

Профиль: «Экономика впечатлений: менеджмент в индустрии
гостеприимства и туризме»

КОД – 145

Время выполнения задания – 180 минут

Прочитайте статью¹ и сделайте её критический анализ на русском языке.

Introduction

An increasing number of ethical scandals have kept the hotel industry in the spotlight in recent years. This study aims to highlight ethical issues and find some answers to these challenges in an effort to help the hotel industry address them. The only way to achieve this goal is by going to the root of the problem of unethical behavior and closely examining the factors which promote and encourage ethical behavior. In other words, to find answers to the following questions: What factors could influence hotel employees to switch to a more ethical decision-making? What factors could cause them to conduct their business in a more responsible manner?

Most studies on non-hospitality environments blamed the companies' organizational culture, or the people's personal characteristics for the reasons why employees steal or behave in an irresponsible and inappropriate manner in a working environment (*Weber, Kurke, Pentico, 2003*). Other studies found that peers can significantly influence the ethical behavior of salespeople (*Jones, Kavanagh, 1996*). Some researchers contended that business ethics education has a positive effect on the way business and finance students think and behave whereas others supported that managers play a key role when it comes to the ethical behavior of their subordinates (*Jaffe, Tsimerman, 2005*). However, all these studies focused on non-hospitality employees/students. The purpose of this study is to close this gap and identify the factors influencing the ethical behavior of employees in the hotel industry. The most important stimulus that inspired both the research framework and survey instrument for this study was Deshpande, Joseph, Prasad's (2006) study, which was an in-depth analysis of factors influencing the ethical behavior of hospital personnel. Research findings revealed that ethical behavior of peers, ethical behavior of successful managers, and professional education impacted the ethical behavior of the respondents. The current study attempts to replicate Deshpande et al. (2006) study in hotel settings and examine whether it will yield similar results. The research model used for this study is based on Deshpande et al. (2006) research model and focuses on the factors influencing the ethical behavior of hotel employees as seen in Figure 1.

¹ Подготовлена на основе: Dimitriou C.K., Ducette J.P. An analysis of the key determinants of hotel employees' ethical behavior // *Journal of Hospitality and Tourism Management*, 2018, Vol. 24, March.

