustainability and the independent variable is organizational revenge intention.

Ethical approval for the study was obtained at the meeting of Istanbul Esenyurt University Ethics Committee dated 17 September 2024 and numbered 2024/07.

**3.2. Measures**

Data was collected in the study using the survey method. The first part of the survey includes a personal information form consisting of questions on gender, age, level of education, marital status, working with the current manager, and length of service in the organization. The second part includes the “Organizational Revenge Intention Scale”, which consists of 5 items and was used with ethical permission from Yilmaz’s (2019) master’s thesis and measures organizational revenge intention. This scale is a 5-point Likert-type scale (1= Never, 2= Rarely, 3= Sometimes, 4= Frequently, 5= Always). Yilmaz (2019) calculated the reliability of the revenge intention scale as 0.81 in his master’s thesis. The third part of the survey includes the “Organizational Sustainability Scale”, which consists of 39 items and was used with ethical permission from Gültekin and Argon’s (2020) article and measures organizational sustainability in terms of social, cultural, environmental, economic, and administrative aspects. This scale is a 5-point Likert-type scale (1=Strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly agree). In the article by Gültekin and Argon (2020), the Cronbach alpha coefficient of social sustainability, which are the sub-dimensions of the organizational sustainability scale, is 0.93, the Cronbach alpha coefficient of cultural sustainability is 0.89, the Cronbach alpha coefficient of environmental sustainability is 0.87, the Cronbach alpha coefficient of economic sustainability is 0.87, and the Cronbach alpha coefficient of administrative sustainability is 0.98. All these results show that the scale has high reliability. In this research study, 25 statements of organizational sustainability and the statements of environmental, economic and administrative sustainability from the sub-dimensions related to these statements are used.

**3.3. Data analysis method**

In order to determine the effect of organizational revenge intention on organizational sustainability, analyses are made in SPSS statistical package program and SPSS AMOS graphic programs, statistics are calculated and modeling is done. The results obtained are interpreted in detail.

Frequency and percentage distributions and mean and standard deviation values are calculated to obtain descriptive and descriptive statistics for the analyses to be performed. Kurtosis and skewness values are used to determine the closeness to normal distribution. Confirmatory Factor Analysis from Structural Equation Modeling is used to verify the validity of the scales, and Structural Regression Analysis from Structural Equation Modeling is used to calculate the effect of the independent variable on the dependent variable.

**4. Result and Analysis**

**4.1. Demographic characteristics**

The frequency and percentage distributions of demographic questions such as gender, age, education level, marital status, working with the manager, and working time in the institution are shown in Table 1.

**Table 1.** Demographic Characteristics

Variable	Category	n	%
Gender	Male	224	44.8%
	Female	276	52.2%
Age	18-24 years	306	61.2%
	25-34 years	142	28.4%
	35-44 years	52	10.4%
Marital Status	Single	427	85.4%
	Married	73	14.6%
Education Level	High School	20	4.0%
	Associate Degree	70	14.0%
	Bachelor's Degree	410	82.0%
Working Time with Manager	Less than 2 years	365	73.0%
	2-5 years	86	17.2%
	6 years or more	49	9.8%
Working Time at Organization	Less than 1 year	283	56.6%
	1-5 years	146	29.2%
	6 years or more	71	14.2%
	Total	500	100%

The sample consists of 52.2% female (n=276) and 44.8% male (n=224) participants. A majority (61.2%, n=306) are between the ages of 18-24, while 28.4% (n=142) are aged 25-34, and 10.4% (n=52) are 35-44. Most employees are single (85.4%, n=427), and 82.0% (n=410) hold a bachelor's degree. Regarding tenure with their current manager, 73.0% (n=365) have been working with them for less than 2 years. In terms of organizational tenure, 56.6% (n=283) have been with their current organization for less than a year. Overall, the majority of employees have relatively short tenures both with their current manager and organization.

