



RESEARCH PAPER

The Contributory Knowledge of Ethics with the Perspective of Employee in the Hospitality Industry of Pakistan

¹Misbah Nasreen ²Usama Iqbal ³Dr. Imran Jamil

1. Visiting Lecturer, Department Of Business Administration Emerson University Multan, Punjab, Pakistan
2. Visiting Lecturer, Department Of Business Administration Emerson University Multan, Punjab, Pakistan
3. Visiting Lecturer, Department Of Sociology Bahaudin Zakriya University Multan, Punjab, Pakistan

***Corresponding Author:** ijamil22@yahoo.com

ABSTRACT

The purpose of this exploratory work is to investigate the knowledge of ethics with the perspective of employee in the industry of Pakistan's hospitality. In addition, to start with the ethics by focusing on employee actual experience, not as fixed standards against which everything else is judged, but as a starting point for identifying the knowledge of ethics on which employee are framed their selves and to influence the ever-changing terms of their work-balanced life. For this reason, there comes a time when preliminary studies into the effects of global rules of hospitality necessitated the requirements of Hospitality industry. Nonetheless, to unveil and stimulate awareness of the makings, undoing's, contingencies, and possibilities of global ethics of considerations into the field of hospitality industry of Pakistan. The sampling for the current inspection was taken from the three 4-stars hotel in Pakistan i.e., Serena hotel Islamabad, Nishat hotel Lahore, Grand Faletti's hotel Multan and Pearl continental hotel Faisalabad. The knowledge of rules with the perspective of employee is eventually a new concept and therefore the obtained outcome will open the new horizons for the concrete outcome in future.

KEYWORDS Administrative Policy, Employees, Ethics, Hospitality, Pakistan's Hotel Industry

Introduction

Since its inception, the term "ethics" has been traced back to the Greek word "ethnos," which means "character" or "practice." Robert C. Solomon (1993) identifies two primary challenges to ethics:

- Personal integrity, including the development of moral principles and the art of self-reflection.
- The following discussion will go deeper into the fundamental rules that govern what constitutes right and bad behaviour in human interactions, and the term "morality" will be used to refer to the fundamental principles themselves.

The ability to see wrongdoing and correct it is another definition of ethics. Knowing what is right and wrong to do in any particular circumstance is an example of ethics (Barton-Crosby, 2022). Ethics, as defined by Ahmad et al. (2022), is the systematic, critical analysis of right and wrong conduct in a variety of contexts. It might need to consider how we might restrain our pursuit of self-interest when our actions have consequences for others.

Ethical challenges in the hospitality business are reflective of its nature as a cash-based, people-intensive enterprise. Managers now receive standard training that includes instruction on how to observe for signs of theft, such as the disappearance of food, drink, or stock. Workplace ethics concerns are nothing new. The hotel industry suffered greatly from rampant and expensive internal theft in the 1990s (Ntounis et al., 2022). 44 percent of

workers in the restaurant industry have admitted to stealing money or goods from their employers (Plumwongrot and Pholphirul, 2022). According to more current research (Restaurant and Food Service, 2009), in 2008, one out of every thirty retail restaurant and food-service employees was caught stealing from their company. Products are being stolen before they can be transported to their final locations in hotels; therefore, thefts at loading docks and construction sites are commonplace nowadays (Adjei et al., 2022). Insider theft is a common problem in the hotel industry. It was said in "Stafford Hotels," a 2009 book, that the financial controller of London's The Stafford Hotel was convicted of stealing almost \$500,000 to cover his gambling debts. In the United States, the average embezzlement loss is \$385,000 ("How Employees," 2010), and the typical inquiry takes 4.5 years.

Almost every industry, including the hotel sector, has unique ethical challenges. The hotel sector may not seem unethical at first glance, but it has a checkered history. The good news is that some of the most pervasive ethical problems in the hotel industry may soon have answers. When businesses operate with greater integrity, their workers and consumers benefit. Naturally, that leads to more recognition, devoted customers, and financial success.