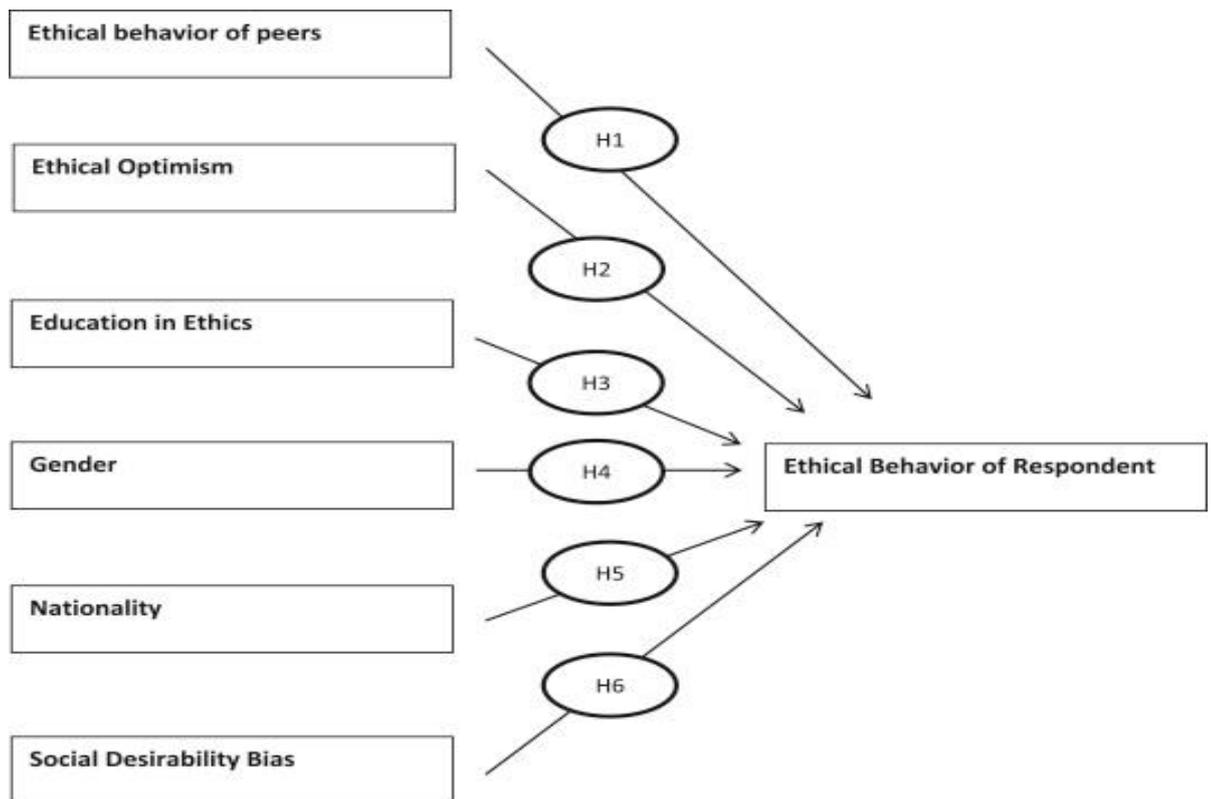


Figure 1. Research framework

Literature review

The power of the ethical behavior of peers

Ethical behavior is defined as the kind of behavior that is “consistent with organizationally prescribed policies, values and norms” (Baker, Hunt, Andrews, 2006). When it comes to examining the factors influencing a person's ethical behavior, the most prominent one seems to be the ethical behavior of peers.

On a theoretical level, O'Fallon and Butterfield (2005) discussed the power and influence of peer behavior by basing it on two things: a) social learning theory which states that people adapt and exhibit behavior similar to those around them deriving from careful observation (Bandura, 1977) and b) differential association theory. “Sutherland stated differential association theory as a set of nine propositions, which introduced three concepts—normative conflict, differential association, and differential group organization—that explain crime at the levels of the society, the individual, and the group” (Matsueda, 2001).

Based on the theories that explain how ethical behavior is shaped and a number of different studies that have been conducted in non-hospitality settings and in non-European countries, the following hypothesis serves as the basis for the current research:

H1: Ethical behavior of peers will impact ethical behavior of hotel employees.

The impact of managers' ethical behavior on the ethical behavior of employees

Many researchers (Deshpande et al., 2006; Jaffe, Tsimerman, 2005; Thomas, Shermerhorn, Dienharrrt, 2004) from various fields have stressed the powerful role managers play in influencing the ethical behavior of employees (positively or negatively) in an organization. The key, though, is to figure out how managers can become a positive influence on their subordinates and promote ethical behavior and responsible decision-making that will foster an ethical climate in organizations.

The authors examine the ethical behavior of hotel managers and placing emphasis on how it influences the ethical behavior of hotel employees will consist of valuable information that will significantly help the industry. The issue of what is considered as a successful hotel manager

and how he/she operates is also addressed. Therefore, it is critical to point out that success can be determined “by an individual's income, position in the organization, job performance, or various kinds of satisfaction (e.g. job, career, life)” (Hunt et al., 1984). Taking into consideration that almost all research studies regarding this topic are based on and conducted in non-hospitality settings combined with the major impact it has on the ethical behavior of employees, the following research hypothesis is generated:

H2: Ethical behavior of successful managers will impact ethical behavior of hotel employees.

Business ethics education and ethical behavior

When it comes to the relationship between education and ethical behavior, several critical questions arise: Can ethics be taught or not? If yes, then does it have the power to change ethical behaviors from unethical and rude to ethical and considerate, or just be limited to increasing awareness? A good starting point in order to get some answers to these questions is by highlighting that “research indicates that business ethics can be taught” (Dimitriou, 2013). However, the extent to which the outcomes of teaching business ethics can have a positive influence on people's ethical behavior is quite controversial and debatable. While several studies supported the effectiveness of business ethics education, others seriously doubted it.