**4.2. Descriptive Statistics**

Descriptive statistics are statistics related to compiling, collecting, summarizing and analyzing numerical data. Mean and standard deviation values are used in descriptive statistics. Skewness and kurtosis are an indicator of how skewed or flat a distribution graph is compared to a normal distribution. If the kurtosis value is positive, the curve is steeper/sharper, and if it is negative, it is flatter. If the skewness coefficient is negative, it indicates a distribution skewed to the right, and if it is positive, it indicates a distribution skewed to the left. The kurtosis coefficient is 0 in a normal distribution. A positive kurtosis coefficient indicates a sharp distribution, and a negative kurtosis coefficient indicates a flat distribution. Table 2 shows the kurtosis and skewness values from descriptive statistics and normal distribution indicators. Table 2. Mean, Standard Deviation, Kurtosis and Skewness Statistics

Employees' perceptions of organizational revenge intention ( $\bar{X} = 3.457 \mp 1.136$ ), organizational sustainability ( $\bar{X} = 3.890 \mp 0.597$ ), administrative sustainability ( $\bar{X} = 4.211 \mp 0.534$ ), environmental sustainability ( $\bar{X} = 3.421 \mp 0.936$ ) and economic sustainability ( $\bar{X} = 3.457 \mp 1.136$ ) dimensions are high. The dimension with the highest perceptions is administrative sustainability. Since the kurtosis and skewness statistics in Table 2 are between  $\mp 1.5$ , it can be stated that the variables are close to normal distribution.

**Table 2.** Mean Average, Standard Deviation, Kurtosis and Skewness Statistics

Variable	Mean	Std. Deviation	Std. Kurtosis	Std. Error of Kurtosis	Skewness	Std. Error of Skewness
Organizational Revenge Intention (ORI)	3.457	1.136	-0.472	0.109	-0.533	0.218
Organizational Sustainability (OS)	3.890	0.597	-0.166	0.109	-0.850	0.218
Managerial Sustainability (MS)	4.211	0.534	-0.524	0.109	0.657	0.218
Environmental Sustainability (EvS)	3.421	0.936	-0.235	0.109	-0.763	0.218
Economic Sustainability (ES)	3.457	1.136	-0.472	0.109	-0.533	0.218

**4.3. Reliability Analysis**

The reliability of the factors is measured by the Cronbach alpha coefficient model called Reliability Analysis. The results of the reliability analysis are interpreted depending on the alpha coefficient (Kalaycı, 2008):

The reliability of the scales used in the study was assessed using Cronbach’s alpha, with values for each scale ranging from 0.778 (for environmental sustainability) to 0.895 (for organizational revenge intention), all of which indicate a high level of internal consistency (Karasar, 1995).

According to Cronbach’s alpha coefficient, organizational revenge intention, organizational sustainability, administrative and economic sustainability dimensions are at a high level of reliability, while the environmental sustainability dimension is at a very reliable level. These results show that the scales can be used for analysis.

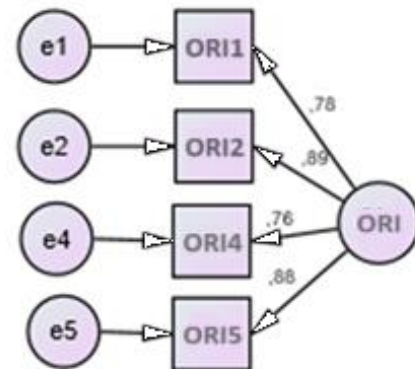
**Table 3.** Cronbach Alpha Coefficients

Scale	Cronbach’s Alpha Coefficient	n
Organizational Revenge Intention Scale (ORI)	0.895	4
Organizational Sustainability Scale (OS)	0.875	17
Managerial Sustainability Dimension (MS)	0.845	10
Environmental Sustainability Dimension (EvS)	0.778	5
Economic Sustainability Dimension (ES)	0.802	2

**4.4. Confirmatory Factor Analysis**

Confirmatory factor analysis is used with AMOS program to verify the validity of organizational revenge intention scales. Confirmatory factor analysis is one of the structural equation modeling. This analysis is used for scale development and validity analysis and aims to verify the previously determined structure. Confirmatory factor analysis tests or

determines how the factor analytic structure of the data fits a hypothesized model. In confirmatory factor analysis, variables are accepted as functions of latent variables called factors. In confirmatory factor analysis, observed variables are associated only with previously determined latent variables. Correlation between some error terms is allowed. Some parameters are limited to certain values or are limited to have the same value as other parameters. In confirmatory factor analysis, first-order single-factor model, multi-factor model and second-order multi-factor model are derived (Bayram, 2013: 42). Figure 3 shows the confirmatory factor analysis model of organizational revenge intention.