Literature Review

Employee Theft

Every company faces the ethical dilemma of stealing from its own employees. Theft occurs in two distinct ways when working in the hospitality business. Employee theft of company property and funds is commonplace at first (Bulchand-Gidumal, 2022). Items like pillows, sheets, and blankets, as well as paper items like toilet paper, paper towels, and bleach, fall under this category. They can even accuse the visitors of taking food from them. They may increase rates, but they'll keep whatever phony fees they collect (Kumail et al., 2023) anyway. Another option is for them to come clean about receiving gratuities. Since many cleaning personnel earn low wages, they may choose to hoard them rather than risk losing their jobs.

Theft at the second-degree level decreases client loyalty. Workers are free to take anything they need from guests' rooms while they clean them. Anything from jewelry and apparel to electronics and cash is possible. Travelers may not realize anything is missing from their hotel room until they return home, which can have a bad effect on the hotel's image.

Dishonest Cleaning Practices

Hotel guests appreciate a spotless lobby and comfortable rooms. However, in order to save time and money, several hotels have begun to wash the bedding before visitors arrive. According to Majeed and Kim (2023), hotels often reuse linens between guests as long as they appear to be in good condition. Bacteria may thrive on mattresses. The same is true whether there is a hotel restaurant or free breakfast is provided. If restaurants don't properly clean their kitchens, customers might get sick (Majeed and Kim, 2023) because of contaminated food.

Providing Inferior Supplies

Since there are so many hotels available, competition is high, especially in popular tourist locations. Cheaper housing is a terrific strategy to get more tourists to visit a region. The catch is that there might be extra costs (Rehman et al., 2023) involved. One prevalent ethical problem in the hospitality business is the use of low-quality supplies. If a hotel provides guests the option of selecting their own sheets and pillows, for instance, it may

choose to pass those costs on to the guests. To cut expenses, they sometimes make do with low-quality bedding and pillows. Room rates can be artificially lowered to trick customers.

Hotel Espionage

There is a competitive market because of the abundance of hotels, especially in popular tourist destinations. Providing cheaper housing is a terrific way to entice more guests. However, there might be more costs (Rehman et al., 2023) to consider. A major ethical problem in the hospitality sector is the provision of substandard goods. Hotels may impose such fees for optional extras as guests' choice of pillow type and other linens. In an effort to cut expenses, they frequently make do with low-quality bedding and pillows. They might establish a lower price for rooms in order to trick customers.

Although, this is the practice of using spying technique for the commercial or financial purpose in the hotel industry around the globe. It can involve trespassing; wiretapping, hacking and malware or stealing trade secrets from the competitors within the market of this industry. It can also involve hiring previous employees from the rival hotels to gain access towards confidential information from their previous jobs. Hotel espionage can have serious legal and ethical consequences for the perpetrators and the victims. For example the case of Hilton worldwide and Starwood resorts & hotels who resolved a legal dispute in 2010 over the industrial espionage. Hilton was accused of hiring two former Starwood executives who brought with them thousands of confidential documents containing Starwood business plan and execution, their marketing strategies and the customer data. Starwood sued Hilton for damaging and sought an injunction to prevent Hilton from luxury brand that allegedly copied starwood's concept. The case was settled out of the court with Hilton agreed to pay 75\$ million to Starwood and to delay the launch of its new brand for the entire coming two years.

The Ascension of Ethical Considerations

Thus, the importance of maintaining high standards of cleanliness in the hospitality sector and beyond cannot be overstated. Hygiene used to mean only keeping things clean, but with the rise of covid, it has expanded to encompass much more. Sanitation and cleanliness must be consistently excellent in order to meet the ever-increasing expectations of guests (Leduc et al., 2022). Additionally, it aids in creating a brand identity, preventing disease among staff and guests, and propelling our business to the next level by reducing downtime.

Therefore, it is a major issue for those working in the hotel industry since they are tasked with establishing moral guidelines and regulating daily operations. When the right action to take is not immediately apparent, cultural variations and shifting ideas may lead to contrasting views on what is right and wrong. The management of a hotel is often put in the position of having to strike a delicate balance between competing values, such as those of diversity, honesty, fairness, integrity, and providing outstanding service. General managers (GMs) in the hotel business face a variety of challenges, such as addressing issues related to employees. Sometimes businesses have to make tough choices that hurt some of their employees in order to improve their bottom line. Therefore, the goals of this study are motivated by the importance of their views on ethical issues that occur in the industry.

