ETHICAL APPROACHES AND THEIR APPLICATION IN HOTEL MANAGERS' DECISION MAKING

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This study aims at evaluating the ethical approaches effective for managers working at hotel business when making decisions. Ethics, in the working place, refers to the rules of the workplace that an employee has to comply with, along with the rules of society. In the study, the concept of ethics has been examined within theories of ethics, followed by a conceptual framework of making ethical decisions. The scope of the study consists of interviews conducted with 60 managers working in a chain hotel. The interview consists of 5 different scenarios relating to ethical dilemmas. The scenarios are composed of three different ethics approaches (moral justice approach, subjective approach and contract -based theoretical approach). In the analysis of the data, the Manova Analysis was carried out. The results suggest that managers prefer the contract -based theoretical approach more frequently in decision making. It was also found that managers differ in their choice of ethical approaches in terms of the scenarios. This difference is caused by subjective approaches which are used when dealing with problems related to socio-cultural and institutional reputation and ecology.

Keywords: *Ethics, ethical theories, process of making ethical decisions, scenario*

JEL Classification: *L83, M1, O1*

INTRODUCTION

Ethics is one of the topics attracting the attention of researchers nowadays. This change in focus is basically because unethical and amoral acts in the workplace have increased, and the borders of the work environment have diminished due to globalization. Thus, that the ways to

be followed by the enterprises when dealing with ethical problems and dilemmas they would face in this new world order have been specified in advance will be an important guide in minimizing the inconveniences. Which way the managers, in the role of decision-makers, reach a decision when they face an ethical problem and to which sources (colleagues, co-workers, former applicants, etc.) they appeal plays a vital role in the solution of the problem. A vast number of books and articles concluding that functions such as decision-making, looking for an employee, choosing an employee, career planning, etc. Are best approached within a framework of specified ethical rules and philosophies have been published(Hansen, 1992, p. 523). A point here that needs to be taken into consideration is that the ethical perceptions of managers change and get complicated by environmental factors such as culture, family, religion, manners and customs, values and demographic structure. In this stage, it is also observed that the management principles particular to the enterprise, standards and organizational climate (culture) affect the attitudes and behaviours of the managers in the decision-making process. Hence, it may be said that some special factors based on the structure of each hotel enterprise are also influential in ethical decision-making apart from some environmental variables particular to tourism sector. In parallel with the importance of the subject in this way, this study is aimed at finding which ethical approaches hotel managers adopt when they make a decision.

THE CONCEPT OF ETHICS

The knowledge of morality, the philosophy of morals or simply ethics, the form used in Western languages, is the discipline that investigates the doings of humans as a special problem field and examines the entities and characteristics of this field and the principles (values) governing this field, and whether the doings of human beings are dependent or independent (Arslan, 2001, p. 1-2).

Taylor stated that the concept of ethics means ethical decisions (judgements), standards and behavioural rules (Taylor, 1975, p. 1). Another meaning of the concept is that it gives importance to the judgement of right and wrong in the human management studies and philosophies. Ethics generally means the "just" or "right" behavioural standards in a situation between individuals. Defining the social principles including justice and right as "generally accepted" rules, Browning and Zabriskie extended this definition and added these standards into it (Browning ve Zabriskie, 1983, p. 219).

There are a large number of theories created with this aim in the philosophy of morals. The most important ones are the teleological and deontological theories among them (Frankena, 1973; Robin, 1980; Beauchamp and Bowie, 1983; Harris and Sutton, 1995; De George, 1999; Karakaş, 2002). Another accepted theory in the philosophy of morals is relativity theory (Hansen, 1992; Akoğlan Kozak and Güçlü, 2006). The explanations of these theories are given below.