**Figure 2.** Organizational Revenge Intention Scale Single Factor Confirmatory Factor Analysis (CFA) Model

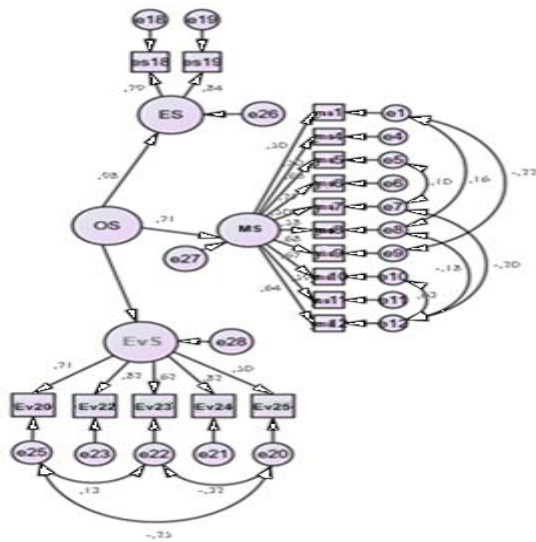
A single factor model consisting of a total of 4 observed variables was determined in the model that emerged as a result of the confirmatory factor analysis conducted on the organizational revenge intention (ORI) scale. According to the model fit indexes, the 3rd statement of the scale (3. I have a durable structure that can sustain my existence in line with my goals under all conditions) was removed from the model. After the analysis was repeated again, it was seen that the model fit indexes were between the required values. The fit results of the confirmatory factor model are shown in Table 3.

**Table 3.** Fit Indices: Second-Level Multi-Factor Model of Organizational Revenge Intention

CMIN	SD	CMIN/SD	RMR	RMSEA	GFI	CFI	IFI
3.712	2	7.424	0.026	0.074	0.993	0.996	0.996

\* p ≤ 0,01

The findings of the confirmatory factor analysis of the organizational revenge intention scale are  $[\Delta X]^2 = 3.712$ ,  $sd=2$ ,  $[\Delta X]^2/sd = 7.424$ ,  $RMR = 0.026$ ,  $RMSEA = 0.074$ ,  $GFI = 0.993$ ,  $CFI = 0.996$  and  $IFI = 0.996$ . Within the framework of this information, it is seen that the model shows acceptable fit according to the general model fit ( $\leq 4-5$ ) result, the root mean square error of approximation, which is one of the comparative fit indices,  $RMSEA (0.06-008)$ , shows acceptable fit and the residual-based fit index,  $RMR (\leq 0.05)$ , shows good fit. According to the results of the goodness of fit index  $GFI (\geq 0.90)$ , the incremental fit index  $IFI (\geq 0.95)$  and  $CFI (\geq 0.95)$ , which are other absolute fit indexes, the model shows a good fit. The secondary level multi-factor model of the organizational sustainability scale is shown in Figure 4.



**Figure 3.** Secondary Level Multifactor Model of Organizational Sustainability Scale

The model obtained as a result of CFA regarding the organizational sustainability (OS) scale is seen to consist of a total of 17 observations and three factors. The statements of each factor are included in the model. A total of two statements of economic sustainability (ES) were included in the model and the other two statements (17. I implement effective savings programs (smart/photo cell lamp, faucet, etc.) and 18. I try to create national awareness with actions such as encouraging people to buy local products) were removed from the model because their factor loadings were low and violated the determined compliance limits. While ten statements of managerial sustainability (MS) are included in the model, 5 statements (2. ‘I benefit from my experiences to continue my existence in line with my goals’, 3. I have a durable structure that can continue my existence in line with my goals under all conditions, 13. Our superiors in the institution are willing to help me shape the future, 14. Our superiors in the school have the experience to evaluate yesterday, today and tomorrow together, 15. Our superiors in the institution create a collaborative working environment) are not included in the model. Environmental sustainability (EvS) has a statement that is not included in the model because it has a low actor load and has a negative effect on the determined harmony (21. I use environmentally friendly products (ecological papers, natural cleaning materials, organic foods, etc.). Therefore, a total of 5 statements are included in the model. Table 4 shows the fit indices of the second-level multi-factor model of the organizational sustainability scale.