Methods and procedure

Research Design

It is a pre-post research design. The current study was planned as a pilot study to measure the Contributory Knowledge of Ethics with the Perspective of Employee in The Hospitality Industry of Pakistan.

Participants

The 10 participants from the three 4-stars hotel in Pakistan i.e., Serina hotel Islamabad, Nishat hotel Lahore and, Grand Faletti's hotel Multan with moderate to knowledge of ethics with the perspective of employee practices selected through screening of 100 management level employee and the selected participants were also reported low level of ethical practices. Individual sessions were given to the participants. The age range of the participants was from 24 years to 30 years and the mean of participants was ($M \pm SD$ 21.60 \pm 1.35). Sessions were conducted in a professional environment at the place of hotel industry.

The participants were over aged who meets the inclusion criteria were welcome to participate.

Inclusion Criteria

For current research inclusion criteria were the employee who was currently working in the hotel industry in Pakistan between 24 years to 30 years of age. They must fall in moderate to severe ethical range and with contributory knowledge at the lower management level. Participants who are non-Muslims must be part of the research.

Exclusion Criteria

For exclusion criteria Participants with any co morbid of mental illness or physical disability were excluded from study.

Measures

Demographic Information Form

Basic information from the participants were collected by providing them with demographic form such as gender, age, marital status, family system (Nuclear; Joint), total number of earning family members, family's monthly income.

Employee Ethics Inventory

The hotel employee level of ethical practices was measured through employee ethics inventory (ESI), which is designed among hotel employees. ESI encompassed 40 items with a 4-point Likert response e.g. 'Never' (1) to 'Always' (4). The reliability (Cronbach's alpha) of overall ESI was quite high at 0.86. When it comes to interpretation, the ESI recommended that those who scored in range from 122 to 160 indicate severe stress, 81 to 121 indicate moderate ethics, and those who scored in range from 40-80 indicate mild level of ethics. A study was conducted in the province of Punjab (Pakistan), among hotel employee with high validity of 0.805 and reliability of 0.857 (Khattak et al., 2022).

Process of evaluation

The conversation with GM.s lasts for 15 minutes and focuses on ethical concerns. Two potential volunteers dropped out owing to scheduling conflicts, but the remainder of the people asked was enthusiastic about answering the study's questions and gave their written consent. There were 35 interviews with GMs in all to learn about the ethical difficulties they encountered on a daily basis. Given the delicate nature of the topic at hand, we decided against conducting any surveys through mail or electronic mail. No one should expect hotel managers to provide their time and thoughts for anonymous research about the ethical challenges facing the hotel industry (Oskam and De visser, 2022). It's understandable if people are reluctant to provide personal details in this setting. As G.M.s

would be physically separated from both the interviewer and the data source, an online poll would presumably receive even fewer responses. Therefore, the best mode of information gathering was the dyadic in-person interview.

There are several restrictions concerning interviews as a methodology, despite the fact that they are a popular and effective way to get sensitive information (Herndon & Kreps, 1993). The interviewer may have swayed the results in any way. Each interviewee was asked the same set of questions, and every effort was made to ensure that their responses were not influenced in any way, either by suggestion or by providing examples. Immediately following each interview, participants were asked to fill out a summary sheet to guarantee precision. In order to minimize costs, all of the interviews were conducted in either the Southeast or the Midwest of China. According to data collected from Punjab province and three cities (Islamabad, Lahore, and Multan) located in the region's eastern half, in terms of number of rooms, hotels ranged in size from 76 to 464, with an average of 140.

Interviews were often conducted in the hotel general manager's office. Managers were assured complete confidentiality, and they were not to reveal the names of their hotels, the names of their businesses, or the locations where the training took place. In addition, they were informed that any written materials or presentations given at conferences would only make general allusions to a hotel or location. Confidentiality assurances made the participants comfortable talking about ethical concerns. After being given this reassurance, more than 95% of participants indicated they would like to receive the study's results.