Conversely, Premeaux (2004) study on the relationship between management behavior and ethical philosophy revealed that education as a demographic variable played no significant role on the results. Other studies (Curren, Harich, 1996; Laczniak, Inderrieden, 1987; McNichols, Zimmerer, 1985) conducted on college students found no relationship between their types of majors and their ethical beliefs or ethical judgment. Based on these findings, and taking into consideration that hardly any studies have addressed this issue in the field of hospitality, the current study proposes the following research hypothesis:

H3: Those hotel employees who believe that their professional education prepared them to address ethical issues at the workplace are more likely to exhibit ethical behavior.

The relationship between gender and ethical behavior

Examining whether gender matters when it comes to ethical behavior may not be something new, but it is still a very controversial issue. Studies that dealt with this topic failed to reach a common ground as their results varied and were contradictory. On one hand, there are some researchers (Derry, 1989; Fritzsche, 1988; Singhapadki, Vittel, 1991) who supported that there is no relationship between gender and ethical behavior. On the other hand, several researchers (Albaum, Peterson, 2006; Deshpande et al., 2006; Kelley, Ferrell, Skinner, 1990; Miesing, Preble, 1985) found that females behave more ethically than males.

Since there are so many conflicting studies regarding the role of gender on shaping ethical behavior and especially taking into consideration that they were conducted in non-hospitality settings, it becomes extremely important to examine which approach is more accurate for hotel employees. Furthermore, as the current study replicates the study conducted by Deshpande et al. (2006), the critical question of whether it will yield similar results on this aspect arises. Will female hotel employees like female nurses tend to behave in a more ethical and responsible manner than their male counterparts? Therefore, the current study offers the following hypothesis:

H4: Female hotel employees are more likely to behave ethically than male hotel employees.

Social desirability bias and overclaimers

In studies involving ethical issues which are considered “sensitive” information, one of the main risks that could potentially contribute to getting inaccurate results is the social desirability response bias (Randall, Fernandes, 1991). Social desirability refers to the fact that individuals will be willing to present themselves in a more positive light by giving answers that

are socially acceptable and not answers that are true and describe what they truly feel or believe (Deshpande et al., 2006; Holden, Fekken, 1989; Randall, Fernandes, 1991). Therefore, it is obvious why there are so many concerns and doubts regarding studies that do not take social desirability into consideration and also why a number of studies (Deshpande et al., 2006; Holden, Fekken, 1989; O'Fallon, Butterfield, 2005; Randall, Fernandes, 1991) have stressed the importance to control for social desirability in order to be able to measure how sincere the participants' responses are. Therefore, a decision was made to include the exact overclaiming scale that Deshpande et al. (2006) used in their study in hopes that similar to their results overclaimers will report higher levels of ethical behavior. Thus, the final hypothesis is as follows:

H5: Overclaimers report a higher level of ethical behavior.

Methodology

For the purposes of this study, the instrument that Deshpande et al. (2006) used in their study in hospitals was adapted and consisted of the six following sections: The ethical behavior of self, the ethical behavior of coworkers, the manager's ethical behavior scale, the education in ethics, the overclaiming scale, and demographic information. Minor changes in wording were made in order to match the needs of hospitality settings. For example, words like "office supplies" were replaced by "department supplies". To measure the ethical behavior of self and the ethical behavior of coworkers, four mirror items were included in each scale. For instance, on the first section the hotel employee was given the following statement: "I believe that it is okay to by-pass established protocols in order to be more efficient or effective at work". On the second section, the statement was referring to the belief of the co-worker. In this case, the statement was as follows: "My co-workers believe that it is okay to by-pass established protocols in order to be more efficient or effective at work". In order to measure how managerial success is linked to ethical behavior the current study used the ethical optimism scale which was created and introduced by Hunt et al. (1984) and was also adapted by Deshpande et al. (2006). For measuring the education in ethics, only one item was used in the third section which stated: "My professional education prepared me to address ethical issues at work". The fourth section was devoted to the overclaiming scale which was initially introduced by Randall and Fernandes (1991) and was adapted by Deshpande et al. (2006). This scale included four categories related to movies, products, television shows, and designer labels (Deshpande et al., 2006). Each category consisted of two items: one which actually exists and one that is fabricated. The main goal of this scale was to evaluate the degree of familiarity that respondents have between the fake and the real items (Randall, Fernandes, 1991). The survey concluded by gathering demographic information from the respondents. They were asked to provide their gender, age, marital status, ethnicity, level of education, years of experience with the current employers, in the current position and in the hotel industry. A four-point Likert scale was used ranging from (1) strongly agree to (4) strongly disagree. According to Deshpande, it is preferred over a five-point Likert scale as the respondent is obliged to take a stance and provide a concrete answer (Dimitriou, 2013).

