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Araştırma Makalesi/ Research Article

**A Study into the Relationship between Whistleblowing, Personal Ethical Values and Organizational Commitment: Hirschman's Exit, Voice and Loyalty in Tourism\***

**Bilgi İfşası, Bireysel Etik Değerler ve Örgütsel Bağlılık İlişkisi: Hirschman'ın Çıkış (Exit), Ses (Voice) ve Sadakat (Loyalty) Teorisi Kapsamında Turizm Endüstrisi Üzerine bir Değerlendirme**

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**Abstract**

Presently, unethical practices are a major concern in almost every sector. Among these industries is tourism. Requiring large expenditure of labor in particular is one of the causes underlying frequently observed unethical practices. The efforts to prevent such issues are of the utmost value for the sector's long range sustainability, productivity, and economic contributions. The aim of this study is to discuss the results of the tourism employees with ethical values and high organizational commitment to disclose or not to disclose unethical practices in the enterprise within the framework of Hirschman's Exit, Voice and Loyalty theory and to enhance the understanding the consequences of whistleblowing. Under normal circumstances, an employee with serious ethical concerns and strong organizational commitment is expected not to remain silent about any unethical behavior. However, individuals are not frequently taken actions. From time to time, an employee may choose to take no action and ignore unethical behaviors. They may think that these misconducts will disappear or leave the organization in the belief that nothing in the organization will change nor will be as it should be. In this sense, in the study, the relationship between whistleblowing, personal ethical values and organizational commitment has been conceptually discussed and evaluated in terms of the tourism industry within the framework of Hirschman's Theory.

**Key Words:** Whistleblowing, Ethical values, Organizational commitment, Unethical practices, Tourism

**Öz**

Günümüzde etik dışı uygulamalar hemen hemen her alanda ortaya çıkmaktadır. Turizm de bu kapsamdaki uygulamaların sıklıkla görüldüğü endüstriler arasındadır. Özellikle yoğun insan gücü gerektirmesi yani emek yoğun niteliği, etik dışı uygulamaların yaygın bir şekilde vuku bulmasına sebebiyet vermektedir. Bu uygulamaları engellemeye yönelik girişimler ise uzun vadede endüstrinin sürdürülebilirliği, verimliliği, ekonomik katkıları açısından önem arz etmektedir. Bu çalışmanın amacı; etik değerlere sahip ve örgütsel bağlılığı yüksek turizm çalışanların işletmede ortaya çıkan etik dışı uygulamaları ifşa etmelerinin ya da etmemelerinin sonuçlarını Hirschman'ın Çıkış, Ses ve Sadakat teorisi çerçevesinde tartışmak ve bilgi ifşasının sonuçlarıyla ilgili anlayışı geliştirmektir. Normal şartlar altında olması gereken, etik değerlere sahip ve örgütsel bağlılığı yüksek bir çalışanın etik dışı uygulamalar karşısında sesini yükseltmesi yönündedir. Ancak bu, her zaman bireylerin tercih ettiği bir yöntem değildir. Zaman zaman çalışan etik dışı uygulamaları görmezden gelmeyi tercih edebilir, bu uygulamaların zamanla ortadan kalkabileceğine inanabilir ya da örgütte hiçbir şeyin yoluna girmeyeceğine dair kesin kanaati sonucu örgütten ayrılabilir. Bu kapsamda bu çalışmada bilgi ifşası, bireysel etik değerler ve örgütsel bağlılık ilişkisi Hirschman'ın Teorisi kapsamında turizm endüstrisi açısından kavramsal olarak ele alınmış, aralarındaki ilişkisi kavramsal olarak değerlendirilmiştir.