All general managers were asked the same three questions:

- The following current ethical challenges in the hospitality industry are particularly relevant to the hotel general manager.
- To what extent do you feel concerned about the ethical difficulties that have developed inside your organization?
- Give an example from the previous year of business that you ran that has ethical implications.

To learn how often certain questions were answered and how often certain responses were given, a content analysis was run on the collected data. To learn how often certain categories and questions were answered, as well as how often certain questions were answered, by performing test of pre-post on the replies.

Moral framework and reasoning skill to solve the ethical issues in the hotel industry:

To what extent can we trust our intuitions, our moral convictions, our religious beliefs, the letter of the law, the consensus of society, and the findings of science when deciding what is morally right and wrong? There have been many important philosophical, ethical, and theological discussions on this topic. Many various perspectives on ethics have been proposed as tools for gaining perspective (Poudel et al., 2022). There is a total of six on this list.

Table 1
Ethical perspective in different continent of the world
Ethical perspective in different continents

	Europe	United states	Asia
Who is responsible for ethical conduct in business	Social control by the collective	The individual	Top management

Who is the key actors in business ethics	Government, trade unions, corporate associations	The corporation	Government corporations.
What are the key guidelines for ethical behaviour	Negotiated legal framework of business	Corporate code of ethics.	Managerial discretion
What are the key issues in business ethics	Social issues in organizing the framework of business.	Misconduct and immorality in single decisions situations	Corporate governance and accountability.
What is the dominant stakeholder management approach?	Formalize multiple stakeholder approach	Focus on shareholder value	Implicit multiple stakeholder approach benign managerialism

The Rights Lens

The most morally sound choice is the one that safeguards and honors the moral rights of those who may be negatively impacted. It starts with the idea that people have inherent worth and value (Trevino-Lozano, 2022). This includes the freedom to choose one's own activities. People have the right to be treated as persons, not as objects, since they are inherently valuable. The freedom to decide for oneself, the right to know the truth, the right to feel secure, the right to privacy, and many other rights fall under the umbrella of "moral rights" (Victral & Heller, 2023) that should be respected by everyone. Moral rights are defined as follows: As a result of this catalogue, some people claim that non-humans do have moral rights. The concept of rights is meaningless without the corresponding concept of obligations, most notably the need to treat others with respect.

The Justice Lens

Everyone has a right to be treated fairly and equitably, and this is the foundation of the notion of justice. To be treated equally on the basis of objective criteria like merit or necessity is to ensure that all people are treated fairly. However, this does not imply that everyone should be treated equally (Zehr et al., 2023) in every circumstance. The rights of individuals are addressed by many branches of justice. The appropriateness of punishment is a matter of social justice, reparative justice, and retributive justice (Wang et al., 2022). In addition, punitive justice (figuring out how to punish those who have done wrong).

The Utilitarian Lens

Some ethicists begin with the inquiry, "How will this action affect everyone affected?" It is essential to emphasize the significance of our actions' consequences. The most moral course of action, according to utilitarianism, an outcome-focused worldview, is the one that results in the greatest total benefit for the greatest number of people. It is crucial to accurately estimate the probability of a result and its prospective impact (Volz and vlogger, 2022). An example of an ethical business practice would be one that provides the greatest benefit to consumers, employees, shareholders, the local community, and the environment while causing the least damage to all parties. Another consequentialist strategy is cost-benefit analysis.

The Common Good Lens

The normal good perspective holds that community life is beneficial in and of itself and that our efforts should be focused on improving that life. According to this view, moral reflection requires consideration and care for everyone, but especially those who are weak

or helpless. The proposed approach also considers the shared conditions that are necessary for the well-being of all people. When compared to the utilitarian perspective, which places a premium on the interests of the individual, the standard good lens places greater emphasis on the interests of the group as a whole.