Results

In this study, the following demographics were tested: age, level of education as well as length of time that participants have worked in the position they were in as well as in the hotel industry overall. Descriptive data on the sample are contained in Table 1 and Table 2.

Table 1.

Means, standard deviations and ranges for the scales

	Mean	Standard Deviation	Range
Ethical Behavior of Self	7.33	1.96	4–16
Ethical Behavior of Co-Workers	7.83	2.20	4–16
Ethical Behavior of Managers	13.91	3.43	6–24
Overclaiming	5.64	2.37	4–16
Adequacy of Ethical Education	2.66	0.94	1–4

Table 2.

Demographic variables with ethical education

	Frequency	% of Sample
Gender:		
Male	202	42.5%
Female	273	57.5%
Current Age:		
18–21	13	2.7%
22–25	64	13.5%
26–30	122	25.7%
31–40	148	31.2%
41–50	86	18.1%
50 and Over	42	8.8%
Marital Status:		
Single	202	42.5%
Married	225	47.4%
Divorced	27	5.7%
Other	21	4.4%
Nationality:		
Greece	318	66.9%
Other	157	33.1%
Education:		
Less than high school	32	6.7%
High School/GED	93	19.6%
Vocational school	170	35.8%
College degree	148	31.2%
Master's degree	32	6.7%
Length of Time at Hotel:		
0–1 years	93	19.6%
2–3 years	166	34.9%
4–5 years	34	7.2%
6–7 years	37	7.8%
Over 7 years	145	30.5%
Length of time in current position:		
0–1 years	89	18.7%
2–3 years	175	36.8%

	Frequency	% of Sample
4–5 years	48	10.1%
6–7 years	38	8.0%
Over 7 years	125	26.3%
Length of time in hotel industry:		
0–1 years	59	12.4%
2–3 years	80	16.8%
4–5 years	58	12.2%
6–7 years	60	12.6%
Over 7 years	218	45.9%

The internal consistency of the scales used was assessed by Cronbach's alpha. These results are presented in Table 3.

Table 3.

Alpha coefficients

Scale	Alpha
Ethical Behavior of Self	0.764
Ethical Behavior of Co-workers	0.684
Ethical Behavior of Managers	0.795
Overclaiming	0.844

Since the acceptable range for alpha is 0.7 or higher, all of the scales meet this criterion with the exception of Ethical Behavior of Co-workers. This value, however, is close enough so that the scales can be assumed to have adequate internal consistency. As an initial analysis, Pearson correlations of all the relevant variables in the data set were correlated with the Ethical Behavior of Self Scale described above. These correlations, are presented in Table 4.

Table 4.

Pearson correlations with ethical behavior of self

	Pearson Correlation	2-Tailed Probability
Ethical Behavior of Coworkers	0.729	.000
Manager's Ethical Behavior	0.241	.000
Over-claiming	0.070	NS
Education in Ethics	0.080	NS
Gender	-0.120	.009
Age	-0.135	.003
Education	0.036	NS
Worked in Hotel	-0.194	.000
Worked in current position	-0.181	.000
Work in hotel industry	-0.233	.000
Country	0.085	NS

Note: Gender: 0 = Male; 1 = Female.

Education: 1 = Less than high school; 2 = High school/Ged; 3 = Vocational School; 4 = College Degree; 5 = Master's Degree.

Country: 1 = Greece; 0 = Other.

Work variables: 1 = less than one year to 5 = More than 7 years.

As shown in Table 4, Ethical Behavior of Coworkers, Managers' Ethical Behavior, Gender, Age and Length of Employment correlated significantly with Ethical Behavior of Self. Specifically, hotel workers who reported higher levels of ethical behavior: perceive that their coworkers are ethical, perceive that their managers are more ethical, are male, are younger and have worked for shorter periods of time at the hotel and in the hotel industry in general.