**Anahtar Kelimeler:** Bilgi ifşası, Etik değerler, Örgütsel bağlılık, Etik dışı uygulamalar, Turizm

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## 1. Introduction

Human being exhibits such contradictory properties as heroism and timidity or honesty and fraudulence (Kluver et al., 2014: 150). Moorhouse et al. (2017: 509) suggest that there are ethical inconsistencies between people's actual behaviors and their longing to be virtuous and decent and be evaluated as such by other people. To elaborate, there is generally an attitude-behavior difference between what they say and what they actually do. Through faulty reasoning, rationalizations, and covert prejudices, humans make themselves believe that their unethical behaviors are not immoral. By doing so, they will feel no guilt or remorse for an immoral action or behavior to decrease the likelihood of anxiety and avoid uncomfortable and incongruous feelings. They also resort to distorted thinking to feel better by producing false justifications for their behaviors (Lampe, 2012: 546) and often have recourse to rationalizations to convince themselves and others that their unethical behavior is not immoral (Klerk, 2017: 254). Greed, ambition, and a desire for power may be the human nature-related causes underlying this condition. But corruption and immorality are not only associated with human nature. Faulty governance and decision-making systems, lack of transparency, inefficiencies, scarce resources, and a desire for organizational power (Schultz & Harutyunyan, 2015: 87), increasingly complex social environments, presence of different stakeholders, increased conflict of interests (Ameer & Halinen, 2019: 103), attainment of organizational goals (Campbell & Göriz, 2014: 292) are all presented as possible reasons for why corruption persists. Moreover, unethical behaviors may not perpetually mirror the option between moral beliefs. Yet the choice may represent a balance between likely-to-conflict moral values (Dungan et al., 2014: 97). Whatever the cause is, unethical behavior may induce financial collapse in corporations and exert an intense effect on collaborators and the solidity of society overall (Hudson & Miller, 2006: 42) and jeopardize institutions' very existence (Dewi et al., 2020: 37).

Corruption referred to as the treason of community credit for personal or organizational profit and interests (Dobel, 1978: 958) is as old as human history (Ntayi et al., 2013: 419) and includes such immoral practices as deception, graft, speculation, nepotism, favoritism, two-timing, conflict of interest (Klerk, 2017: 255), accepting resources with monetary value, exploitation of resources for personal interests, diversion of public resources for private use, overlooking illegal activities or intervening in the justice process, theft, overpricing, establishing non-existent projects, payroll padding, tax collection and tax assessment frauds (Doig & Theobald, 1999: 3). Blau (2009: 599-600) categorizes corruption as physical, semantic, moral, constitutional, political, and cognitive corruption and associates moral corruption with sinful conduct and bad habits. Santana (2004: 303) refers to unethical activities as organizational dysfunctions devastating to organizations and categorizes them into three groups - i.e., white-collar crimes, human resources crises and bad administration. According to Hall & Brown (2008: 214), the differences between the business rhetoric and practice indicate that businesses mostly adopt a surface approach to ethical issues. The surface approach is associated with personal interests and does not motivate people to behave ethically. Essentially, ethics in the business world is concerned with choices that businesses should make for the good of themselves and the public (Robson & Robson, 1996: 534). Unethical behavior is a planetary incident and a serious disease with untoward impacts on the public (Gildenhuys, 2004: 6). An organization's opting for unethical behaviors and failing to detect these activities harm mutual trust in the workplace, which eventually exerts negative effects on the performance and motivation of its members and results in lower productivity. Frequent occurrences of such activities may affect the social structure as well. Thus, the respective society may

come to tolerate and overlook unethical activities and regard them as mundane practices.

Tourism with its peculiar features is among the fastest-growing industries. Because of the relatively higher labor-intensiveness of the tourism industry and employees' involvement in service delivery, this industry has come to be called "people industry" (Kusluvan, 2003: 5). The economic development of many developing countries heavily relies on tourism-related incomes (Saha & Yap, 2015: 272; Dhar, 2015: 419). For example, according to pre-pandemic data of the World Travel and Tourism Council (WTTC) (including its direct, indirect, and induced impacts) accounted for 1 in 4 of all new jobs across the world, 10.3% (333 million) of all jobs, and 10.3% of the global GDP (WTTC, 2022). The ceaseless growth of tourism has led to concerns over the social responsibility of individuals and organizations in tourism (Tolkach, Pratt & Zeng, 2017: 83). However, numerous tourist destinations in the world are endeavoring to sort out the damaging impacts that they experienced from the accelerated and ungoverned increase of mass tourism and the short-run money-minded understanding that this type of tourism depends on. Furthermore, the tourism industry's spread and contact with diverse cultures and societies with dissimilar values and norms can help gain a better insight into a deprivation of morality in the tourism industry and how it can be come through (Dimitriou, 2017: 45-46).

