

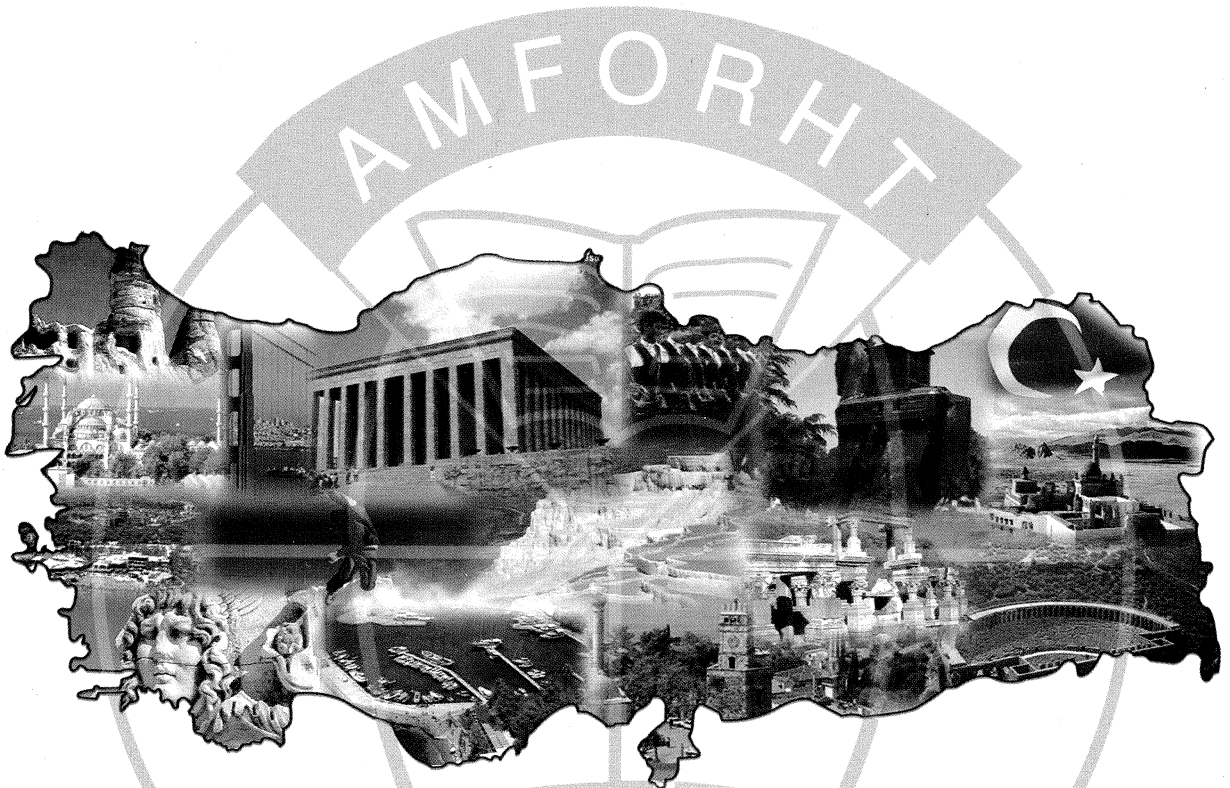


*World Association for Hospitality and Tourism Education and Training*  
*Association Mundial para la Formacion Hotelera Y Turistica*  
*Dünya Konaklama ve Turizm Eğitimi Birliđi*



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# **AN ETHICAL VIEW ON MANAGER BEHAVIOURS AT ACCOMMODATION ESTABLISHMENTS IN THE PERIODS OF CRISIS: AN EVALUATION WITH RESPECT TO RELATIVE ETHICS**

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## **INTRODUCTION**

Accommodation establishments can often face crisis because of sectoral characteristics of tourism. No matter what their reasons and dimensions are; crisis are the situations preventing accommodation establishments from achieving affecting their local and foreign customers negatively, necessitating mostly urgent interfere and having a high uncertainty feature. Crisis can result from external factors such as demographic, economic, lawful and political, socio-cultural, technologic as well as from the internal and close environments of the establishment; and they force the managers to make urgent and careful decisions with high responsibility and to have attitudes in accordance with these decisions. At the same time, it is obvious that these decisions and behaviours should have ethical worries. The main reason of this is that ethics as a "moral philosophy" has started to have an important place in decision mechanisms of organizations as well as all individuals in the society. In other words, ethics can be defined as the adaptation of general ethics rules for the business life and it is of great significance for accommodation establishments in crisis periods as well as for all businesses.

Managers can perform different behaviours according to the conditions they're in during the crisis and can defend that their behaviours are right or their results are good from ethical point. At this point, the question "Are these behaviours really right or good from ethical point?" gains importance. And it is difficult to explain this question with only one ethics theory. So, it can be discussed whether "relative ethics" approach can be useful in eliminating this difficulty.

In this study, behaviours of managers at accommodation establishments in crisis periods are evaluated within relative ethics aspect. In the first chapter of the study, the concepts of general business ethics at establishments and relative ethics are examined in their main lines and teleological and deontological theories are considerably paid attention especially under relative ethics umbrella. And later on, crisis phenomenon at accommodation establishments and the factors causing crisis are looked through in detail. In the last chapter; the possible behaviours of a managerial adviser within a crisis scenario for accommodation establishments are evaluated in accordance with the mentioned ethical theories.