Teleological Theories

According to the teleological theory, an action is not right or wrong by itself. It is the results of the action that makes it right or wrong (Arslan, 2001, p. 16). In other words, the tendency to decide whether a behaviour on an action's results is right or wrong reflects the teleological theory (Harris ve Sutton, 1995, p. 805). Teleologism reflects the philosophy of morals based on measuring the moral value of a behaviour by means of the results of that behaviour (Ferrell and Gresham, 1985, p. 89). The concept of teleology reflects the direction to an aim. Teleological ethical theories basically assert that the desired results will arise if the behaviours are morally right and good. Teleological theories are divided into two groups as egoism and pragmatism (Fraedrich, 1993, p. 208). Pragmatism and egoism focus on the results of the behaviours instead of the rightness and goodness of the activity. For that reason, these theories are also named as consequentialist theories. (Harris and Sutton, 1995, p. 805; Akoğlan Kozak and Güçlü, 2006, p. 27).

Deontological Theories

Instead of only justifying the independence of the concept of right and the results of the activity, it argues that the characteristics of the agents rather than the importance of intentions (motivations) and the actual results created by the agent should be considered (Beuchamp and Bowie, 1983). This kind of philosophy focuses on the universal situation of right and wrong; however, when exceptions occur, the philosophers asserts universals at first glance taking these exceptions into consideration in certain circumstances (Robin oth., 1989). The main principle of this philosophy is to put forth the behaviour that every individual would exhibit in the same activity when s/he experiences the same case (Hansen, 1992, p. 524). Deontological theories basically put emphasis on social rights rather than the methods and the motivations in a specific behaviour. The natural rightness of the behaviours lays the basis of deontological

theories. In Deontological theories, there are two approaches named as the 'rights that emerge' approach and the justice approach (Fraedrich, 1993, p. 208).

Relativity Theory

In this theory, it is regarded that ethical behaviour emerges as a result of subjective judgements related with individual or group experiences. It is also regarded that every society or culture has specific different ethical rules rather than general rules and principles (Hansen, 1992, p. 523; Akoğlan Kozak and Güçlü, 2006, p. 32).

These philosophical classifications that the researchers developed suggest to change conflicting ideas, rules and judgements by making activities to be evaluated whether they are ethical or not, moral or not, just or not. By developing heuristic methods or practical rules, most managers (consciously or not) make decisions using the philosophies based on these ethical theories when they face managerial issues or dilemmas (Ferrell and Gresham, 1985).

Several studies examining the influence of these generally accepted ethical theories on management have been conducted (Reidenbach and Robin, 1988, 1990; Fennell and Malloy, 1999; Hansen, 1992; Cavusgil, 2007; Yildiz, et al., 2009; Yilmaz and Gunel, 2009). The most important one among these studies in terms of ascertaining the validity and reliability of the measurement methods applied is the one by Reidenbach and Robin. The researchers, by applying the Multi-dimensional Ethics Scale, gathered very comprehensive findings about the ethical theories that the managers rely on in decision-making. In this study, while Reidenbach and Robin (1988) examined teleological theories under two separate titles as pragmatism and individualism, they explained deontological theories as justice and deontology. The relativity theory, on the other hand, was regarded as a separate ethical theory. In the following years, they conducted a new study in order for these findings to be generalized. At the end of the factor analysis of this study, they approached the ethical theories that managers rely on with a scale having a larger base. Here, apart from moral justice and relativity theory, a different theory on social contract (written or verbal agreement) was developed (Reidenbach and Robin, 1990, p. 645).

Ethical Decision-making

In the related literature, decision-making is defined as a process which has a starting point and in which different work, activity or opinions follow each other beginning from point and which ends with a choice to be made. The most accepted approach on decision-making is the traditional model with five stages. Here (Koçel, 2001, p. 53; Özalp, 1996, p. 359-363); the first thing is to determine the aim or to define the problem, then the priorities are specified, the relevant alternatives are put forth and, after evaluation, the most appropriate alternative is chosen (Maviş, 2006, p. 135). As it is seen above, the decision-making is a considerably extensive process consisting of stages complementing each other. This process has to be conducted no matter what the kind or the quality of the decision taken is. For that reason, the traditional (general) decision-making process should be applied while making ethical decisions as it is so in other decision-making activities.