**Table 4.** Fit Indices: Second-Level Multi-Factor Model of Organizational Sustainability

CMIN	SD	CMIN/SD	RMR	RMSEA	GFI	CFI	IFI
2,772	86	238,403	0,049	0,060	0,949	0,961	0,961

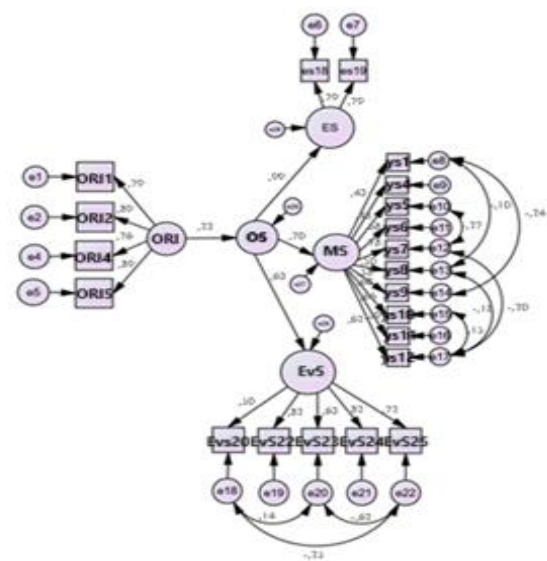
\* p ≤ 0,01

The findings of confirmatory factor analysis of organizational sustainability scale are  $[\Delta X]^2 = 2.772$ ,  $sd = 86$ ,  $[\Delta X]^2 / sd = 238.403$ ,  $RMR = 0.049$ ,  $RMSEA = 0.060$ ,  $GFI = 0.949$ ,  $CFI = 0.961$  and  $IFI = 0.961$ . Within the framework of this information, it is seen that the model shows good fit according to the general model fit ( $\leq 3$ ) result, the root mean square error of approximation, which is

one of the comparative fit indexes, RMSEA (0.06-008), is acceptable fit and the residual-based fit index, RMR ( $\leq 0.05$ ), also indicates good fit. According to the results of the goodness of fit index GFI ( $\geq 0.90$ ), the incremental fit index IFI ( $\geq 0.95$ ) and CFI ( $\geq 0.95$ ), which are other absolute fit indexes, the model shows good fit.

**4.5. Structural Regression Analysis with SPSS AMOS**

One of the SEM models that can be analyzed with AMOS is structural regression models. Structural regression models include confirmatory factor analysis models and path analysis at the same time. These models are models that can include observed and latent variables at the same time. Such models are used to discover the relationships of latent variables whose interactions are unknown (Meydan and Şeşen, 2011: 121). Figure 5 shows the path regression model of the effect of organizational revenge intention on organizational sustainability.



**Figure 4.** Structural Model: Organizational Revenge Intention and Sustainability

The organizational revenge intention scale is an independent variable consisting of 4 observed variables. The organizational sustainability scale is also included in the model as a dependent variable consisting of 17 observed variables. Table 5 shows the fit index results of the model regarding the effect of organizational revenge intention on organizational sustainability.

**Table 5.** Fit Indexes: Organizational Revenge Intention and Sustainability

CMIN	SD	CMIN/SD	RMR	RMSEA	GFI	CFI	IFI
2.772	148	369.302	0.068	0.055	0.938	0.958	0.959

\* p ≤ 0,01

The findings of the structural regression analysis regarding the effect of organizational revenge intention on organizational sustainability are  $[\Delta X]^2 = 369.302$ ,  $sd = 148$ ,  $[\Delta X]^2 / sd = 2.772$ ,  $RMR = 0.068$ ,  $RMSEA = 0.055$ ,  $GFI = 0.938$ ,  $CFI = 0.958$  and  $IFI = 0.959$ . Within the framework of this information, according to the general model fit ( $\leq 3$ ) result, the model shows a good fit, and according to the results of the root mean square error of approximation, RMSEA (0.06-0.008), which are comparative fit indexes, and RMR

(0.06-0.08), which is the residual-based fit index, the model indicates an acceptable fit. According to the results of the goodness of fit index GFI ( $\geq 0.90$ ), the incremental fit index IFI ( $\geq 0.95$ ) and CFI ( $\geq 0.95$ ), which are other absolute fit indexes, the model shows a good fit. The regression weights of the model are shown in Table 6.

