

Which Cultural Factors Reduce Retaliatory Behavior within Organizations?

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Organizations embracing a culture of inclusivity motivate employees to be more engaged and valued to improve performance and increase the bottom line. Failure to establish and sustain an inclusive culture puts the organization at risk for discrimination and harassment. Employees encountering harassment within an organization often avoid reporting such experiences in fear of retaliation. This systematic review explored retaliation within organizations and their culture. Specifically, this research examined extant scholarly literature regarding retaliation and how senior leaders, managers, and workers can help to reduce it. Following the guidelines from a leading authority in evidence-based research, the Center for Evidence-Based Management (CEBMA), this study identified and assessed data from the articles to determine their relevance and quality to be included. The

resulting 19 articles were analyzed, and findings were categorized into four themes: collective identity, justice and respect, leadership support, and team-based approach. This study found that cultivating a culture of trust and respect where a collective identity is established reduces retaliation. Leaders who encourage a

Organizations can improve their complaint process and reduce retaliatory behavior by promoting a culture of collective identity and justice, implementing structures that maintain and restore justice, and through training to reinforce cultural values.

team-oriented culture of reporting, communication and support can increase the feeling of inclusivity. Further, this research provides organizations recommendations to help mitigate retaliation in organizations. The qualitative analysis provided consistent evidence that organizational members can

reduce retaliation by: (1) promoting a culture of collective identity and justice; (2) using organizational structures that maintain and restore justice; and (3) using training and prosocial relations to reinforce the organization's cultural values.

Keywords: Collective identity, complaint, discrimination, harassment, inclusive, justice, retaliation, systematic review

Having an organizational culture of inclusivity enables organizations to hire and retain high performing employees, bring in the benefits of diverse viewpoints, improve employee engagement, enhance the organizational reputation, and ultimately can affect the bottom line (Hunt, Layton & Prince, 2015). Inclusion can be defined as an organizational environment that entices and connects diverse participation (Sherbin & Rashid, 2017). Inclusive work environments increase employees' job-related self-esteem and motivate them to make extra effort to excel in their jobs (Cottrill, Lopez, & Hoffman, 2014). What most people want from their work is the feeling that they are part of something important, and that they belong in the organization. People are not motivated to think creatively and do not perform as well if they do not feel valued and are less likely to remain in the organization if they do not (Chrobot-Mason & Aramovich, 2013; Cottrill, Lopez, & Hoffman, 2014).

Bourke and Dillon (2018) provide a comprehensive definition of inclusion that consists of four elements; being treated fairly and with respect, feeling valued and as though one belongs, believing that it is safe to speak up without ridicule, and allowing employees to be empowered and perform to their potential. Their study found that an increase in employees' feeling of inclusion resulted in increased team performance, improved decision making, and increased collaboration. A recent systematic review researched the organizational benefits of hiring people with disabilities, finding that the benefits included increased profitability, competitive advantage, an inclusive work culture, and awareness of abilities (Lindsay, Cagliostro, Albarico, Mortaji, & Karon, 2018).

When organizations fail to be inclusive, they risk lower employee participation and productivity. Improvement is needed to create and sustain cultures of inclusivity in organizations and to avoid acts of discrimination and harassment. The Society for Human Resource Management (SHRM) broadly defines harassment as including sex, race, religion, national origin, age, disability, and sexual orientation. Harassment can take many forms but generally refers to discriminatory behavior including harmful teasing, patronizing, insulting, ostracizing, belittling, threatening, and violent physical actions as interpreted by the person being harassed (SHRM, 2014). Employees often fail to report when they've experienced workplace discrimination because of fear of retaliation. Examples of workplace retaliation are the more noticeable actions of employee termination, withholding promotion, and negative

performance reviews, and other less noticeable actions such as reassignments, denying overtime opportunities or requiring that all complaints must be made in writing (Becton, Gilstrap, & Forsyth, 2016). Any attempt by the employer to deter the reporting of discrimination or harassment is also considered retaliation. The U.S. Equal Employment Opportunity Commission (EEOC, n.d.) reported that it filed 84,254 workplace discrimination charges in FY2017, with retaliation being the most frequently filed charge (48.8%), over other claims of race (33.9%), disability (31.9%) and discrimination (EEOC). And a 2013 workplace sexual harassment poll reported that 70% of women who indicated they had been harassed never reported the harassment because of fear of retaliation (Berman & Swanson, 2013).