Ethical decision-making is a subject attracting great attention in the literature on work ethics. A great number of researchers have developed a variety of conceptual models aimed at explaining or predicting the process in which a manager makes an ethical decision. Among these ethical decision-making models, Kohlberg's (1969) Cognitive Moral Developmental Model, Ferrel and Gresham's (1985) Probability Model in Decision-Making, Hunt and Vitell's (1986) General Theory of Marketing Ethics can be listed. Apart from them, Trevino's (1986) Interaction of Individual-Situational Factors Model and Jones' (1991) Moral Density Model can be taken into consideration. None of these models asserted an applied working base directed toward the ethical decision-making process, rather they remained limited to the testing of these theories (Trevino, 1986; Ford ve Richardson, 1994, p. 205). In general, ethical decision-making models divide the individuals' assumed effects on decision behaviour into two broad categories (see. The study of conceptual models; Jones, 1991; Randall and Gibson, 1990). The first one includes the variables combined with an individual decision-maker. The second one, on the other hand, shapes the content of the variables in individual decision-making and explains the situation (Ford ve Richardson, 1994, p. 205-206).

Another ethical decision-making model is Kohlberg's (1969) Cognitive Moral Development Model. Here, moral development is determined by three levels including a gradually developing moral understanding and two stages in each level (Kağıtçıbaşı, 2005, p. 334). These levels are preconventional, conventional and postconventional

levels. According to Kohlberg, the individual is in a dilemma while s/he makes a moral judgement in a case s/he faces and s/he creates his/her moral understanding by the moral reactions that s/he will give to these dilemmas (Can, 2003, p. 128). Hence, in preconventional level, there exists punishment and obedience. The individual obeys the rules not because s/he believes the rightness of the rules but in order not to be punished. (Can, 2003, p. 130). On conventional level, the expectations of the family, friend groups or the individuals social environment holds a value in themselves. This level can be defined as the others' expectation of social acceptance. At this level, the individual's moral inferences emerge within the framework of mutual expectations in interpersonal relations (Can, 2003, p. 131). At the postconventional level, "the individual tries to define the moral values and principles having validity and applicability independent from the authorities of the groups or the people putting them forth and the identification of the individual with these groups" (Kağıtçıbaşı, 2005, p. 335).

Ferrel and Gresham's (1985) Probability Model in Ethical Decision-Making occurs at different levels. Realizing the ethical problem constitutes the first level. Then, the shaping of ethical or non-ethical behavioural activities within the framework of reasoning, individual's motivations and desires is in effect according to deontological and teleological theories (Cavuşgil, 2007, p. 453).

The managers often come across complicated ethical decisions during organizational work. The decisions made in this situation depend on the number of elements related with the issue and the ethical theory that the manager adopted. "In businesses, decision makers while developing ethical decision making processes, are partly affected by different views, their own benefits and balancing their own views with others" (Özgener, 2004, p. 117).

In the Ethical Decision-Making model developed by Hunt and Vitell (1986), the decision-making process evolves from the identification of the problem in terms of reasonable rules, to the research, evaluation, choice and lastly the result. In ethical decision-making, cultural, industrial and organizational environment and the personal experiences of the individual are influential. The starting point of the decision-making process is the individual's identifying the problem around him by realizing its ethical dimension (Harris and Sutton, 1995, p. 806). Then, the decision is made by evaluating the alternatives according to the adopted ethical theory.