## **1. BUSINESS ETHICS AND RELATIVE ETHICS APPROACH AT ACCOMMODATION ESTABLISHMENTS**

It is of importance whether a right or wrong, or good or bad behaviour is performed from ethical point in the activities carried out to overcome a crisis met at accommodation establishments. Especially during the activities completed within the crisis management; some of the managers regard that it is the most significant precedence to get out of the crisis and so they can make wrong decisions, and consequently can give damage to establishments, society or other shareholders of the establishment. In this case, can we make a judgement that "managers and employees of the accommodation establishments carrying out these kind of activities or making decisions in that way have behaved wrong from ethical point"? It will be useful that firstly the concepts of ethics and business ethics are explained so that this question can be answered. Besides, it is also necessary that "relative ethics" approach that can be used to set from ethical point the behaviours of the people getting face to face with such situations and coming to the point to make sometimes decisions opposing the understanding of "right" of many people and to apply these decisions.

### **1.1. Concepts of General Ethics and Business Ethics**

In order to study on the business ethics from conceptual aspect, first of all it is necessary to focus on the concept "ethics". The word "ethics" tried to be explained by intellectuals with different aspects within the history (Kılınç, 2000: 94) is derived from the Greek Word "ethos" expressing "character, morals, tradition and habit (Aydın, 2001: 5; Özgener, 2002: 176).

Ethics, with its general meaning, is traditional philosophy branch searching the nature, essence and sources of the "good", "what's good" and "good manners"; looking for the answer for the question "how to live?" with such connected questions as "what kind of life is a good life for human?" being what kind of life is worth leading?" and "which choices should be made to lead a right life?" (Güçlü et al., 2002: 500-501).

According to Bolat and Seymen (2003: 5), ethics is a systematic collection of data searching the aims of the individuals and what activities they fulfill, what manners they perform to reach their aims either in the society or in their personal lives; defining these as good, bad, wrong and right and making them understood. As for the business ethics; that's a sub branch of ethics, it is the branch of philosophy trying to solve problems and dilemmas arising from the applications in business life, considering the relations of the establishments or businessmen individually or managers with their employee, customers and rivals and their manners towards them from the moral aspect (Güçlü et al., 2002: 777).

When the relevant literature is looked through, it is seen that there are so many definitions for business ethics. Some of these are given below:

\*With its most common meaning, business ethics is adaptation of general ethical rules for the business conditions (Kılınç, 2000: 95). With a similar definition, business ethics is the adaptation of general ethical opinions for the business attitudes (Öztürk, 1999: 16).

\*Business ethics means searching how personal moral norms are applied in commercial investment, targets and activities (Kılınç, 2000: 95).

\*From another point of view, business ethics is a sub discipline taking into consideration the possible moral conflicts at establishments and how they can be solved, and so examining the relation between establishment and ethics or between business and ethics

(Fülöp, Hisrich and Szegidi, 2000: 61). According to Winstanley and Woodall (2000: 45), business ethics is a concept pertaining to the place and structure of morals at the establishment, to the definition of moral dimension, and applying ethical principles and values in decision making and practising.





And Nisberg (1998) takes ethics with its social responsibility dimension and defines it as range of principles providing that the activities organizations carry out while trying to get profit are taken into consideration in the society completely (Kilcullen and Koistra, 1999: 158).

\*Business ethics, in another definition, is the systematic collection of data searching the aims of the business at organizations and activities performed to reach these aims, duties and responsibilities, and attitudes and manners the organization shareholders have; defining these as good, bad and right and wrong making them understood (Bolat, Seymen, 2003: 5-6).

\*At this point, it will be useful to mention about the features differing the business ethics from other concepts such as general ethics, morals and social responsibility. These are listed below (Bolat, Seymen, 2003: 6):

-Moral problems about business ethics are not taken up with a different method from general moral problems; the same methods are used. In other words, business ethics cannot differentiate from general ethics (Arslan, 2001: 5).

-Business ethics covers all activities of the organization shareholders as topic; but it considers only moral sides of these activities for investigation.

-Business ethics aims established results at organization; so, there is aimed neither to make moral and nor ideological, nor to disclose a specific life philosophy (Pieper, 1999: 17).

-Business ethics is an eclectic field necessitating expertise in the fields of psychology, sociology, cultural anthropology, law, economics, business management, administration-organization, informatics and environment technology (Sison, 2000: 288).

-Business ethics is dependent on a universal moral understanding exceeding international limits because of the globalisation the effect of which is being felt more although it is affected from the cultures of the sector, region and country where organizations are (Seitz, 2001: 21).

### 1.2. Conceptual Analysis of Relativist Ethics Approach

Relativist ethics is a comprehension defending that there aren't generally accepted, indisputable definite moral values in order to determine what is good and right, what is bad and wrong for man in the moral philosophy; that all moral values change according to people, societies, cultures and eras (Güçlü et al., 2002: 606). Relativist ethics defending that what's morally good and bad, or right and wrong, what's to be done and not to be done change from person to person, culture to culture and period to period puts forward that permitted or prohibited activities are relative to the person's character and to the coherence activities are performed within.

Relativity accepts that concrete, material moral norms are sometimes in contradiction with each other, they change continuously by the time, it is impossible to find a generally accepted and unconditional norm in the base of moral variety, the adjectives "good" and "bad" used in moral judgements are completely relative. In summary, relativists suggest that morals can't make normative connecting ethical expressions about the validity of the norms by looking to variety and difference of the cultural norms (Pieper, 1999: 52-53).

There are two different approaches in relativist ethics understanding: The first one is "descriptive relativist ethics" based on the idea that there can be no other thing more natural than that different people will have different moral beliefs, and that it is impossible to evaluate different beliefs from an impartial point of view with respect to the right and wrong conceptions. The second one is the "normative relativist ethics" approach suggesting that the beliefs of every culture should be considered within its own culture, and that it is not true to make judgements about the values of a culture from an external point. According to the relativist approach, the fact that a certain person or society has a specific moral opinion is enough for that person or society to make that moral opinion right (Güçlü et al., 2002: 607). This approach suggests that definitions of what's right or wrong can be determined by each person depending on his own private situations and conditions (Jensen, 2002).