Given that this is the type of complaint the EEOC often deals with, the EEOC revised its guidelines that defined workplace retaliation in 2016 to provide greater weight to the employee's experience rather than a direct cause and effect linkage (Feldblum & Lipnic, 2016). This allowed for more retaliation lawsuits that ruled in favor of the employees who filed them. As a result, organizations often must

compensate the affected employees who make these claims often costing hundreds of thousands of dollars per claim. In 2012, the average employee retaliation claim cost the company \$250,000, with as much as 10% costing \$1 million

or more (EEOC). Even those that are settled out of court can be costly.

Retaliation can cost an organization in intangible and tangible ways. Even when no legal action is taken, there are still repercussions within the organization. Fear of retaliation can silence those employees who report misconduct. The misconduct may consist of fraud, embezzlement, or other non-ethical conduct that can negatively affect the organization. Discrimination harassment and retaliatory harassment are prohibited under a variety of employment laws including the Civil Rights Act and the Americans with Disabilities Act. Retaliation harassment as a response to an employee filing for discrimination is prohibited under EEO laws. The EEOC recommends that organizational leadership establish a policy and firmly state that retaliation is not tolerated (Bryant, 2012). However, research indicates that members of the dominant group may discount patterns of discrimination even though there is a prohibition in place (Dobbin & Kalev, 2016).

When organizations receive discrimination complaints or complaints about coworker mistreatment, they often lack sufficient knowledge regarding how

When organizations fail to be inclusive, they risk lower employee participation and productivity.

Methodology

The study enlisted a systematic review using keywords based on the research question of empirical literature as to how organizations might reduce employee retaliation. The methods used in this systematic review followed guidelines from the Center for Evidence-Based Management (CEBMA), a leading authority in evidence-based research (Barends, Rousseau, & Briner, 2017). The 19 selected articles, based on appropriateness and applicability for the research question, were analyzed and synthesized to produce findings that answered the research question. This approach brings multiple research findings together for the researcher to draw a conclusion instead of looking at one single research study, since individual research studies can produce misleading results that lead to drawing erroneous conclusions (Harden & Thomas, 2005). With the assistance of a university reference librarian, a search string and respective inclusion/exclusion criteria were developed using keywords based on the research question. Thus, the following search string was used:

(reduc OR decreas* OR lessen* OR curb* OR curtail* OR eliminat* OR eradicat* OR abolish* OR stop* OR end* OR prevent* OR avert* OR avoid* OR thwart* OR preclud* OR inhibit* OR deter* OR discourag*) n5 (retaliat* OR revenge OR aveng* OR "lex talionis") AND (employee* OR worker* OR staff* OR personnel OR workforce OR workplace OR compan* OR business* OR office* OR corporat*).*

(Note: The Latin phrase, *lex talionis*, is commonly known as "an eye for an eye" or retaliation law.)

The key word searches generated 417 articles that were screened for accessibility and relevancy resulting in 19 articles chosen for the final systematic review (see Figure 1). Two researchers critically appraised each article for quality and relevance to the research topic using the TAPUPUS method (Pawson, Boaz, Grayson, Long, & Barnes, 2003). The TAPUPUS method provides a checklist for assessing and scoring the quality of the articles according to seven components: transparency (T), accuracy (A), purposivity (P), utility (U), propriety (P), accessibility (A), and specificity (S). Of the 19 articles, only four were rated as having lower quality but were retained for the study synthesis since they provided information relative to answering the research question. The 19 articles employed quantitative survey (11), literature/theory reviews (6), interviews (1), and case study (1) methodologies. The primary findings of each article were analyzed as shown in Table 1. The articles were then coded based on a thematic approach from the intervention points of senior leaders, managers, and workers. The summary of the included literature on methods to reduce retaliation is presented in Table 2.