If the other studies on ethical decision-making process are evaluated with a collective point of view, the following results can be inferred: In terms of ethical decision-making process of the individuals; the

dimensions referred to as wide-based judgement, deontological judgement, social contract judgement and teleological judgement are influential on individuals' decision-making regarding ethical inferences (Hansen, 1992, p. 532). In terms of the dimensions of justice, deontology and relativity ethical theories, in a survey conducted among tour operators working in eco-tourism, adventure, fishing, cruise and golf course; it was found that the tour operator working in eco-tourism is more concerned about ethical management compared with the others. These results are affirmative for the studies of Fennell and Malloy (1995) and Malloy and Fennell (1998) which were conducted in previous years. (Fennell and Malloy, 1999, p. 939). In a study conducted among retail marketers in order to examine the effects of philosophy and demographic features on ethical behaviour, it was found that the number of the people that adopted rule deontology is higher than the one of others adopting other philosophies (Fraedrich, 1993, p. 215). Findings of a study conducted by Reidenbach and Robin (1988) suggest that relativity/justice factor is important in decision-making process, the pragmatism factor is employed and there is a halo effect in decision-making (Cohen, Pant and Sharp, 1993, p. 22).

FIELD STUDY

Within the light of the evaluations in the theoretical part of the study, it is seen that the concept of ethics is defined as a system of rules, moral principles and standards governing behaviours and moral judgements. In this sense, the foremost basic element affecting the service provided to be regarded as ethical is the moral principles and standards that adhere to the individual behaviours of the manager of the enterprise. The source of these standards and principles is based on different ethical approaches as it is stated in the theoretical part. Acting in accordance with this assumption, this study is aimed at finding evidences as to which ethical approach the managers in hotel enterprises adopt in the decision-making process.

Unethical behaviour, while gaining importance within ethical context in the management world in recent years, is seen as a loss of value in terms of both its reasons and results. (Reidenbach ve Robin, 1990, p. 639). Thus, the managers are expected to take ethical rules into consideration during decision-making. However, it is conspicuous that the number of study findings that suggest a variety of approaches or models developed related to the application of ethical decision-making are applicable is limited (Reidenbach and Robin, 1990, p. 639). Also, it is

seen that these limited studies only provides the participants evaluation results such as "very ethical" or "not very ethical" by employing a scale with only one suggestion to examine the ethical result of a case or a situation (Hawkins and Cocanougher, 1972; Krugman and Ferrell, 1981; George, 1985; Browning and Zabriskie, 1983).

Considering that human relations are intense in the hotel industry and the concept of ethics generally evolved as a result of human behaviour, it was expected in this sector that moral and ethical values were addressed in many aspects. Nevertheless, the lack of comprehensive study findings about the subject at present motivated the authors to work in this study. In the study, we primarily attempted to specify which ethical approach the managers in hotel enterprises employ in decision-making especially when they faced ethical dilemmas. We expect to find in our results evidence about the managers' basic point of views on ethical decision-making in enterprises like hotels that provide service to different interest groups. It is also expected that these acquired results will be helpful in guiding the managers.

Method

In the study, the interview method was employed. This method was chosen because it is one of the methods used in social sciences and it is thought to reach the desired data in this study by means of this method. With this aim, Reidenbach and Robin's (1988, 1990) Multi-Dimensional Ethics Scale developed in the previous years was employed in order to gather data. The scale was chosen because it is appropriate for comprehensive evaluations on ethical behaviours. As it is known, the researchers made extensive examinations on the dimensions related with moral justice, relativity and social contract by employing this scale. In the study, the participants' opinions were taken by employing a septet scale with eight different expressions and five scenarios. In the scale "1" reflects "negative expression" (i.e. not honest) and "7" reflects "positive expression" (i.e. honest). Extensive information on the dimension in the scale is given below.

The dimension of moral justice reflects a structure consisting of the theories of deontology, justice and relativity. Reidenbach and Robin alleged that the decisions are evaluated in terms of honesty, justice, goodness and rightness within them; hence, this dimension combines with the family's acceptance idea (Reidenbach and Robin, 1990, p. 646). The researchers assert that this dimension reflects that rightness and honesty indicated by the family and religion where the people get their first

education isunderstood. In the scale used, these dimensions are shown with the following expressions: Not honest/ honest, Not just/ just, Morally wrong / morally right, Cannot be accepted by my family/ Can be accepted by my family.