Similarly, Forsyth (1980) perceives the relativism as the state that an individual doesn't accept universal moral rules while making ethical judgement. According to him, individuals having relativist view state that moral actions change according to the conditions a person is in and to the nature of the existing situations, and also mention that while judging other people, it is better to evaluate existing situations they're in rather than considering if they act in terms of ethical principles or not (Singhapakdi et al., 2000: 273).

Relativist approach is based on three main opinions: The first view explains that our beliefs and practices are shaped by our environment changing in time and place. The second one has the view that a dominant culture cannot determine by itself what is right and wrong, or what is good or bad from moral point. And the third opinion is the fact that there are important moral differences between different cultures in the ethical field (Chryssides and Kaler, 1996: 26).

### 1.3. Investigating The Theories of Ethics With Respect To The Relativist Ethics

The relativist ethics approach suggests that individuals can choose different rights in different conditions while making an ethical judgement on any matter. The rightness of these behaviours can change from person to person, culture to culture or time to time. When evaluated from this perspective, behaviours of people can be examined from different points of view. Man sometimes minds the results of his behaviours, and sometimes can choose to act with the rules surrounding him. For instance, at an ethics seminar people were asked what kind of main rules they follow to make right decision and the following answers were taken (Aydm, 2001: 20).

\*The base of my decisions consists of "the results I expect".

\*The most important point I consider is if the subject is consistent with laws or not.

\*Values and strategies of the organization form the base of my decisions

\*I make my decisions in the way my conscience orders me and in accordance with my beliefs.

As it is seen, people can make decisions differently from each other and so can have different manners. Therefore, it won't be enough to explain these different behaviours with a single ethical theory. At this point, it can be useful to start with two basic ethical theories. Philosophers state the hypothesis about ethics in two main groups as given below (Bowie and Duska, 10): Teleological and deontological ethics approaches. These two approaches differ from each other considerably in evaluating ethical behaviours (Ferrel and Gresham, 1985: 89).

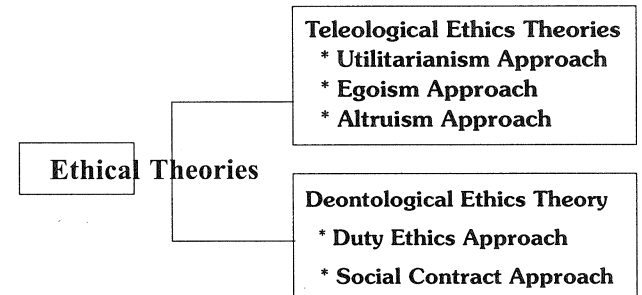


Figure 1: Ethical Theories





### 1.3.1. Teleological Ethics Theories

Teleological ethics theories is the name given to all approaches taking the universe in general as an arrangement of relations between objectives and tools. In other words, evaluation of aims and behaviour in moral philosophy and theories accepted as the foundation of behaviour principles are the teleological moral theories; they can also be considered as "consequentialism" approach since they explain and establish moral values according to the last aim and the last good (Güçlü et.al., 2002: 1413). According to Schminke and others (1997: 1194); for the powerful consequentialists who base their judgements of what's right on the results of actions, the relation between organizational outputs and the rightness they perceive about them should be sound. In this respect, the only condition that an action can be considered as a right action; from moral point is that its results are good or the positive sides of the results are more than negative sides (Güçlü et.al., 2002: 1576; Beu and Buckley, 2001: 58). It can be useful to stress on three approaches within the teleological theories; "Utilitarianism", "egoism" and "altruism" ethics theories. These theories can be summarized as follows.

**1.3.1.1. Utilitarianist Approach:** With its most common meaning, it is a moral understanding suggesting that the value of an action, in every case, can only be determined starting from usefulness principle. (Güçlü et.al., 2002: 1576). And this principle means providing the most number of people with the highest level of happiness (Güçlü et.al., 2002: 1583; Cavanagh et.al., 2001: 363). Consequently, this approach suggests that actions should be evaluated in terms of the benefits they bring and that it's the best thing to be done to regard everything useful as equal to the "good" in some cases and to the "right" in some cases. (Güçlü et.al., 2002: 1577). In other words, the result of the action should provide the greatest number of people with the highest level of happiness or should have such inclination so that an action can be accepted as "right" according to utilitarianist approach (Beu and Buckley, 2001: 58; Winstanley and Woodall, 2000, 45; Bowie and Duska, 12). The benefit mentioned here comprises not just one person, but the majority or the society (Robertson and Fadil, 1999: 390).

**1.3.1.2. Altruist Approach:** Altruism is a doctrine suggesting that, in moral philosophy, there should be aimed others' happiness without protecting one's any self-interest and benefit in his all actions; all ethical rules implying the view that people should act in accordance with others' benefits, not theirs are included in this group and it reflects a point of view paying attention to the social characteristics of man and to the society rather than individuals (Güçlü et.al., 2002: 1108 - 1109).

**1.3.1.3. Egoist Approach:** It is the doctrine suggesting that, in moral philosophy, one should protect his own "ego" and self-interest and should add to his own favour as much as possible (Güçlü et.al., 2002: 196). Egoist person in terms of ethics also tries to have damage at the minimum level while trying to increase his personal advantages to the top (Robertson and Fadil, 1999: 390). All these three moral approaches explained above agree that morality right action should give "good" results, but they disagree on who these good results should serve to in that way: \*While the answer of utilitarianism is **"to everybody"**; \*Altruism answers as **"to everybody except the activist"**; \*And egoism points out the subject fulfilling the action, the activist and calls out **"always to me"**.