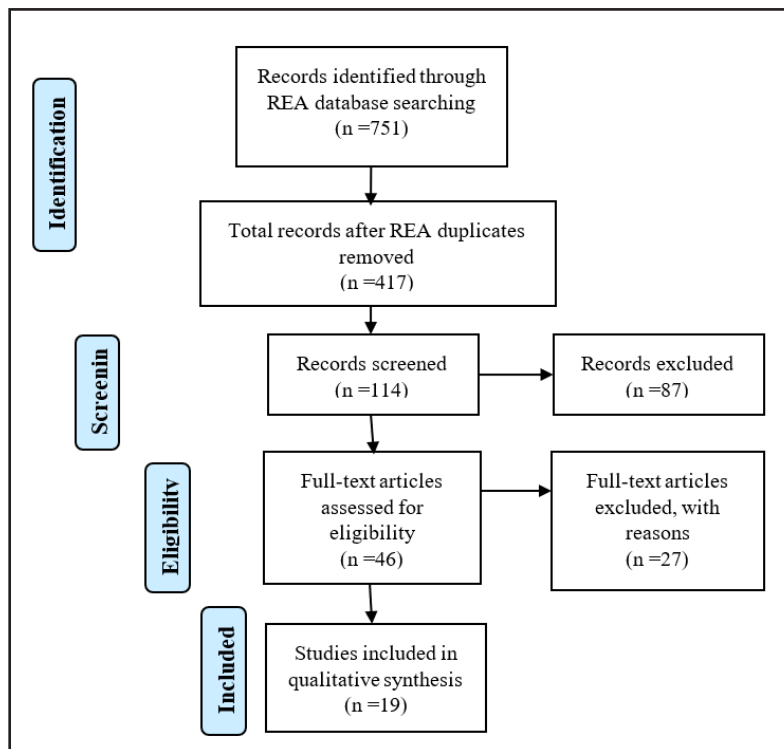


Figure 1. PRISMA chart. Adapted from Moher, Liberati, Tetzlaff, & Altman (2010)

to handle these issues and avoid retaliation. This study provides organizations with insight into retaliation and related issues, which should help reduce or mitigate them. In this way, dealing with bystanders, improving complaint processes and helping employees resolve these situations may prevent the complaints from escalating to litigation. This research used a systematic review to examine extant scholarly literature regarding employee retaliation and how senior leaders, managers, and workers can reduce it. Further, this study provides organizations with recommendations to help employees mitigate retaliation in organizations. It also provides insight into an organizational problem by integrating converging data from theory and existing research to answer a research question. The associated research question is: Which cultural factors reduce retaliatory behavior within organizations?

Figure 2 presents a system diagram identifying the context of retaliation. When an organization desires to resolve a retaliation problem, the organization can follow Lewin's (1947) theory of organizational change of unfreezing (preparing the organization for change), conducting the change process, and then refreezing the organization in its improved form. In unfreezing the organization, its leaders determine whether they will attempt to change the organization themselves or hire a consultant to help. A consultancy can help develop solutions. The problem can be addressed at the senior leader, manager, and worker level intervention points. If the interventions resolve the problem, then the organization moves to refreezing. If the interventions do not resolve the problem, then the organization returns to the change process to identify other possible interventions until the conflict is resolved.

Literature Summary

The findings from the articles identified in the systematic review were extracted and are presented in Table 1. Pulling the findings from the literature helped the reviewer to conduct a systematic analysis of the results regardless of the type of study. This process is often known as data extraction and ensures that the data from the systematic review are grounded in the studies the review contains.

In addition to the above findings, the articles were read for potential mitigators or moderators that influenced the outcome of harassment. Overall, there were multiple relationships identified between harassment and retaliation. Seriousness of wrongdoing, whistleblower psychological power, lack of co-worker support, and management support for the whistleblower predicted retaliation. Different voice mechanisms triggered different forms of retaliation, depending on the social positions of the one mistreated and the instigator. Collectivistic/individualistic culture, similar/dissimilar offender type, and individual/group-oriented offense produced different reactions. Perceptions of injustice and damaged social identity were found to incite anger and desire for revenge that increased the probability of incivility.