The relativity dimension reflects that the socio-cultural environmental factors should be given importance in terms of the moral extent of the behaviour (Fennell and Malloy, 1999, p. 932). "The traditions and culture at the base of this structure shape the beliefs, values and the attitudes that people have in their whole lives and affects what is right or wrong in our minds" (Reidenbach and Robin, 1990, p. 646). This dimension is shown with the following expressions: Traditionally not acceptable/ traditionally acceptable, Culturally not acceptable/ culturally acceptable.

The dimension of contract (social contract dimension), in fact, reflects the deontological theory. According to this theory, the individual gives importance to responsibilities adhering to the rules, agreements and his/her duties (Fennell and Malloy, 1999, p. 933). In the study, the dimension of contract theory is shown with the following expressions: A commitment is breached although it is not mentioned verbally/ No commitment is breached although it is not mentioned verbally, a commitment is breached although it is not written/ No commitment is breached although it is not written.

In the scale, the scenarios were employed in the presentation of the expressions. The first three scenarios were adapted from the studies of Reidenbach and Robin (1988, 1990) and Fennell and Malloy (1999). The last two scenarios were developed by the researchers. The first scenario includes ethical dilemmas about financial loss; the second, the ethical dilemma about socio-cultural and institutional image; the third, the ecological ethical dilemma; the fourth, the ethical dilemma about quality and the last one the ethical dilemma about security. As it is known, the use of scenario (Fritzsche and Becker, 1982; Tsalikis and Ortiz-Buonafina, 1990, p. 511) provides opportunity to give necessary information and detail about the subjects that can be asked regarding the ethical issue. In these kinds of studies, information of higher quality is thought to be gathered compared with a study conducted with possible simple questions. The scenarios are the most commonly used methods for the evaluation of the structure in work ethics studies. In a research examining the studies on ethical decision-making between the years 1996-2003, it was seen that the scenarios were used in 95 of 174 studies, that is to say, in 55% of them (O'Fallon and Butterfield, 2005, p. 403). The use of scenario provides advantages to the researchers as it makes the variables that are paid attention examined by including the environmental

factors. However, Marshall and Dewe (1997) argued that two assumptions should be accepted when a scenario is used: the situation expressed in the scenario generally lays ethical dilemmas for the participants and all the participants are requested to make a decision in the same context according to the situation. This situation is not available in every event. Also, the scenarios are often combined with closed-end propositions and this may result in the individuals hiding their actual answers. It is argued that the researcher may affect the viability of processing the variables that s/he is interested in in very few scenarios. In this study, the assumptions about the use of scenario are compared.

The Manova Test was utilized in the testing of the research data. This test, one of multi comparison tests, was chosen as it makes the examination of the effect of an independent variable on more than one dependent variables possible (Kalaycı, 2005, p. 155). Whether pre-analysis data provides the assumptions of the Manova test, a parametric test, or not was checked. To achieve this, it was confirmed that the data is compatible with the normal dispersion by looking into the normality dispersion graphs. Moreover, the skewness and kurtosis values were calculated. With the skewness value being higher than "1", this situation was confirmed again (Yazıcıoğlu and Erdoğan, 2004, p. 156). Also, The assumption of homogeneity of variance, one of the basic assumptions of Manova analysis, was provided with the conduct of Levene test (Kalaycı, 2005, p. 158).

Total Field under Survey, the Sampling and the Constraints

70 managers from five hotel enterprise working under *Voyage Turizm, Hotel Management and Construction Industry Trade Agency* constitute the total field of the study. There are two important reasons as to why a chain enterprise was chosen as the field area. Firstly it is assumed that chain enterprises have stronger organizational structure, human resources policies and management principles. The second important reason is it is accepted that time and the application will be handled easily by limiting the survey field as the study method is interview. The number of managers was gathered as a result of the negotiations conducted with the human resources department of relevant hotel enterprises. In this sense, a total of 62 managers (2 hotel director, 43 department director, 17 department chief) participated in the survey[21].