### 1.3.2. Deontological Ethics Theories

Deontology in general is the collection of data with respect to the rules of sanctions and the answers of the society for the questions "what should be done?" or "what shouldn't be done?" (Bal and Beren, 2003: 29). Deontological ethics is an ethical view suggesting that what modifies moral value of any action is the feeling of duty lying in the essence of the action independently from the results of the action. In that case, an action can be good or bad only for the qualities peculiar to itself or for the intention, the feeling of duty of the person carrying out the action or his inclination for right/wrong (Güçlü et.al., 2002: 1087). The rules and principles guiding behaviours should be taken into consideration so that a behaviour can be defined as right or wrong in terms of ethical aspect according to deontologist approach; the behaviour will be accepted to be right as long as it is in favour of the rules and principles (Beu and Buckley, 2001: 58); Harrington, 1997: 365). The fundamental question to be answered about deontological ethics is which rules or principles should be taken into consideration in order to decide if a behaviour is right or wrong from ethical point. At this point, as the source of the standards of moral behaviours; the factors such as society, laws and one's family, his friends, his religious belief, his employer and job can be given (Gatewood and Carroll, 1991: 674).

**1.3.2.1. Duty Ethics Approach:** Duty ethics is an ethical view basing the moral value of an action, its being right or wrong on duty consciousness considering it independent from its results, suggesting that this action is of moral significance only if there isn't any other diagnostic or inciter apart from the feeling of duty in the mind of the activist. (Güçlü et.al., 2002: 1086).

**1.3.2.2. Social Contract Ethics Approach:** As the last one, the basic objective in social contract ethics is to get a balance between authority and freedom. The authority of the government can be obtained with the rules depending on the agreement of all individuals and formed by the government itself. On the other hand, it can be said that the social contract ethics is for protecting the advantages of all the society members connected with the mentioned decision and action (Ferrel and Gresham, 1985: 90). The main characteristics of this ethics approach are as follows: (Aydn, 2001: 26-29).

\*All members of the society should act under control of the general authority.

\*Each individual in the society is an inseparable part of the society.

\*Each individual in the society should give up his freedom to a certain extent in order to be able to a component of a complete system.

\*All individuals get freedom to a great extent thanks to the support and protection of the society.

\*Individuals make contribution for the society and the society for individuals. All arrangements are based on the fact that both sides get benefits from this binding contract.

The basic difference between teleological ethics and duty ethics can be given like that:

The distinguishing feature of the teleological ethics theories is that it looks to the quantity of the "good" the action produces or in other words the "efficiency" of the result it achieves in order to determine the value of an action and if it is right or not. And in deontological ethics theories, the value of an action is independent from that the results are good or bad; some actions are regarded as right, some as wrong with respect to "duty" and "responsibility" without considering the results of actions (Güçlü et.al, 2002: 1328).

Five ethics theories within the two fundamental theories tried to be explained above try to explain how individuals behave in terms of moral values and how they should behave. But, none of the approaches mentioned can be enough by itself to say that a behaviour is right or wrong, good or bad from moral aspect. While a theory is accepted by some philosophers, it can be refused by some others. The main reason of this is that each theory covers different moral concepts; and so it focuses on different dimensions of moral behaviour (Fritzche and Becker, 1984: 167). At this point, it is a difficulty which ethics theory is to be used for regarding a person's behaviours in terms of right-wrong or good-bad.



When it is evaluated from relative ethics point, it is seen that there can't be just one answer for this question. That's to say, while a behaviour can be considered from the point of egoism approach it can also be taken up within the utilitarianism or duty ethics.

## 2. CONCEPTUAL ANALYSIS OF CRISIS PHENOMENON AT ACCOMMODATION ESTABLISHMENTS

### 2.1. Concepts of Crisis and Crisis Management

When the literature about crisis management at business enterprises is looked through, many definitions with different points of view are seen. For instance, while crisis is defined as "a situation causing stress on the employee of the establishment", there are also writers defining as "a situation causing danger" of establishments. According to these writers crisis is the unplanned situation which can give great damage to employees, customers or to the society, which can cause the establishment to be closed down or to stop its functions, which can cause physical and environmental damage or which can threaten financial situation or its image of public opinion (Kash&Darling, 1998: 179). Similarly, crisis is also defined as short decision moment, considerable threat for important values, and uncertain situations managements have to avoid or prevent (Haşit, 2000: 8; Ataman, 2001: 228; Chong and Escarraz, 1998: 637). And Ren (2000: 12) shares this opinion and defines crisis as any destructive situation that is hard to be put into order in usual way of functioning in terms of proportion and greatness. And according to Dinçer (1998: 385) who developed a detailed definition, crisis is an unexpected and imperceptible situation needing to be answered promptly, and it threatens existing values, objectives and hypothesis of the company by making prevention and adaptation mechanism insufficient.

It is seen in all these definitions that crisis is unwanted and has a feature perceived as threat for companies. But, there are also some views claiming that crisis is not only threat for business managements but also can create various opportunities. According to these views, crisis it is mentioned as a critical formation with potential capacity to let managements gain something or to destroy them (Haşit, 2000: 8). In a similar way, Aykaç (2001: 125) also states that crisis can create opportunities for managements in some cases. Keown-McMullan (1997: 4) thinks that crisis is not always a negative case for a management; and even the Chinese word "wei-ji" means "danger and opportunity". On the other hand, in Richardson's opinion (1994: 60), crisis means the situations threatening strategic objectives of managements. With respect to this definition, it is necessary that strategic targets and objectives are under threat so that the situation of the establishment can be described as crisis. At this point, Ataman's definition (2001: 231) can be considered to be interesting in the ways that it both reflects this view and comprises the earlier made definitions. Crisis is an unplanned changing period causing danger for the management not to be able to have its existence on by threatening values, objectives and sources; causing tension among the members of the organization because of uncertainty and time stress; and it comprises limited time and can be eliminated or its effects can be minimized by taking necessary precautions on time.