Next, the findings from the literature were synthesized to develop themes. Categorizing data into themes or patterns assisted in the integration of various types of research methods to create a set of findings that described the articles. This type of analysis is often referred to as a thematic synthesis, since it involves the coding of data in the articles to develop descriptive themes that are overarching while maintaining the link to the original studies. The themes identified provide a higher level of abstraction for concepts that

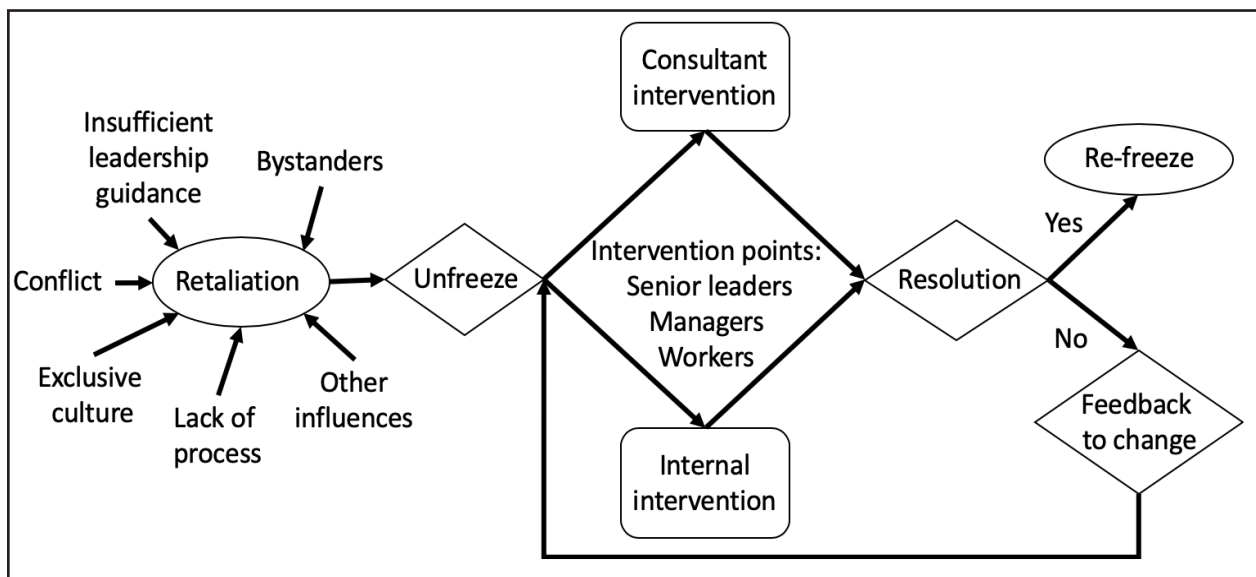


Figure 2. System diagram of the retaliation problem

Table 1. Main Findings from the Literature

Authors & Year	Findings
Andersson, L. M., & Pearson, C. M. (1999)	Workplace incivility may spiral, escalate, and cause secondary spirals, based on certain perceptions, emotions, and behaviors. Ignoring, reconciling, support from others, and stress release was found to be able to end or weaken such spirals.
Baltaci, A., & Balci, A. (2017)	Reasons for whistleblowing included individual (protecting, gaining interests), organizational (business ethics, promotion expectation), and social (benefits, justice, religious belief). Reasons for not whistleblowing included retaliation and worry.
Boonstra, J. J. (2013)	Developed a framework of interventions and change strategies. Provided guidelines for developing effective intervention mixes.
Cortina, L. M., & Magley, V. J. (2003)	Speaking out about mistreatment could result in isolation and retaliation. Staying quiet could result in continuing abuse. It was better for leaders, rather than the victims, to take action against mistreatment.
Dussuyer, I., & Smith, R. G. (2018)	Most interviewed felt that management policies, workplace culture, and education could better protect whistleblowers more so than legislation.
Jain, E. (2007)	Courts have narrowed the reach of harassment and retaliation claims by treating them as separate unrelated claims. Joint harassment-retaliation claims were shown to have the potential to better defend victims due to the relationship between the two.
Kim, T. Y., Shapiro, D. L., Aquino, K., Lim, V. K., & Bennett, R. J. (2008)	Koreans were more likely to avoid and/or seek revenge on coworkers who offend a group, rather than an individual. Koreans were more likely to forgive when a personal offense came from a similar coworker. Americans were more likely to forgive when a group offense came from a similar coworker.
Liang, L. H., Brown, D. J., Lian, H., Hanig, S., Ferris, D. L., & Keeping, L. M. (2018)	Retaliation following abusive supervision restored justice perceptions.
Long, E. C., & Christian, M. S. (2015)	Individuals high in mindfulness were less likely to have ruminative thoughts and negative emotions regarding an injustice and were less likely to perform retributive acts.
Mawanga, F. (2014)	Perceived retaliation against whistleblowers existed and was positively correlated with the position of the wrongdoer and the seriousness of wrongdoing. Participative compliance programs, organizational ethical cultures, and management support may reduce perceived retaliation against whistleblowers.
Near, J. P., Ryan, K. C., & Micelli, M. P. (1995)	Since passing U.S. legislation protecting whistleblowers, the incidence of wrongdoing in government organizations declined, the likelihood of whistleblowing increased, whistleblowers were more likely to act anonymously, and the likelihood of retaliation increased. The seriousness of wrongdoing and the less power and status the whistleblower had were partially correlated with retaliation.
Palanski, M. E. (2012)	Developed a model for antecedents to forgiveness and reconciliation at multiple levels of analysis. Forgiveness and reconciliation will only be effective in organizations that have a culture, structure, and management that promote these values.