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[2] In the Club Voyage Family Hotels Chain, the following hotels are included: Club Voyage Sorgun Select, Club Voyage Belek Select, Club

However, hotel directors were left out of analysis as their number was very few. As the results will not reflect the general situation because the study was conducted in a single chain enterprise, this should be considered as a constraint of the study.

In the use of scenario, by changing specific variables in the same scenario, it is generally aimed at measuring participants' perceiving these variables. However, in this study, instead of changing variables, scenarios with different contents were used. Such a method was used because the managers in hotel enterprises are very likely to serve for different customer groups and to face more than one situation at the same time. In this way, it is assumed that the managers will give more realistic answers by not only thinking of themselves as hotel managers but also by putting themselves in the place of a travel agency manager in one scenario and in the other in the place of a non-governmental organization officer. In the scenarios used in the study, what the ethical dilemmas that were considered in each scenario wasn't told to the participants. This method was employed in order to prevent managers from giving biased answers in a subject that they knew before hand. This feature should be also considered in the evaluation of the results of the study.

The Findings and the Evaluation

As it is stated in the method, the answers given to the scenarios used in the study were gathered through the dimension of moral justice, relativity dimension and the dimension of contract theory. The evaluations were made through eight expressions representing these three dimensions. The expressions in the scale that was used in the study include the dimension of moral justice, the relativity dimension and the dimension of contract theory (social contract theory). As the increase of these dimensions in terms of their equivalent degrees is not possible, it was thought that it would be more appropriate to look at the modes of the findings that were gathered. Hence, modes, arithmetic average and standard deviations regarding each scenario were calculated. In the study, five scenarios including five different ethical dilemmas were used. In the first scenario, it is seen that the managers answered choosing the dimension of contract theory most when they were given the ethical dilemma about financial loss.

Voyage Bodrum Torba, Club Voyage Bodrum Village, Club Voyage Bodrum Charm.

Table 1 Descriptive Statistics Regarding the Scenarios

Scenarios	Dimensions	Mode	Arithmetic Average	Standard Deviation	N
1. Scenario	The Dimension of Moral Justice	1	2,45	1,82	60
	The Relativity Dimension	1	3,18	2,33	60
	The Dimension of Contract Theory	**7**	**4,37**	**2,39**	**60**
2. Scenario	The Dimension of Moral Justice	**4**	**4,17**	**2,26**	**60**
	The Relativity Dimension	4	3,98	2,12	60
	The Dimension of Contract Theory	1	3,93	2,77	60
3. Scenario	The Dimension of Moral Justice	1	3,80	2,36	60
	The Relativity Dimension	4	4,03	2,19	60
	The Dimension of Contract Theory	**7**	**4,95**	**2,75**	**60**
4. Scenario	The Dimension of Moral Justice	1	2,45	1,95	60
	The Relativity Dimension	1	2,82	2,23	60
	The Dimension of Contract Theory	**7**	**4,45**	**2,53**	**60**
5. Scenario	The Dimension of Moral Justice	1	2,43	2,25	60
	The Relativity Dimension	1	2,73	2,55	60
	The Dimension of Contract Theory	**7**	**5,03**	**2,79**	**60**

The mode value of this scenario is "7" (A.A.: 4,37) and the most frequent options are the expressions of *no commitment is breached although it is not mentioned verbally* and *no commitment is breached although it is not written.* According to this result, the managers in hotel

enterprises tend to decide within the context of deontological ethical theory.

As it is known, in this approach, individuals give importance to adhering to the rules, agreements, and their duties; hence, they regard the problems emerging within this extent as ethical problems. This finding puts forth that the managers in hotel managers also consider the interests of the enterprise in the decision-making process.

In the evaluation of the second scenario, including the ethical dilemma about socio-cultural and institutional image, the highest frequency degree was recorded in the dimension of moral justice. This dimension reflecting the justice and relativity dimensions is shaped by institutions like family and religion where the individual gets their first education. In the scale, this dimension was presented by the expressions as honest/ not honest, just/ not just, morally right/ morally wrong, acceptable by family/not acceptable by my family; and the mode value was calculated to be "4". According to this result, the managers consider social and individual moral values in medium degree when they make decisions on socio-cultural and institutional image. At this stage, it can be said that they behave within the framework of moral justice approach.