The Virtue Lens

According to the ancient ethics perspective, in order to be ethical, one must possess a set of ideal characteristics that promote the complete growth of humanity in daily interactions. Being able to live up to the full potential and aspirations of a character requires us to possess traits like honesty and refinement. Good character traits include candor, bravery, kindness, generosity, tolerance, love, loyalty, integrity, fairness, moderation, restraint, and wisdom. The question "what kind of person will I become if I do this?" is central to virtue ethics. Do my actions reflect my best intentions?

The Care Ethics Lens

Rather than focusing just on following the rules or maximizing one's own benefit, care ethics emphasizes the need to put others first and adapt to their specific circumstances. People are valued more for their capacity to contribute to the success of others with whom they have close ties. It uses empathy to learn about and consider the perspectives of all relevant parties in order to arrive at a fair resolution to any ethical dilemmas. Caring for others, being generous, and being concerned about their well-being are also essential. According to the principles of care ethics, everyone's connections, references, and emotions must be taken into account while making decisions about resolution. There is a call for a new ethics of care that emphasizes the interdependence of individual and community duties. Food security, public transportation access, wage equity, housing assistance, and environmental protection are all aspects of well-being that should be included in public health policy.

Using the Lenses

The aforementioned lenses help us figure out what kinds of behaviour and personality traits are acceptable and even desirable, depending on the context. But there are still problems that require fixing.

To begin, we can have fundamental disagreements about the significance of certain lenses. For instance, it's quite unlikely that we have the same understanding of human and civil rights. For instance, we could not share the same understanding of human and civil liberties.

The answer to the question "What is ethical?" may also vary depending on the perspective used. Nonetheless, each provides insights that might be helpful when trying to establish what constitutes ethical behaviour.

A Framework for Ethical Decision Making

Is there a chance that this course of action or circumstance might be detrimental to someone or something, or unjustly beneficial to people? Is it a decision between two "goods" or two "bad," or between a "good" and a "poor" alternative?

Is there more to this issue than finding the right legal or practical answer? Is that the case, what steps would you take?

Get the Facts

What are the relevant details in this instance? Which details are currently unknown? Could you please explain the matter to me? Is there enough data for me to make decisions?

Which groups and individuals stand to benefit most from the outcome? The issue is how to rank the relative significance of various issues. Why?

What options do I have for acting? In this situation, what choices do I have? Have I uncovered any potentially novel avenues of inquiry?

Evaluate Alternative Actions

Here are some things to ask yourself while weigh employee options:

In what way may the rights of all parties be safeguarded the most by the proposed solutions? (Through the Eyes of Justice)

Pick the organization with the most humane policies. If some worries are more pressing than others, does it matter? In the Light of Justice

In order to maximize benefits while minimizing costs for the greatest number of interested parties, which alternative should be pursued? ("The Utilitarian Viewpoint")

With the community as a whole in mind, which of the following solutions would be the most beneficial? Using the "Common Good Lens," which of the following choices will most likely lead to my behaving in the way I hope others would? Through the Refracting Glass of Virtue

Choose an Option for Action and Test It

Which one of these perspectives do you think would be best to use in this case?

Would they be encouraging or judgmental if I told them about my choice?

How can I put my decision into action with the utmost care and consideration for everyone involved?

Implement the decision and reflect on the outcome.

Is there anything that can take away from this experience as a result of the current decision? In what ways should someone proceed?

Results and Discussion

**Table 2
Demographic Information**

Respondent's Characteristics		<i>f (%)</i>
Gender	Male	2 (20.0)
	Female	8 (80.0)
Family Type	Nuclear	8 (80.0)
	Joint	2 (20.0)
CGPA	M (SD)	3.45 (0.47)

Table 2 displayed the demographic sheet's frequency distribution and percentage breakdown. Two men (or 20%) out of a total of ten participants filled out the survey, whereas eight women (or 80%) filled out the survey. With regards to family composition, eight of the ten respondents were part of a blended family (80.0%), whereas two were part of a nuclear family (20.0%). The average CGPA of the students that participated was 3.45 (Standard Deviation, SD, 0.47).