Rehg, M. T., Miceli, M. P., Near, J. P., & Van Scotter, J. R. (2008)	Found gender differences in antecedents and outcomes of retaliation. Whistleblowers of both genders who suffered reprisal had poor relationships with supervisors. Managers were more likely to retaliate when wrongdoing was serious-and yet seriousness also caused whistleblowers to subsequently use external channels to report the wrongdoing. Female whistleblowers were more likely to suffer retaliation than male whistleblowers.
Samnani, A. K. (2013)	Developed a model for the role of culture in explaining target responses to bullying. Employees high in individualism and low in power distance were more likely to engage in resistance-based responses toward subtle acts of bullying than employees high in collectivism and power distance, respectively.

Sincoff, M. Z., Slonaker, W. M., & Wendt, A. C. (2006)	Retaliation claims were more easily solved prior to litigation. Most employers were unaware of the extent of discrimination in their organization and most employees did not report it. Providing mediation services, a complaint process, and developing a culture free from discrimination can help prevent retaliation.
Skarlicki, D. P., Barclay, L. J., & Pugh, S. D. (2008)	Employees perceiving their employer to have low integrity were more likely to retaliate, even after receiving adequate prior notice of a layoff. Employees perceiving their employer to have high integrity trusted the employer's sincerity and were less likely to retaliate after receiving adequate prior notice of a layoff.
Stackhouse, M. R. D. (2016)	Not forgiving involved the interplay of self and other focused individual difference factors via inward and outward focused distress.
Thompson, M., Carlson, D., Hunter, E., & Whitten, D. (2016)	Respondents lower in honesty-humility were more likely to respond to coworker incivility with overt revenge. Respondents higher in honesty-humility were more likely to respond to coworker incivility by engaging less in organizational citizenship behaviors.
Zdaniuk, A., & Bobocel, D. R. (2015)	Leaders who displayed idealized influence were able to more effectively promote forgiveness among employees and suppress avoidance and revenge.

have been identified in more than one study, while also enabling the researcher to translate the findings to more common language. The methods to reduce retaliation were grouped under themes of Collective Identity, Justice and Respect, Leadership Support, and Team-based Approach in Table 2.

The literature revealed that it was helpful to establish a collective identity of culture where interactions among individuals in the organization would maintain the desired environment. Building this culture upon the pillars of justice and respect would further reduce retaliatory behavior. Organizational leaders and the practices they put in place for reporting, communication, and support affect the retaliatory behavior and the response to it within the organization. Through encouraging a team-based approach and sense of community, the shared workplace can become a more inclusive and safer environment.

Discussion

An organizational response toward reducing retaliation behaviors requires a sustained continuous effort by all organizational leaders, managers, and workers to break out of their antisocial and retaliatory habits to develop more prosocial habits instead. A concern is whether organizational leaders will commit to establishing and maintaining an authentic, rigorous, consistent, and transparent example of prosocial habits towards everyone in their respective workplaces. Will those same leaders hold themselves to the same prosocial and respectful standards to which they hold everyone else for the betterment of their organizational culture?