Lastly according to a definition connecting crisis and decision-making process for managements, crisis is the situation threatening high-level targets of the decision-making mechanism, limiting reaction period before the decision is made and put into practice, and being a surprise for decision makers with its formation (Pira: 2000: 220).

The main features a situation or phenomenon must have so that it can be called as crisis for managements can be given as follows in terms of the definitions made:

\*Crises are unusual situations managements don't expect or cannot suggest;

\*Crises are the situations necessitating business managements to interfere and to overcome;

\*Crises are the situations and phenomenon that can damage managements to the point to threaten their existence, but sometimes can create new opportunities;

\*Crises are the situations putting heavy stress on the owners, executives, employees and those other concerned.

\*Crises are the situations causing internal and external uncertainty for managements or increasing the existing uncertainty. As mentioned above, as crisis are the situations threatening strategic objectives and targets of accommodation establishments, they should be interfered at once, or in other words crisis should be managed. This necessity has brought out "crisis management" concept having its own characteristics.

In order to manage a crisis effectively, two different approaches can be considered. The first one is "preventing the crisis" and the other one is "solving the crisis" approach (Tutar, 2000: 84). When the definitions of the writers are examined, they are seen to focus on one of these two different points of view or both. According to the definitions considering the crisis management as "all the activities for preventing the crisis", crisis management can be explained as "a serial of connected evaluation and inspection process the establishment carries on to prevent crisis" or as "a process of activities in which necessary precautions are taken and applied so that an establishment can notice the signals of the crisis, evaluate them and can overcome the crisis with the least loss in case of a crisis". (Haşit, 2000: 64). Similarly, according to Tutar (2000: 84), crisis management means starting prevention and inspection mechanisms so as not to put the organization into crisis.

According to the writers taking crisis management in terms of "solving the crisis" approach; "crisis management is the process a manager can meet organizational aims with an acceptable cost in a crisis period." (Dinçer, 1998: 400). In a similar way, crisis management can be defined as ability of being fast, active and effective in the activities made to decrease threats about human safety and health and losses in business assets, and to return to the usual work turnover (Pheng, et.al., 1999: 232). Except the two different approaches given above, it can be said that the writers taking both aspects together into consideration are the majority. For example, some writers define crisis management as "a range of activities or process carried on to guess, define and investigate the problems resulting from the crisis, and to find the ways enabling to prevent a crisis or to deal with it (Kash and Darling, 1998: 179). According to another definition; crisis management is a process comprising establishing crisis and its reasons, analysing them, taking precautions, putting these precautions into practice and guessing future crisis by basing on these (Okumuş, 2001: 236). Lastly, Ataman (2001: 254) defines crisis management as a process comprising the activities of determining the warning signals and setting protection and prevention mechanisms in order to prevent a possible crisis; the activities of setting necessary precautions and applying them to eliminate an existing crisis or to minimize its effects.

### 2.2. Factors Causing Crisis at Accommodation Establishments

The factors causing crisis at accommodation establishments usually result from the changes and uncertainty occurring in internal or external environment of the establishment. Internal and external environment of the establishment is constantly changing; in other words, it is a dynamic atmosphere and can't keep its stability. That uncertainty situation of the environment may make accommodation establishments become face to face with some opportunities or dangers. Internal and external environment factors which may cause crisis at accommodation establishments and their effects can be investigated as given below.



### 2.2.1. Changes and Uncertainties At Internal Environment Conditions

Internal environment conditions can be considered at two different dimensions as environment conditions within the management and industrial environment conditions. These are as follows:

#### 2.2.1.1. Changes and Uncertainties at Internal Environment Conditions

Some changes and uncertainties occurring at the main functions of the business management can be said to be among the most important reasons of crisis. These can be given in that order:

**\*Planning Function as Crisis Reason:** Planning means thinking about short and long term objectives and the ways to be followed to realize these objectives continuously from today on about the future (Koçel, 2001: 87-90). The reasons of the crisis resulting from planning function can be those given below:  
-Predictions for the future may have been made wrong.  
-Although predictions for the future can be right, the allocation of the existing sources may be made wrong.  
-The plans prepared may not be elastic.

Briefly, the fact that predictions made by top management and/or objectives and strategies determined with these concerns are wrong or insufficient can cause crisis.

**\*Organization Function As Crisis Reason:** Providing necessary place, equipment and staff, gathering these in a certain system, and dividing duties and authority between people and departments can be defined as "organization" (Aydin, 2001: 61). The fact that organization structure formed as the result of the organization function comes to such a point not to be able to meet the demands of external environment, loses its elasticity and its ability of fast movement or gets insufficient in meeting the needs of the employees are some of the reasons which can cause crisis (Ataman, 2001: 242-244). Similarly, it can also be a potential reason for crisis at accommodation establishments that organization function is wrong or insufficient.

**\*Operation Function as Crisis Reason:** Operation function means starting the organization set after planning and organizing to reach certain objectives and targets (Ataman, 2001: 411). With that respect, the situations such as mistakes at the order-command way and operational problems of accommodation establishments, wrong leadership practices at managing levels, insufficient or wrong motivation, conflicts between individuals and departments and that this can not be managed actively, that the reasons of the stress at the establishment can not be found out and/or managed actively can cause crisis.