Immoral practices in tourism can be classified as employee- and organization-related unethical activities. Sexual harassment, selfishness, violence and aggression, abuse of personal power, and mobbing are associated with employees, while organizational factors are performance evaluation, employee selection and placement, disciplinary and wage policies, discrimination, and demanding unethical behaviors from employees (Ergün, 2009: 156-161). As conceptualized in Hirschman's Theory, when a tourism employee faced with unethical behavior, he/she may opt for resignation, speak up as a reaction to the unethical conduct, or continue to work believing and hoping that the situation will improve. Neglect, the later included component, suggests that an employee may keep appearing at work as if nothing has happened or become a part of the activity by succumbing to abuses and misconducts (Lee & Jablin, 1992: 208-209). Many different aspects such as fear, pressure (Ivcevic et. al., 2022) and reprisal (Mesmer-Magnus & Viswesvaran, 2005: 281 ) may result in indifference, overlooking, or acceptance of unethical practices. More importantly, ignoring them can lead to greater violations (Becker, 1960: 33) and perpetuation of corruption (Anand et al., 2004: 39). In the presence of an unethical practice, it is either personal or organizational, what expected from an employee is to voice their concerns over the unethical conduct and disclose it in anticipation of change. To this respect, having a simple but powerful foundation, Hirschman typology remarks the outcomes of whistleblowing for tourism employees. This study aims to discuss the consequences of whistleblowing by tourism employees with ethical values and high organizational commitment within the framework of Hirschman's Theory and to augment a perception of the consequences of whistleblowing.

## **2. Hirschman's Exit, Voice and Loyalty Model**

There are direct and indirect costs of workplace behaviors. The direct costs constitute time and energy spent for work. The indirect costs are concerned with behaviors. For instance, exit can be associated with loss of income, pension benefits, and psychological investment and skill atrophy. Voice can include the possibility of retaliation, loss of reputation, and the emotional costs of confronting people. Overlooking organizational wrongdoings may lead to hindered opportunities, loss of

goodwill and a sense of failure. Some forms of loyalty have emotional costs (Withey & Cooper, 1989: 523). The exit, voice, and loyalty model presupposes that there are three choices to attend to employees' dissatisfaction with the workplace (Hirschman, 1970: 4). Exit as the first choice denotes an employee's leaving work and generally suggests that the employee has resolved that nothing will improve in the worksite (Kassing, 1997: 319). Voice is intended to change rather than avoid an unpleasant situation, involves calls for higher positions inside and outside an administrative hierarchy (Keeley & Graham, 1991: 349), and is an attempt to rearrange organizational operations. Loyalty, the third behavior, suggests an employee's choice to stay loyal to the business for a while even when faced with worsening conditions in an organization hoping that things will get better (Rusbult et al., 1982: 1231; Farrell, 1983: 597-598; Rusbult et al., 1988: 601). Saunders (1992: 187) and Lobel (2009: 433) propound that loyalty diverts people from exit to voice. Neglect as a reaction to undesirable conditions in the workplace and introduced into the model later is described as a passive behavior leading to atrophied workplace relationships (Rusbult et al., 1982: 1231; Naus et al., 2007: 689). Hoffmann (2006: 2314) states that employees, in addition to these choices, can choose to overlook organizational dysfunctions in some cases. Such a preference seemingly makes them a part of the unethical practice in question.

### 3. Whistleblowing in Tourism

Whistleblowing can be referred to as the act of disclosing any piece of information that an employee sensibly suppose reveals an infringement of any law, rule or regulation, misdirection, corruption, misuse of authority, or intimidation to public health and safety in the workplace (Vinten, 2000: 18-19). The parameters underlying this behavior are personal characteristics, situational factors (Yang & Xu, 2020: 217) and organizational factors (Kenny, 2019: 16). In other words, whistleblowing consists of a complex structure influenced by several factors. The disclosure by a female employee working at an accommodation facility of a senior's harassment to an extra-organizational authority can be regarded as whistleblowing. Her motive can be associated with personal factors. Or it is also likely that she intends to prevent this humiliating incidence from happening to other women. The disclosure by the director of an accounting department in a travel agency about the misconduct concerning tax declaration to his/her seniors is again whistleblowing. In this case, the employee acts ethically due to his/her loyalty to the organization. But disclosure may lead to undesirable consequences for both the organization and the whistleblower. Hence, it is considered to be a risky activity for employees in particular. To exemplify, Chiu (2003: 65-66) reports that whistleblowers may have to confront such adversities as the risk of losing employment, various retaliation and 90% of whistleblowers are reported to lose their jobs or be relegated.