In the third scenario on ecological ethics, the highest mode value was calculated as "7" (A.A: 4,95) in the dimension of contract theory. That is to say, the managers, when they come across an ecological ethical dilemma, tend to conduct their duties by adhering to the rules and agreements in place (deontological ethics). This finding can be interpreted as that managers in hotel enterprises consider the relations and conditions in place as important, but they do not yet developed sufficient sensitivity about ethical issues regarding the ecology. However, the problems that emerged as a result of managers' giving importance to intra-enterprise indicators, paying no attention to ecological results and deciding accordingly, may be assessed at the base of teleological ethics approach.

In the fourth scenario including the ethical dilemma about quality, the highest mode value as "7" (A:O: 4,45) was recorded in the dimension of contract theory. The managers make decisions when they come across an issue about quality by adhering to the rules, agreements and their duties. In other words, the dimension of contract theory (deontological ethics) is influential. This situation may be interpreted as that the managers regard the issue as an ethical problem if a commitment is breached, whether it is written or mentioned verbally in ethical issues about quality. It is seen that the duties and the related connections are still essential for the managers who has deontological attitude.

In the fifth scenario including the ethical dilemma about security, the

highest mode value was recorded as "7" (A.A: 5,03) and it pushed the dimension of contract theory beyond the other dimensions. In other words, again, a commitment should be breached whether it is written or mentioned verbally in order for an issue about security to be regarded as an ethical problem. In contrary situations, the managers don't regard the conflicts or problems as ethically problematic and approach the issues deontologically.

In parallel with the all above results, it is concluded that the managers tend to make decisions within the framework of deontological ethics approach by grounding on enterprise conditions and their duties. That is to say, they approach the problems about financial loss deontologically not heeding the environmental issues and the results of the problems that occur. In fact, that today's managers make decisions by not paying attention to social and economic environment conditions and the results of these (teleological ethics) doesn't match with fair, environment-integrated business management understanding. In addition that the problems which emerging because commitments or agreements are breached are generally perceived as ethical problems is one of the remarkable results of the study. After these explanations, we aimed to determine whether the managers' approaches to ethical problems differed as to each scenario or not. Hence, Multi-Variance Analysis (MANOVA) was employed. The following are the results of this analysis.

In parallel with this table, the scenario in which the dimension of moral justice was supported most was the one including the ethical dilemma about socio-cultural and institutional image (A.A: 4,17). This shows that the managers give importance to social and individual moral values. The dimensions of relativity and the contract theory were supported in the scenario including the ecological ethical dilemma. The managers practice their tendency to conduct their work by adhering to the rules and agreements in place especially when they face an ecological ethical problem.

As it can be observed in Table 2, the managers' opinions on different ethical approaches (ethical dimensions) are represented with the highest average in the dimension of contract theory. It is seen that this dimension is followed by the dimension of moral justice and the relativity dimension has the lowest average.

There occurred a meaningful difference between the dimensions of moral justice and relativity in terms of the scenario types (for the dimension of moral justice p: 0.000; p<0.05 and for the relativity dimension p: 0.002; p<0,05). This difference resulted from socio-cultural and institutional image dilemmas, and the ecological scenario-based

dilemmas. In the dimension of contract theory, no meaningful difference was identified in terms of the scenarios.