**Table 6.** Regression Results of the Model Regarding the Effect of Organizational Revenge Intention on Organizational Sustainability

B	Standard Error	p-value
0.230	0.040	0.000

**Regression Results: Organizational Revenge Intention and Sustainability**

In this study, the impact of organizational revenge intention on organizational sustainability has been assessed, with the results indicating that the model path is statistically significant, as shown by the p-value ( $p \leq 0.01$ ). This finding suggests that perceived organizational support has a significant influence on employee performance. Specifically, the data reveals that employees' intention to engage in organizational revenge affects their organization's sustainability goals by 23%. To provide a more comprehensive analysis of this relationship, let us consider the various tables and statistical results presented.

**Descriptive Statistics and Reliability Analysis:** The descriptive statistics for the key constructs of organizational revenge intention (ORI), organizational sustainability (OS), managerial sustainability (MS), environmental sustainability (EVS), and economic sustainability (ES) show that all constructs have relatively high mean values, indicating that these factors are generally perceived positively by the respondents. The reliability of the scales used in the study was assessed using Cronbach's alpha, with values for each scale ranging from 0.778 (for environmental sustainability) to 0.895 (for organizational revenge intention), all of which indicate a high level of internal consistency. These findings suggest that the measurement tools used are reliable, contributing to the validity of the results.

**Path Analysis Results:** The results from the structural equation modeling (SEM) path analysis are crucial for understanding the relationships between the variables. The standardized path coefficient ( $\beta$ ) between organizational revenge intention and organizational sustainability is 0.230, with a standard error of 0.040 and a p-value of 0.000. This suggests a strong, statistically significant positive relationship between organizational revenge intention and organizational sustainability. A  $\beta$  value of 0.230 means that a 1-unit increase in organizational revenge intention leads to a 0.23-unit increase in organizational sustainability, supporting the hypothesis that higher levels of revenge intention among employees are associated with lower sustainability outcomes for the organization.

**Fit Indices and Model Evaluation:** The fit indices for the structural model indicate good model fit: the CMIN/SD ratio is 7.424, the RMR is 0.026, and the RMSEA is 0.074, all of which are within acceptable ranges for confirming the model's fit to the data. Furthermore, the GFI (Goodness of Fit Index), CFI (Comparative Fit Index), and IFI (Incremental Fit Index) all show values close to 1, which further supports the robustness of the model.

**Impact of Revenge Intention on Sustainability Goals:** From a practical perspective, the results suggest that employees' intention to engage in organizational revenge has a notable negative effect on the achievement of sustainability goals, particularly affecting the organization's sustainability objectives by approximately 23%. This finding is significant because it highlights the potential organizational costs associated with unresolved interpersonal conflicts and negative emotions, such as revenge, among employees. Employees who harbor negative intentions, such as revenge, may undermine organizational efforts to achieve long-term sustainability goals, both from an environmental and economic perspective.

**Implications for Organizational Sustainability:** The study also offers valuable insights into the broader implications of organizational behavior on sustainability. The significant relationship between revenge intention and sustainability suggests that fostering a positive organizational climate is critical for maintaining progress toward sustainability goals. Organizations need to address underlying issues, such as conflict resolution, perceived organizational support, and employee engagement, in order to reduce the potential for harmful behaviors like revenge, which can undermine sustainability efforts.

**5. Discussion and Conclusion**

In this study, findings were obtained examining the effect of employees' organizational revenge intention on organizational sustainability. As a result of the analyzes, it was determined that organizational revenge intention has a 23% effect on organizational sustainability. This result shows that employees' acting with organizational revenge motivation can have a significant negative impact on the long-term success and sustainability goals of companies. In this section, the findings will be compared with other similar studies in the literature and suggestions for future research will be presented. The findings of this study reveal that employees' revenge motives can negatively affect not only their individual work efficiency but also the organization's overall sustainability goals. The damage to employees' sense of justice can negatively affect their commitment and motivation to the organization. The effect of organizational revenge motivation indicates that employees may tend to intentionally sabotage their work, exhibit destructive behaviors, and damage organizational culture. This situation can pose a serious threat to the sustainability of companies.

Considering that organizational sustainability includes not only economic but also social and environmental factors, such negative behaviors of employees can harm the overall strategic goals of the organization. This finding reveals that organizations should focus more on improving employees' perception of justice and combating favoritism when creating sustainability strategies. Recommendations

**Fair Human Resources Management:** One of the main factors that feed employees' revenge instinct is injustice and favoritism in the workplace. For this reason, companies need to develop fair, transparent and inclusive practices in human resources management. Objective criteria should be determined in the recruitment, promotion and reward processes, and discrimination should not be allowed among employees. Eliminating such injustices can strengthen employees' ties to the organization and reduce the revenge instinct.