Using the systematic review approach, the authors answered the research question with four main themes that presented key factors that can be looked at from a cultural standpoint to reduce retaliatory behavior effectively. A culture where values such as integrity, unity, and equality are encouraged creates

an environment where employees feel a sense of power equalization and democratic decision-making. All individuals in a shared workplace have an impactful share in responsibility for establishing and maintaining a prosocial systemic culture that enables everyone to feel comfortable and safe. Individuals within the organization will only support the types of environments and systemic cultures they are encouraged to create for themselves. The cultural factors needed to reduce retaliatory behavior effectively include a sense of unity, equality, and a social environment where all individuals feel part of the culture and responsible for the success or failure of the organizational culture.

Implications for Managers

Support, fairness, and justice, whether perceived or actual, are crucial factors for reducing or mitigating retaliation that leadership should consider. Leadership can show support by promoting self-organization, taking the reporting of retaliation seriously, and enforcing relevant policies. Organizational leaders should understand the importance of these cultural interventions and how to implement the below proposed recommendations in order to reduce or mitigate retaliatory behavior.

Recommendations

Based on the themes found in this study's research, three recommendations emerged as cultural interventions that can effectively reduce retaliatory behavior within organizations: institutionalize an organizational culture of collective identity and justice; create a structure that maintains and restores justice; and reinforce values and policies through training and positive social relations.

1. Create a culture of collective identity by integrating people with different values to decrease the risk of conflict and cultural clashes and

Table 2. Methods to Reduce Retaliation

Theme	Findings from the Literature	Example References
<p>Collective Identity The collective identity of culture requires interactions among the individuals to regulate the environment</p>	<p>Leaders advocating a collective identity culture could reduce retaliation.</p> <p>Fostering a collective identity culture by living and promoting values such as integrity, unity, and equality, can inspire power equalization and democratic decision-making.</p> <p>By leadership emphasizing an “idealized influence,” which is a quality of transformational leadership, collective identity is encouraged among the organization.</p> <p>The support for collective identity can also be increased through the organizational structure of the organization; having a structure which promotes self-organization can be beneficial.</p> <p>All agents within the organization, senior leaders, managers, and workers, play a role in the organizational culture and encouraging all employees to feel included.</p>	<p>Mawanga, 2014; Thompson, Carlson, Hunter & Whitten, 2016; Zdaniuk & Bobocel, 2015</p>
<p>Justice and Respect There needs to be justice and respect among the whole group for the patterns of behavior to be positive and to avoid retaliation</p>	<p>Organizations need to take action to prevent retaliation and act quickly when such acts occur; even the perception of retaliation may cause issues within an organization.</p> <p>Employees desire a sense of support and justice in order to prevent retaliation and the desire to be informed about the status of a conflict claim.</p> <p>Support, fairness, and justice, whether perceived or actual, are critical factors for retaliation can be reduced in organizations by upholding justice and equality.</p>	<p>Cortina & Magley, 2003; Jain, 2007; Kim, Shapiro, Aquino, Lim & Bennett, 2008; Liang, Brown, Lian, Hanig, Ferris, & Keeping, 2018; Rehg, Miceli, Near & Van Scotter, 2008; Sincoff, Slonaker & Wendt, 2006; Skarlicki, Barclay & Pugh, 2008</p>
<p>Leadership Support Leaders need to support a formal complaint process and a zero-tolerance for abuse policy to facilitate trust and transparency</p>	<p>There are many feelings that an individual can experience in a conflict situation, such as fear, stress, isolation, and feeling like a victim; leadership support can have an impact on these feelings an employee may feel.</p> <p>Management structures that promote collective goodwill and enforce organizational justice are more effective at reducing retaliation than litigation or legislation.</p> <p>A supportive culture with a clear understanding of the abuse policy and an accessible and impartial complaint process can help reduce retaliation and protect against harmful behavior that can severely impact worker productivity.</p> <p>Management needs to show support for reporting retaliation and reward reporting it; this shows employees that it is taken seriously and therefore discourages retaliatory behavior and increases reporting of such acts.</p> <p>Leadership support is enhanced through education and training involving topics such as inclusiveness and mindfulness.</p>	<p>Baltaci & Balci, 2017; Dussuyer & Smith, 2018; Liang, et al., 2018; Long & Christian, 2015; Stackhouse, 2016</p>