As a follow-up analysis, a full-scale multiple regression was computed on the data presented in Table 3. The data were initially checked for multicollinearity and, as would be expected, the three variables assessing length of time working in the hotel industry all had VIF values over 3. To eliminate this problem the variables assessing length of time in current position and length of time at the hotel were removed. The results using the remaining variables are presented in Table 5.

Table 5.

Multiple regression results

Predictor Variable	Beta	t	Significance
Ethical Behavior of Coworkers	0.721	20.695	0.000
Manager's Ethical Behavior	0.040	1.144	0.269
Education in Ethics	0.020	0.594	0.552
Gender	-0.049	-1.469	0.143
Age	-0.069	-1.765	0.078
Education	-0.028	-0.828	0.408
Worked in Industry	-0.029	-0.093	0.028
Country	0.055	1.616	0.107
Over-Claim	-0.003	-0.103	0.918

The overall multiple R equaled 0.747 ($p < .001$) with an adjusted R^2 of 0.549. As shown in Table 5, only Ethical Behavior of Coworkers and length of time in the industry significantly entered the multiple regression equation.

In reference to the specific hypotheses for this study, the results indicate the following:

H1: Ethical behavior of peers will impact the ethical behavior of hotel employees.

Hypothesis # 1 is strongly supported by the results. This is true at both the univariate and multivariate level as the ethical behavior of co-workers produced the highest correlation with self-ethical behavior.

H2: Ethical behavior of successful managers will impact the ethical behavior of hotel employees.

This is supported at the univariate but not the multivariate level.

H3: The hotel workers who believe that their professional education prepared them to address ethical issues at the workplace are more likely to exhibit ethical behavior.

This hypothesis is not supported as the correlation is not significant.

H4: Female hotel employees are more likely to behave ethically as compared to male hotel employees.

The results show that this hypothesis is not supported and, in fact, that male employees report a higher level of ethical behavior compared to female employees.

H5: Overclaimers report a higher level of ethical behavior.

This hypothesis is not supported.

H6: The nationality of the hotel employee will impact ethical behavior.

Although the sample is somewhat limited to answer this question, the results show that there is no difference in ethical behavior between Greek hotel employees and employees from all other countries combined.

Future research direction

A replication of this study should be conducted in hotels of other countries to examine whether the same factors found in this study also determine the ethical behavior of their employees to help the hotel industry better understand what initiates and encourages this kind of behavior. Additional studies concentrating only on one specific hotel segment such as the luxury segment would offer more specific findings that are strictly devoted and related to the chosen hotel segment. Further studies on the critical issue of ethical behavior should also be conducted to shed some light on what determines the ethical behavior of hotel managers. This would be a valuable research work for the hotel industry as it would point to the steps that hotels should take or the policies and procedures they should create to foster an ethical working environment where operations can be run smoothly and employees can grow and prosper free of bad influences. Other fruitful studies that would help the industry could be associated to the measures, methods and techniques that discourage the unethical behavior of hotel employees in hopes that they would offer some solutions in terms of how unethical behavior can be controlled and avoided in hotel settings.

Вопросы для размышления

1. Какие из приведенных в статье выводов по результатам исследования представляются Вам спорными, недостаточно обоснованными? Аргументируйте свой ответ.

2. При подготовке олимпиадного задания из оригинальной статьи было изъято несколько важных логических блоков: как целых классических разделов научной статьи, так и совсем небольших по объёму текста, но весьма значимых сюжетов. Напишите, какие это логические блоки кроме (“Limitations”), и какое у них должно быть смысловое наполнение.

3. В тексте задания отсутствует раздел “Limitations”. Если бы Вы были автором статьи, какие ограничения этого исследования Вы бы указали?

4. Выделите конкретный исследовательский вопрос, связанный с тематикой данной статьи, но специфический (который не рассмотрен в данной статье) для Вашей страны/региона/города. Сформулируйте его, а также цель и задачи соответствующего исследования. Предложите методологию и конкретные методы своего исследования.