Table 2 The Analysis Results to Determine the Differences of
Ethical Approaches as to the Scenarios
(The Results of Manova Analysis and Post Hoc Test)

ETHICAL APPROACH					MANOVA		Post Hoc (Tukey Variance Analysis)		
					F	**p**	**S**	**Fark**	**p**
The Dimension of Moral Justice	1.Scenario	2,45	1,18	60			2-1	1,7167	0,000
	2. Scenario	**4,17**	2,26	60			2-4	1,7167	0,000
	3. Scenario	3,80	2,36	60			2-5	1,7333	0,000
	4. Scenario	2,45	1,95	60			3-1	1,3500	0,006
	5. Scenario	2,43	2,25	60	9,562	0,000*	3-4	1,3500	0,009
							3-5	1,3667	0,005
Relativity Dimension	1. Scenario	3,18	2,33	60			2-4	1,1667	0,044
	2. Scenario	3,98	2,12	60			2-5	1,2500	0,025
	3. Scenario	**4,03**	2,19	60	4,476	0,002*	3-4	1,2167	0,031
	4. Scenario	2,82	2,23	60			3-5	1,3000	0,017
	5. Scenario	2,73	2,55	60					
The Dimension of Contract Theory	1. Scenario	4,37	2,39	60					
	2. Scenario	3,93	2,77	60					
	3. Scenario	**4,95**	2,75	60	1,158	0,330			
	4. Scenario	4,45	2,53	60					
	5. Scenario	4,45	2,53	60					

p:0,05 (importance level)
A.A.: Arithmetic Average, S.D.: Standard Deviation, S: Scenario, 1: The Ethical Dilemma about Financial Loss, 2: The Ethical Dilemma about Socio-Cultural and Institutional Image, 3: Ecological Ethical Dilemma, 4: The Ethical Dilemma about Quality, 5: The Ethical Dilemma about Security.

Within the light of these results, it can be said that the managers tend to make decisions concerning the ethical dilemma of socio-cultural and

institutional image and ecological ethical dilemma rather than within the framework of the dimensions of moral justice and relativity. In other words, if the ethical problems are related with enterprise image and ecology; it can be said that the decisions are made within the direction of the ethical approaches shaped by the family and religion, traditions and culture.

RESULTS AND DISCUSSIONS

With this study conducted in order to evaluate the ethical approaches influential on the decision-making process of the managers, it was aimed at specifying the managers', point of views on ethical decision-making. The findings gathered show that the hotel managers in the enterprises generally decide according to the dimension of contract theory reflecting the deontological theory when they face ethical dilemmas. However, it is remarkable that the managers consider the breach of a commitment in the process of decision-making.

The managers' not regarding the failure(breach) to fulfil a commitment given to the customers (written or mentioned verbally) as an ethical problem will gradually obstruct the perception of other ethical problems by the managers. This will cause some problems in the enterprise; hence, it will also result in the loss of customers and customer discontent. It was found that a breach of a commitment, written or mentioned verbally, usually emerges in the issues regarding financial loss, ecology, quality and security. In the ethical dilemmas about socio-cultural and institutional image, on the other hand, it was seen that the managers behave within the content of the relativity theory and they consider these issues with lower frequency of choice. This situation can be considered as an indicator reflecting that the managers highly consider the commitments and agreements; however, they ignore other ecological and socio-cultural values.

These results of the study tend to support the studies of Hansen(1992), who asserted the idea that the ethical dimensions named as deontological, social contract and teleological approaches are influential on the individuals' decision-making about ethical inferences. However, the results of the study regarding the dimensions about justice and relativity theory conflict with the findings of Fennell and Malloy (1999) which asserted that tour operators are more concerned about the issue of ethical management.

Another finding gathered through the study is that the ethical approaches influential in managers' decision-making differ in terms of the

characteristics of the ethical problems encountered. It is seen that the dimensions of moral justice and relativity influence the decisions of the managers in charge of decision-making, when they face ethical problems concerning the socio-cultural and institutional image and ecology.

This study aiming to specify the ethical approaches influential on the decision-making process of the managers in hotel enterprises was conducted in a limited field and with limited participants. For that reason, stating that the findings gathered can represent the general overview will be inappropriate. However, it can be said that this study can provide a variety of contributions to the literature and the representatives of the sector considering that the studies about this subject are limited in the relevant literature in Turkey. In future studies conducting them in a larger field and comparing managers' departments will increase the contributions made to the literature and sector.

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