**\*Coordination Function as Crisis Reason:** Coordination function means providing mutual harmony, communication and cooperation between objectives, activities, organs and individuals (Ertürk, 1998: 161-163). If this function can not be fulfilled actively, it can cause conflicts, disagreement and disputes of objectives to occur; and also can cause mutual cooperation and understanding not to be established. And these can cause profitability and customer satisfaction to become less and can be considered to be among the reasons of a possible crisis (Eren, 1993: 179; Tavmergen, 2000: 49).

**\*Controlling Function as Crisis Reason:** Controlling function is the period in which it is determined to which degree the expected objectives are obtained, if there are differences between planned objectives (standards) and achieved results, the quantity and reasons of these are found out (Şimşek, 1999: 225). At this point, it can cause crisis at accommodation establishments that controlling is at such a strict level that it eliminates social needs and creativity of the employees; preventive controlling system isn't set, standards aren't determined in a realistic and right way and corrective precautions aren't put into practice (Ataman, 2001: 244).



**\*Human Resources Management Function as Crisis Reason:** Human resources management expresses the activities carried out to find the most appropriate labour force, to improve it and to have its continuity so that organizational effectiveness can be obtained at the establishment (Sabuncuoğlu, 2000: 4). Connected with these activities carried out, the fact that labour force planning isn't made or made wrong, needed labour force can not be found, the existing work force can not be trained, brought to sufficient level and improved appropriately, industrial relations can not be performed well, career management can not be applied actively, performance evaluation process can not be carried out well, material and non-material awarding systems aren't set or are insufficient, procedures of personnel rights aren't completed well enough, key positioned employee quit the work or their death may bring crisis along with (Barton, 1994: 42).

**\*Continuous Development Function as Crisis Reason:** Continuous development function means the efforts, at all processes of the management activities, performed to achieve always the better with the support of internal and external environment of the establishment by not being satisfied with the result whatever it is (Bolat, 2000: 37-38). In this context, it can be reason of crisis that accommodation establishments can not renovate themselves, can not keep up with contemporary developments and can not improve their existing practices continuously.

#### 2.2.1.2. Changes and Uncertainties at Industrial Environment Conditions

Changes and uncertainties occurring in tourism industry are also reasons for crisis that can be investigated within the environment of internal management. These changes and uncertainties can be studied on as given below:

**\*Consumer Market as Crisis Reason:** Consumer market is the market where goods and services are bought or rented for personal use but not for business. (İslamoğlu, 1999: 105). Great changes seen in the needs, wishes and expectations or attitudes and behaviours of touristic consumers may push accommodation establishments into crisis.

**\*Producer Market as Crisis Reason:** Producer market is the one consisting of suppliers providing producers with raw materials used in the production of goods and services, semi finished goods, management materials, imported services and such kind of inputs (İslamoğlu, 1999: 138). Changes and uncertainties at this market may put accommodation establishments into crisis.

**\*Rivals as Crisis Reason:** Business managements selling similar goods and services to similar customers at similar prices or being active within the product mixing of an establishment can be defined as rivals (İslamoğlu, 1999: 146). Therefore, the existing operations of the rivals may put other establishments into crisis.

**\*Agents as Crisis Reason:** Agents are the establishments that transfer goods and services the firm produces to customers on behalf of the firm with a certain social or economic aim. Changes in the existing applications of the agents about the sales of the goods and services, payments and information business can also affect accommodation establishments negatively and so cause crisis.

**\*Society as Crisis Reason:** In some cases, changes and uncertainties in social dynamics or the attitudes and behaviours of the part of society part in which activities are carried out towards the establishment can be reason for crisis.

**\*Attacks and Threats as Crisis Reason:** Attacks or threats aimed directly at the establishment or the sector are extremely important reasons for crisis.

#### 2.2.2. Changes and Uncertainties at External Environment Conditions

Changes and uncertainties occurring at external environment conditions can affect not only a single accommodation establishment but also more establishments and even other sectors except tourism –connected with tourism directly or not-. Basing on that point, external environment factors, which can cause crisis and their effects, are studied on in detail as follows:



### **2.2.2.1. Changes and Uncertainties at Demographic Conditions as Crisis Reason**

Important changes and uncertainties at demographic structure (population, structure of the population, population intensity, geographical population distribution, age, sex and such characteristics) in the country and/or in the country or region where activity fulfilled can cause crisis at accommodation establishments.

### **2.2.2.2. Changes and Uncertainties at Economic Conditions as Crisis Reason**

Changes and uncertainties occurring at various macro economic signs-national income, gross national income, income distribution, conjunctural fluctuations, inflation rate, employment level, recession and/or regression and others (Eleren, 2001: 37) –at global, country and regional levels are the most often seen crisis reasons.

### **2.2.2.3. Changes and Uncertainties at Legal and Political Conditions as Crisis Reason**

Some legitimate arrangements and political conditions affecting touristic activities directly or indirectly can push accommodation establishments into crisis. These arrangements or conditions can be at the national, international and global levels.

### **2.2.2.4. Changes and Uncertainties at Socio-Cultural Conditions as Crisis Reason**

Changes and uncertainties occurring at the socio-cultural characteristics- belief, attitudes, values, traditions and customs, habits, cultural organizations and etc.- of the society we live in or of the other societies we are in interaction with can push accommodation establishments into crisis. In addition to this, socio-cultural differences should also be considered to be another reason for crisis. It can lead to serious difficulties for accommodation establishments that they don't take into consideration socio-cultural differences at the markets they have business with. (Arslan and Pirtini, 2000: 38).