Table 3
Comparison of Pre-Post Testing Using Pared Sample t-Test with Islamic Art Therapeutic Intervention for Stress and Resilience

Variable	Pre-Testing		Post-Testing		MD	t	p	95%CI	
	M	SD	M	SD				LL	UL
Ethics	100.40	13.67	68.20	11.99	32.20	9.70	.00	24.69	39.71
Contributory knowledge	14.60	2.07	19.90	3.28	-5.30	-5.62	.00	-7.43	-3.17

Table 3 showed the significant differences at pre-post testing with the contributory knowledge of ethics with the perspective of employee in the Hospitality Industry. The average ($M = 100.40$, $SD = 13.67$) score of ethical practice was significant higher at pre-testing than at post testing ($M = 68.20$, $SD = 11.99$, $t = 9.70$, $p < .001$) among participants. It means that contributory knowledge of ethical practices in the hotel industry increases the moral level of employees. While the average ($M = 14.60$, $SD = 2.07$) score of contributory knowledge was significant lower at pre-testing than at post testing ($M = 19.90$, $SD = 3.28$, $t = -5.30$, $p < .001$) among participants. Its mean that ethical practices in the hotel industry increased the employee contributory level of knowledge.

- Employees with a poor work ethic and low wages in the business
- Concerns about diversity
- Theft by visitors and employees
- Maintaining the integrity of the rate
- Contractual issues, management firms, and property owners are all on the table.
- Failure to adhere to ethical standards by visitors.

Findings

Most complaints were about the staff's apparent lack of work ethic, either directly or as a result of an incident that took place at the hotel. Managers, on the other hand, admitted that poor pay and part-time workers were to blame for the issue. Second-most-common diversity worries included workplace disputes, unfair recruiting practices, and a lack of opportunities for persons of color. Theft, according to the management, is a persistent problem that has an impact on both employees and visitors. Managers shared stories of visitors and businesses undercutting standard price structures, making it difficult to maintain a stable customer loyalty rate. Managers claim that companies that have signed contracts pledging them to specified pricing from corporate travel providers are now asking for changes to those contracts. Despite the contractual nature of the signed contracts, these agents and executives have indicated that they may leave the current firm in the following year if the current agreement is not revised. They said that this stress, coupled with the periodic need to renegotiate contracts, led to serious difficulties in areas such as budgeting, forecasting, and goal planning.

To what degree hotel employee experienced workplace stress as a result of competing values and challenges they had never faced before as a result of the economy was

a startling finding of this study. They felt pressured because they were put in situations where they had no control, such as having to renegotiate previously signed contracts or make substantial cuts to yearly budgets. The severe economic slump and its effect on the hotel industry were something they had not planned for.

The average occupancy rate for 2009 was 55%, down 9% from the previous year. The income of high-end hotels fell by 24%. Despite a recovery in May 2010 when occupancy hit 59%, the hotel sector saw its worst decline in decades towards the tail end of 2009. It has been shown that (Leonard, 2010). Throughout the recession, employees were under intense pressure to limit their losses, protect their profit margins, and stay in business for as long as possible. The general managers were put in tough circumstances as a result of the economy, and their hotels experienced massive losses as a result.

Conclusion

Hotel managers face a wide range of situations that pose moral dilemmas. Despite the gravity of problems like theft, fraud, and corruption, business owners also face a host of ethical quandaries. Part-time work contributes to high rates of employee turnover, disengagement, and low education levels in the hospitality business. Hotel rooms are frequently used for activities whose legality is questionable. There are a number of challenges that managers must overcome because of the specifics of the industry as a whole. The best course of action isn't always evident, and they have to make snap judgments under pressure. There is a need for more research on several aspects of hospitality ethics. Several experts have noted that members of Generation Y bring a unique perspective to the workplace. Therefore, it is crucial for managers to be abreast of advances and update their training accordingly. No one should mislead their stakeholders by spreading false information regarding sustainable practices. The study concludes that recessionary effects on visitors' behaviours have an indirect impact on Gm. More study in this critical area might help business leaders address the human challenges that come with a weak economy.