**Education and Awareness Programs:** Education and awareness programs should be organized to develop employees' understanding of organizational justice and sustainability. These trainings can create awareness about both sustainability principles and employee rights. Trainings can provide information about how employees contribute to the company's strategic goals and how individual interests overlap with organizational goals.

**Employee Participation and Feedback Mechanisms:** Ensuring employees' participation in management processes in the workplace can motivate them more and reduce feelings of injustice in the workplace. Feelings of organizational revenge can be prevented by establishing feedback mechanisms where employees can directly interact with management. Regular surveys and feedback sessions can provide employees with a voice.

**Reviewing Corporate Sustainability Strategies:** Companies should consider not only environmental and economic factors but also social factors when developing their sustainability strategies. Factors such as employee satisfaction, workplace fairness, and workforce diversity should be made core elements of sustainability strategies. Social sustainability is a critical component for the long-term success of organizations.

**Proactive Management in Crisis Situations:** Especially during times of crisis, employees' trust in the workplace can be quickly damaged. Therefore, a transparent and fair communication strategy that provides support to employees should be followed during crisis management processes. In addition, policies that consider employees' psychological and work-related well-being should be developed during post-crisis recovery processes.

**Limitations of the Study:** There are some limitations to this study. First, the sample group is limited to employees in the aviation sector only, so it can be said that the findings are specific to this sector. The validity of the same results for employees in other sectors is questionable. The study is survey research conducted specifically focusing on a specific geographical region, which may lead to ignoring differences in different cultural, economic and social contexts. In addition, the cross-sectional nature of the data makes it difficult to clearly reveal causal relationships. Long-term studies may provide an opportunity to examine the relationship between employees' revenge motivations and organizational sustainability in more depth.

Another limitation is the analyses conducted with data based on participants' self-reports. Such data carry the risk of the responses being based on social acceptability and personal perceptions. In addition, the concept of organizational sustainability is a multidimensional and comprehensive term, and only a part of it has been addressed in this study. The study did not comprehensively address the environmental and social dimensions of sustainability.

**Contribution to the Literature:** This study makes a significant contribution to the existing literature by investigating the effects of organizational revenge intentions on organizational sustainability. The study particularly emphasizes the motivational consequences of negative work environments such as favoritism and injustice on employees and how these interact with organizational sustainability goals. While the existing literature mostly addresses the negative emotional reactions of employees and their consequences at the individual level, this study offers a broader perspective by directly connecting with the concept of organizational sustainability. In addition, this research provides sector-

specific contributions by addressing the relationship between perception of justice and organizational revenge, especially in the context of the aviation sector.

The study suggests a more holistic approach by relating the concept of organizational sustainability not only to economic factors but also to social and environmental factors. This is an important finding that shows that social factors such as employee satisfaction and workforce motivation should also be included in sustainability research.

**Future Study Recommendations:** Although this study examined the impact of organizational revenge intentions on organizational sustainability, future studies can address the issue more deeply and from different perspectives. First, conducting long-term studies can reveal how revenge intentions affect organizational sustainability over time. In addition, comparative studies conducted on organizations in different sectors can increase the generalizability of the findings and reveal the impact of sector-specific factors more clearly.

Another recommendation is to increase research on how the perception of organizational justice can be associated with leadership styles and management strategies in particular. Future studies can examine the effects of leadership and organizational structures on revenge motivations, emphasizing that justice should be managed not only as a perception but also as a strategy.

In addition, conducting such studies in various cultural contexts can help us understand the impact of cultural differences on revenge intentions and sustainability. Comparative studies conducted in different countries and with different organizational structures will better reflect the diversity of sustainability strategies in the global business world.

Finally, the concept of organizational sustainability should be considered more broadly, taking into account not only employee satisfaction and revenge intentions but also other sustainability dimensions such as environmental and social responsibility. Such multidimensional studies will allow organizations to embark on a more balanced and sustainable development path.

### Ethical approval

The ethical approval for this research was granted by the Istanbul Esenyurt University Scientific Research and Publication Ethics Committee with the decision number 2024/07, dated 17.09.2024. The committee confirmed that the research was deemed ethically appropriate.

### Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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