Even though whistleblowers act out of moral concerns, mostly this behavior is not welcomed by organizations (Uys, 2008: 905; Bashir et al., 2011: 285). It can be suggested that most employees do not report organizational wrongdoings not to face retaliation or undesirable consequences (Kenny, 2019: 16). Moore & McAuliffe (2010: 167) list the primary reasons behind such abstains as fidelity to team-mate, dread of disapproval by colleagues, and thought that it will make no difference. Then, why is an intrinsically ethical action not approved by organizations and their directors? Maybe the main problem arises from the prevalence of unethical activities. In other words, immoral practices may have infested the entire staff, organization, business, and society. As a result, the rationalization of corruption and legal loopholes in developing countries are conducive to unethical practices in industries such as tourism. For example, the Turkish tourism industry suffers from such issues as lack of job

guarantee, bad working conditions, unqualified and poorly trained labor force, and unprofessional businesses and directors. It would be over-idealistic to expect employees working under such circumstances to disclose an unethical practice. As McDonald (2015: 62) stresses, employees' being true to their beliefs and values is very difficult in work-life especially when their source of income is at stake.

Unfortunately, developing countries overly dependent on tourism mostly endure in a weak political system (Poprawe, 2015: 2400). These Countries with similar features are generally characterized by weak law enforcement, low awareness of good governance (Dewi et al., 2020: 39) frequently prioritize commodity exchange and maximization of monetary gains. The tourism industry is overlooked ethical concerns, the number of arriving tourists is on the constant increase in developing countries, the tourists' well-being is come into prominence rather than that of local people and workers (Carbone, 2005: 563). As a matter of fact, numerous problems can be associated with ethical values and their absence (Payne & Dimanche, 1996: 997). As in any other industry, unethical practices in tourism can originate from employees' personality traits as well as from the organization itself. Executives' and individuals' behavior within tourism organizations, ethical applications in the industry, moral climate of society and organizational policies (Günay & Özyurt, 2020: 240), individual's ignorance of ethical problems (Moorhouse et al., 2017: 509), economic crises, long working hours, low payment, and a high level of turnover of personnel (Guler & Yukselen, 2010: 256) are among the parameters potentially leading to unethical activities.

Whistleblowing occurs when a staff member (former or current) opts for disclosing information on illegal, immoral, or unlawful practices acknowledged by the employer, and in this context, it corresponds to voice of Hirschman's model (Swiatek-Barylska, 2013: 50). Voice looks actively and constructively better conditions by consulting on problems with other stakeholders of organization, going into action to solve problems, offering solutions, searching for help from an outside organization like a union, or whistleblowing (Rusbult et al., 1988: 601). Near & Miceli (1985: 3) depict whistleblowing as a dissident representation of voice. Here, the organization is responsible for assure that its activities are legitimate, and organization members and society should accept that its practices are appropriate. Jubb (1999: 79) notes that both cases foreground organizational members' discontent and incorporate signals that will help the organization to heal itself. Within the context of tourism, employees' submitting their demands to change their working conditions, escalating unethical activities to administration, and taking action via internal or external channels to end such actions are related to voice.

#### **4. Personal Ethical Values in Tourism**

Ethics can be defined as a range of values settled upon by individuals and societies (Sharma, 2020: 274) and comprises such concepts as justice, fairness, and rights, and norms governing how humans should treat one another. It is an evolved feature of human nature since it contributes to giving shape to decisions and actions in complex social groups (Decety & Cowell, 2014: 337). Values are essential to morality (Zekos, 2004: 636), affect behaviors, and lay the groundwork for behaviors (Mehmetoglu et al., 2010: 17). Ethical values are social products. Hence people may have different and various values (Carbone, 2005: 563). Personal ethical values are observable in all spheres of life and have strong inhibitive effects on unethical practices (Suar & Khuntia, 2010: 456). According to Hunt et al., (1989: 80), values from an organizational perspective express a sense of individuality to its members, promote the steadiness of

social system, target directors' attention to significant matters, lead decisions and have underlying organizational ethical values. They can produce standards that are intended for the "right" things to do and the things "worth doing", can impress employees' choices, and induce actions desirable to institutions. For Biron (2010: 878), an organization's ethical values serve as institutional behavior standards, thus exerting a profound effect on the members. Baker et al., (2006: 851) define corporate ethical values as a component of organizational culture, representing a multidimensional interaction occurring among various formal and informal systems of behavioral control.