<p>Team-based Approach Inclusiveness and a team-based approach create a sense of community</p>	<p>A system's culture is only as supportive, effective, impactful, and secure as the individuals who comprise it are empowered to feel – and subsequently make it. People will only support the types of environments and systemic cultures they are empowered and allowed to build for themselves.</p> <p>All individuals in a shared workplace have an impactful share in responsibility for establishing and maintaining a prosocial systemic culture that enables everyone to feel comfortable and safe.</p> <p>Viewing every worker as “one of their own” instead of as an “other” engenders a homogeneous sense of community among workers within a given workplace.</p> <p>By not responding to antisocial behavior in the workplace, retaliatory behavior is encouraged and normalized.</p>	<p>Andersson & Pearson, 1999; Boonstra, 2013; Cortina & Magley, 2003; Jain, 2007; Kim, et al., 2008; Near, Ryan & Miceli, 1995; Palanski, 2012; Rehg, et al., 2008; Samnani, 2013</p>
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cultivate ethical competencies (Dussuyer & Smith, 2018). Managers can be trained on using idealized influence leadership promoting team-based work structures and promoting forgiveness and reconciliation (Zdaniuk & Bobocel, 2015).

2. Create a structure of justice by implementing a zero tolerance policy against abuse (Liang, et al., 2018) and ensure that investigations are carried out independently, not by the organization's human resources unit (Dussuyer & Smith, 2018). Organizations should establish policies that open the lines of communication rather than having information controlled by line management; this encourages employee loyalty to the organization rather than to individual managers (Mawanga, 2014). By establishing a formal complaint resolution process and open communication, managers can establish an environment of respect and trust (Sincoff, et al., 2006). Organizations can also provide recognition and support to whistleblowers.
3. Reinforcing values can be developed through diversity training using heterogeneous work teams to help individuals gain a greater appreciation for each other's differences (Kim, et al., 2008). This greater awareness can encourage the leveraging of differences to resolve interpersonal conflicts. When managers promote a civil and supportive atmosphere that is also open to communication about incivility, they are able to more quickly deescalate issues (Thompson, et al., 2016). Additionally, training on mindfulness can help managers to resolve interpersonal conflicts and reduce retaliation cycles. Lastly, managers should attempt to establish relationships based on integrity and

trust with and between employees (Stackhouse, 2016).

Implementation Plan

The organization's senior leaders can be brought together to identify cultural and structural elements that promote or suppress collective identity and organizational justice. They can formulate a vision of the culture and structures that would help the organization reduce and mitigate retaliation and brainstorm how to achieve that vision. Where there are weaknesses and identified areas for improvement, the organization should evaluate implementing changes in their organizational design that affect culture and structures to promote collective identity and organizational justice, as well as prevent retaliation. Based on the organization's vision, the senior leaders should develop a strategic culture change plan, which includes a plan for the changes they need to make. Among such changes, leaders should establish and promote a clear zero tolerance for abuse policy and an accessible and impartial complaint process that protects employees against harmful behavior. In addition, managers should consider maintaining flatter team-based structures in order to promote the team's democratic decision-making, and more importantly, the supportive relationships that will suppress antisocial behavior and retaliation. Leaders should reinforce values and policies through training and prosocial relations. Instead of using online training, which may not be as effective for culture change, interactive small group sessions can increase organizational justice perceptions and conflict resolution skills while promoting a participatory environment and the supportive relationships conducive to a collective identity culture. Training topics can include zero tolerance policies, the complaint process, mindfulness, diversity awareness,

and inclusiveness. Encouraging team socialization and team-building exercises can further foster mutual understanding and support while promoting a participatory and collective culture.

Risks of Implementation

These recommendations have risks, and proper care should be taken to mitigate these risks. Regarding the first recommendation, a risk with developing a collective identity is that the organization becomes so homogeneous that it does not accept newcomers who self-identify as different. A collective identity does not mean homogeneity; instead, it means complementing each other's differences in a shared sense of purpose. Other risks are that the planned strategy does not get implemented in practice or that the leaders take a laissez-faire approach to culture. Promoting collective identity and justice is about emphasizing the idealized influence qualities of transformational leadership and requires leaders to actively promote, both in words and actions, values which inspire civility and participative decision-making, such as integrity, unity, fairness, equality, and respect.