### **2.2.2.5. Changes and Uncertainties at Technological Conditions as Crisis Reason**

Technological change is a formation enabling accommodation establishments to solve many problems with innovations it brings; but it is a formation that can also bring new problems along with. Technological changes, whether followed and used at the establishment or not, are environmental factors which can always cause crisis for accommodation establishments.

### **2.2.2.6. Changes and Uncertainties at Ecological Conditions as Crisis Reason**

Changes and uncertainties occurring in the geographical features, climate and natural sources of the country/region can sometimes cause crisis at accommodation establishments.

### **2.2.2.7. Terrorism and Various Attacks as Crisis Reason**

Terrorism is the fact of forcing innocent people to have actions by using violence and so putting them into fear that these actions wouldn't be completed otherwise (Gün, 2000: 80). Terrorism, with its this aspect, has a preventive feature for people to participate, no matter how, in tourism activities and so it is an extremely important reason of crisis for accommodation establishments.

### **2.2.2.8. War, Fight and Events as Crisis Reason**

Any kind of fight that can be called as "war" between countries or regions, or within the country is a source of crisis for accommodation establishments.

As it is seen, many factors related with internal and external environment of the establishment can cause crisis at accommodation establishments. But that shouldn't be forgotten that crisis at accommodation establishments can come from only one of these factors or a few at the same (Siomkos, 1999: 19).

## **3. EVALUATION OF BEHAVIOURS OF THE MANAGERS AT ACCOMMODATION ESTABLISHMENTS DURING THE PERIODS OF CRISIS IN TERMS OF RELATIVE ETHICS**

Crisis at accommodation establishments is a process directing managers to make critical decisions and to turn the negative situation into the favour of the establishment or to get rid of that situation with the least damage. And at the same time, it is clear that the ways to be followed, attitudes and behaviours fulfilled before, during and after the crisis should be considered in terms of ethical dilemma (anxiety). The reason of this is that the decision made in crisis situation and the activities carried out in that perspective have the probability of creating very important social problems for the health, safety and peace of the customers, employees and members of the society. So, such kind of decisions and actions should be considered within ethical aspect (Trevino, 1986: 601). In other words, it gains importance to act in an ethical dilemma at all steps of crisis management process. There should be carried out right and good behaviours at all steps from planning to organization, from fulfilment to coordination and to controlling of the activities connected with crisis management. If the decisions are made by having ethical worries, the results will affect positively not only the organization itself, but also the shareholders, customers buying the goods and services, other organization stakeholders and all the society. By this way, it will be possible to create better conditions for the humanity and to increase the social welfare (Hoffman, Couch and Lamont, 1998: 239). But, at this point, there appears the problematic that which point of view is to be taken into consideration in determining the good or bad and right or wrong.

Regarding the explanations made above, different ways managers follow, attitudes and behaviours they perform during the crisis periods at accommodation establishments can be considered in the frame of relative ethics. In other words, while different managers can act in different ways in a similar crisis, the same managers can also react a similar crisis phenomenon in different ways at different time and conditions. In this case, the main determinants of the right-wrong or good-bad are the existing conditions the person's perspective and the different factors directing the person towards that behaviour. Consequently, at a crisis situation, managers can perform behavioural models comprising the content of the theories of egoism, utilitarianism, altruism, duty ethics and social contract explained as ethics theories before. In this case, while a manager performs such a manner just to protect his position at a crisis, another manager can make a decision (utilitarianism) protecting the advantages of more people at the establishment at the same situation. Similarly, there can be seen managers considering completely social advantages in resolving crisis as well as the managers acting in accordance with the laws and rules, and fulfilling only their requirements.

In this study, a hypothetical crisis scenario is created in order to be able to introduce foresights about what kind of behaviour the managers of accommodation establishments can perform at the crisis they meet. Different decisions managers can make within this scenario and the approaches constituting basis for these decisions are investigated from an administrative adviser's point of view under the ethics umbrella.







**CRISIS SCENARIO: WHICH DECISION SHOULD BE MADE FROM THE POINT OF ETHICS: Should the hotel group be sold to "the investment banking group or" to "the international chain of hotels?"**

A middle-sized group of hotels is in an important financial difficulty. An investment banking group and a great international chain of hotels are in competition to buy that group of hotels. In any case, if the group isn't bought by a company group it will be closed down and all employees will lose their jobs.

Two different options for the hotel group to be bought bring out two different situations as follows:

**THE FIRST CASE**

\*If the investment-banking group buys the hotel group, it has the plan to sell 80% of the all hotels in the group at a better price later on when the conditions become ready. This group mentions that they won't change the top management and the administrative adviser of the group, and won't interfere in the existing operation style as it doesn't have enough experience in tourism and hotel management sector.

**THE SECOND CASE**

\*And as for the chain of hotels, they are planning to make radical change to dismiss the existing top management and to have its own staff and to dismiss the administrative adviser of the group. On the other hand, it projects improving the operations, increasing the quality and having an important decrease in the costs with the change it will have and with its existing data. In this case, none of the hotels has the risk of being closed down. Besides, international chain of hotels offers the employees and shareholders of the group of the hotels to pay 10% more in comparison with investment bank.

The shareholders of the group asked the administrative adviser to give a report expressing his opinion and said that they would carry out that view completely.

Most of the top managers of the hotel group are the school friends of the adviser, and so they have close friendship except the work.

First of all, it will be useful to decide if the scenario given above is a crisis situation or not. And for this, the explanations made before can be used:

\*The hotel group is experiencing an unusual period because of the financial difficulties it is in.