Together with a university in the Southeast, we've launched a new platform for hotel general managers to discuss and resolve ethical dilemmas in the hospitality industry, air grievances, conduct research, and share insights with one another. Virtually all of them expressed interest in joining due to the site's promise of anonymous communication amongst G.M's. The hotel ethics website (www.hotelethics.com) is an interactive resource for students. If you're not already working in the hospitality industry or enrolled in a hospitality management degree programme, you won't be accepted as a member. At this point, the public cannot use it as a place to air grievances or read blogs.

In addition, it is sadly common to encounter dishonesty on the part of employees. In the workplace, dissatisfied employees are more inclined to break the regulations their bosses have put in place. The workplace becomes a breeding ground for ethical difficulties when dissatisfied employees engage in unethical actions, such as wasting company time or taking credit for the work of others.

Employee misconduct is pervasive, yet it often goes unpunished for many reasons. Despite its pervasive nature, employee misconduct may go unnoticed for a number of reasons. People might also choose to ignore a problem in order to avoid confrontation. No matter the context, misbehavior causes major disruption in the workplace. The Ethics and Compliance Initiative (ECI) estimates that around half of all U.S. workers have witnessed infractions of ethical norms on the job. An all-time high of 86% has been attained in the rate of reported misconduct. The unfortunate side effect of more reports is more frequent punishments.

Which raises the question: What concrete steps can companies take to curb employee misconduct while simultaneously calming the fears of people who view such

measures as retaliation? There is no foolproof method for handling ethical dilemmas on the job, but there are some options to consider.

Recommendations

The meaning and repercussions of employee misconduct are spelt out in detail in the codes of ethics of most large corporations. These contracts do more than outline the company's mission and values; they also outline what is expected of employees in terms of personal accountability.

However, businesses need to regularly examine their codes of ethics to keep up with new trends and changes in national practice. When it's time to revise the code, upper management should get input from workers to learn about the challenges people "on the ground" experience. Employing a team approach in this manner displays to managers and executives the value of the team's collective effort.

Managers who try to implement new moral guidelines often meet pushback from employees who refuse to adapt. The inability to implement necessary adjustments is usually attributable to inexperienced staff. The fact that individuals have some trouble learning new methods does not mean they are completely unable to do so.

Changes in policy and the establishment of objectives for managers and upper-level executives necessitate a well-informed and trained workforce. The inclusion of "icebreaker" activities that model appropriate behaviour, ethics seminars with subject-matter experts, and readings or lectures on ethical topics are all possibilities. Business ethics education is a fundamental part of Texas A&M University-Corpus Christi's online Master of Business Administration programme, which benefits both employers and employees.

Misconduct in the workplace was found to decrease by 33% as a direct result of this policy education campaign, according to the same ECI research. Moreover, the impact is magnified when a culture's ethical standards are exceptionally high. Employers have a higher chance of effectively implementing initiatives if they explain the rationale behind the changes and detail how the initiatives will improve employee relations and the lives of individual employees. If workers see the worth in doing the right thing instead of just doing what they're told, they're more inclined to cooperate fully.

Workers may be hesitant to blow the whistle for fear of retaliation from coworkers, even if they are certain that no harm will come from doing so. Nobody wants to be labeled as "that person" at work.

Managers can help mitigate this issue by putting in place a system via which employees can report ethical violations in a safe and anonymous manner. Managers should manage disciplinary actions in a private manner out of respect for the individuals with whom they must interact. First and foremost, managers should never act against a whole team because of the actions of a few.

Management's established protocol for handling unethical behaviour at work must be followed to the letter and in its entirety. Employees commit to holding themselves to a higher standard and accept the penalties of not doing so as a result of signing the new policy, demonstrating their grasp, and ensuring their compliance. Firms need to make a pact to adhere to the same ethical standards expected of their staff. Any violation of the conditions of the agreement will cause the mechanism to fail.

By being ethical both within and outside the office, a firm can increase its chances of success and longevity. There will always be dishonesty and discontent among workers. Managers, for their part, may do their part by enforcing regulations designed to minimise

ethical difficulties in the workplace. Employers may assist in creating a more positive work environment by providing training to those who are willing to learn and removing those who are not.

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