Regarding the second recommendation, employees may refuse to report offenses, especially when the offender is a superior because they have not yet developed sufficient organizational trust perceptions, or worse, because they find out that

retaliation occurs after reporting. Furthermore, a flatter organization may limit the number of managers to whom employees can report alleged offenses. While developing a culture of collective identity and justice can help mitigate these risks, wide reporting channels should also be available, such as including the direct supervisor, the supervisor's manager, human resources management, an ombudsman, or a mediator. A third-party consultant may supply mediation services for greater transparency. These risks can also be mitigated as management sets transparent standards for acting upon and resolving complaints and for prompt communication of resolution with the alleged offense reporter.

The third recommendation presents a less formal training approach in which impact and effectiveness may vary. To mitigate this risk, a human resources training specialist or a consultant may conduct all such training sessions, ensuring quality and uniformity. Informality in social relationships can also lead to exclusive cliques, and managers should seek to engage with their workers to promote the collective identity and justice values, inhibit antisocial behavior, and provide individualized support.

Implications for Future Research

This research recommends general interventions for addressing workplace retaliation, and additional future research could identify specific tools and methods that are effective. For example, specific approaches for promoting organizational culture were outside the scope of this research. Legal considerations for no tolerance policies and complaint processes were not addressed in this research and should be assessed before implementation of any such process changes. In addition, although policies were mentioned as an intervention, policies were not always found to be effective in the literature reviewed. This may be a result of a lack of understanding as to the causes of retaliation. Several of the moderators and mediators identified in the findings indicated that there were many other factors associated with retaliation. Additional research could assess the relationship between the seriousness and type of alleged misconduct that whistleblowers reported, and the severity and duration of the retaliation experienced. Retaliation and justice can have far-reaching effects in the organization as employees witness retaliation. Various cultural differences may exist with respect to retaliation and therefore, retaliation studies across different countries and cultures would provide further insight. Training methodologies were also not the focus of this research and added research on this topic may lead to devel-

oping a suite of training tools. Mindfulness training and diversity training were discussed as ways to foster collective identity and a sense of community, but research should be done on the effectiveness of these types of training events on retaliatory behavior.

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Conclusions

Organizations face the problem of employees experiencing retaliation when reporting an injustice or for engaging in legally protected behavior. Although there has been a significant amount of emphasis on training managers against discrimination and harassment, it is unclear as to whether the training has been including retaliation, as it does not appear as though significant progress has been made to reduce retaliation. The U.S. EEOC reported that in fiscal year 2018, there were over 39,000 charges of retaliation (51.6% of all charges filed) costing organizations over \$140 million in paid claims. These retaliation claims can cost organizations money in settlements, fines and litigation costs so it is important for organizations to be proactive in reducing or preventing the retaliation. This systematic review looked at this problem from an organizational culture standpoint

and how the agents within the organizational culture can effect change. The research question for this research was: Which cultural factors reduce retaliatory behavior within organizations? This research presented consistent evidence that retaliation can be reduced in organizations by promoting a culture of collective identity and justice, using structures that maintain and restore justice, and using training and prosocial relations to reinforce the organizational culture values. Further, this research presented three specific recommendations for managers; where possible, create integrated work teams that bring together people with different values to create a culture of collective identity, ensure that communication channels are wide to support an interorganizational justice system; and conduct in person diversity awareness and mindfulness training to openly communicate about differences and how to better resolve conflict before it escalates. Organizations that fail to proactively reduce retaliation can negatively affect the engagement and productivity of their employees, and the bottom line as retaliation claims cost organizations hundreds of millions of dollars each year.

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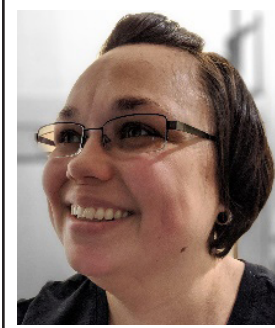
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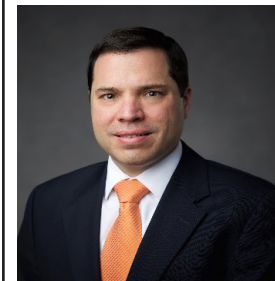
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