\*That situation is an urgent case necessitating that the management deals with and overcomes the difficulties. Any delay can cause irreparable results.

\*In the event that the top management doesn't find a solution for the situation, the establishment will come to the point of bankruptcy.

\*Besides, the situation affects the owners of the establishment, management staff, employees and the other stakeholders negatively. There are parties to be affected negatively of the result in every case.

\*Last of all, that existing situation causes uncertainty especially for the internal environment of the establishment and so the shareholders can not see their future clearly.

In terms of these evaluations, that mentioned scenario can be regarded as a crisis situation.

The adviser may have to make one of these two different decisions in accordance with the scenario given above:

\*The adviser can have an opinion that the hotel group should be sold to "the group of investment banking".

\*As the second alternative, the adviser can express his opinion that the hotel group should be sold to the international chain of hotels.

Both of the alternatives can be evaluated in accordance with relative ethics dimension and the attitude of the adviser can be questioned within the five different ethics approaches mentioned before.

This attitude of the adviser can be questioned within five ethics approaches.

a) The Utilitarianism Approach: According to the usefulness principle that is the essence of the utilitarianism approach, behaviour performed at any matter should provide the most number of people with the highest level of happiness so that it can be regarded as right in terms of ethics. When the mentioned behaviour is evaluated within this principle, it will be seen that there is a converse relation between the decision of the adviser and the happiness of both owners and employee of the establishment. This won't be a right decision for the happiness of the majority. The main reason of this is that the employee will lose their jobs after this decision. Additionally, according to the other alternative, the owners of establishment will get 10% less income. This decision is a suitable decision for the happiness of the adviser and management staff consisting of less people.

b) Egoism Approach: In the essence of egoism approach, there exists the understanding of protecting one's own "ego" or in other words his own advantages in his behaviours. Therefore, people will have acted ethically right as long as they protect their own advantages in their behaviours. When the attitude of the adviser is considered in this respect, we can say that the adviser performed a right attitude. While making this decision the adviser may have acted in the anxiety of protecting his own job and future, and even jobs and futures of the managers, his close friends. Even though such a decision is disadvantageous for others, it can be regarded advantageous for the manager.

c) Altruism Approach: The essence of this approach is of the opinion that one doesn't think of any advantage or benefit in his behaviours, but aims the happiness of others. When taken up in this respect, it is understood that the adviser prefers himself and close friends but not the others, and according to this approach, he can be said to act wrong from ethical view.

d) Deontological Ethics Approach: According to this approach, a person should act with the feeling of duty so that an action can be right. In other words, he should behave within the ethical rules from vocational point and fulfil what his duty requires. In this example, the adviser should be faithful to the rules of his job and make an objective decision in accordance with his job. When considered from that aspect it can be said that the adviser doesn't behave with the feeling of duty and makes a subjective appraisal, and consequently performs a wrong behaviour.

e) Social Contract Ethics Approach: According to this approach, a behaviour should provide benefits for the society and should carry accordance with rules the society puts (laws, custom, traditions and etc) so that it can be regarded as right. When this approach is evaluated in general, it will be seen that right or wrong, good or bad change from society to society and so from culture to culture from ethical aspect. When the behaviour of the adviser is examined from this point; it is clear that it is difficult to judge as good or bad. The fundamental guide here is the rules of the society being lived in. In other words, while his behaviour can be regarded to be right for example, for Turkish society, but to be wrong for American society.

This behaviour of the adviser can be questioned within five ethical approaches as follows:

a) Utilitarianism Approach: According to the usefulness principle explained before, the adviser provides the greatest number of people with the highest level of happiness. After this decision, all staff except top management and adviser will keep on their existing positions and have an increase of 10% in their incomes. This increase is also true for the owners of establishments.

b) Egoism Approach: When the behaviour of the adviser is evaluated in terms of this approach, he will have behaved wrong from ethical point as he doesn't protect his personal advantages and thinks of other people or acts with different anxieties (like the feeling of duty).

c) Altruism Approach: According to this approach, the adviser performs here a right manner from ethical point as he doesn't think of his own advantages and protects other people's benefits.

d) Deontological Ethics Approach: The adviser will have behaved right as he acts objectively and fulfils what his duty requires.







e) Social Contract Ethics Approach: As it has also been mentioned before, it is not easy to regard the behaviour of the adviser as right or wrong in a clear way in accordance with this approach. So, the rules of the society should be taken into consideration.

## CONCLUSION

When evaluated in terms of relative ethics, attitudes and behaviours of the managers of accommodation establishments can be different towards crisis. Each manager can justify these different behaviours according to his own point of view and by putting forward the conditions he is in. In fact, each of the ethics theories mentioned has also its own arguments that can justify the decisions made as right or not. A decision or behaviour within relative ethics dimension can be regarded as right or wrong with respect to the time, society or conditions. For example, a manager can be said to have acted right as he protects his advantages; and conditions should support this so that it can be said to be wrong. On the other hand, managers can justify their behaviours suggesting that this situation is different from usual ones because "crisis" is an unusual situation. Indeed, when taken up from different point of views, these behaviours can be regarded as right. But, these behaviours can also be said to be wrong from ethical point according to different point of views.

In addition to the evaluations made in accordance with relative ethics above, these points should also be expressed: First of all, it can be seen that the relative ethics has also dilemma in its own. What this means is that people can act in different ways under the same conditions and events, and that all these differences can be accepted right by the relevant theories. At this point, the most important problem is the fact that how we can notice which ones of the managers making different decisions and so performing different behaviours act really more right from ethical point. Relative ethics can't give a clear answer for this question. Anyhow, when the relevant literature is searched through, it will be wise to consider the criticism of the ones who oppose to the relative ethics.

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