The disagreement between individuals living by their core values and attempting to maintain their self-image (Naus et al., 2007: 684) and organizational values (Köksal et al., 2018: 2) may cause various organizational consequences. Nevertheless, whistleblowing can be described as a prosocial behavior influenced by individual values (Henik, 2015: 443) and involving responsibilities to others (Somers & Casal, 1994: 270). Employees most probably consider a practice unlawful if it is not incongruence with their own values or the ones stated by the organization and if the proof pertaining to the action is clear (Near & Miceli, 1985: 4) Indeed, judging what is an ethical and unethical behavior is a highly controversial issue (King et al., 2006: 130). This results from ethics' value-based and relativistic character. Unethical activities overspan illegitimate acts to morally questionable behaviors (March, 2008: 286) and are today among the gravest problems of the business world due to institutional scandals.

Growing ethical concerns in a society lead organizations to internally implement ethical codes and values. Nonetheless, unethical practices tend to increase in the service industry. The tourism industry is among these business areas (Gürlek, 2020: 68). Tourism is a complex industry with various stakeholders; thus, it is impossible to talk of a homogeneous ethical construct in such an industry (Holden, 2003: 101). While different stakeholders with different value sets compete for supremacy, one group of stakeholders may behave incompatibly with the wishes of other stakeholders due to these differences. In other words, a certain degree of moral ambiguity may occur as to what constitutes appropriate behavior (McKercher et al. 2008: 369). Additionally, ethical questions about globalization, human rights, unjust labor routines and transboundary interchange of capital and workforce pose progressively composite problems for tourism sustainability (Tepelus, 2008: 98). In the tourism industry, ethical issues are generally ignored, ethical dimensions of its sustainability are overlooked, and too much focus is placed on capital earnings. This condition potentially increases the number of ethical problems, and thus great effort is needed to mitigate the adverse effects thereof (Suamba, 2020: 4).

Wrongdoings in tourism are thought to have two types of effects. The first is their negative effects on a country's image and the second is their negative impact on its economic and business factors (Das & Dirienzo, 2016: 479). Essentially, tourism can be claimed to be conducive to unethical practices (Liu et al., 2021: 2) and is presented as a preponderantly epicurean and liminal adventure that exposes concealed values and aberrant behaviors that are suppressed in the habitual place of residence; therefore, tourists are more supposably to display unethical and aberrant conduct during travel than at home and are probably employ several neutralization maneuvers to legitimize such behavior (Tolkach et al., 2017: 83). When a tourism business solely concentrates on earnings, it may readily overlook the significance of employees, customers, society, government, environment and social responsibility. Practices in this scope cause serious damage to the society, environment (Guler & Yukselen, 2010: 255), interpersonal relationships, organizations, and economic systems (Gino et al.,

2011: 191). Wrongdoings should be reduced for an organization to gain healthy and long-lasting benefits. Ad hoc methods should be developed to prevent such behaviors, and there is a requirement to boost consciousness of the risks of such behavior (Zhang & Yao, 2019: 2). In this sense, whistleblowing can be considered to be a tool to prevent and end unethical conduct.

From the perspective of tourism, values can be discussed as regards the congruence of organizations' and employees' values. For instance, a tourism business' expecting loyalty from its employees but dismissal at the end of the season is indicative of a between-value conflict. Another example would be an employee's blowing the whistle on a restaurant serving illegally produced liquor for the business' long-term interests. Yet these types of practices do not come out until a customer's death from the served drink. Not disclosing misconduct or revealing it when an unfortunate incidence has occurred can be associated with Hirschman's neglect or later introduced acceptance. Overlooking or accepting wrongdoing is as unethical as performing. Individuals with ethical concerns should choose to voice as their personal values are concerned or exit if they believe that they would be able to make no difference. According to Demirtaş, (2014: 140) conscientious employees intervene in the unethical activities or inform respective authorities of the immoral practices the moment they have identified them. As stated in their contract, they have an obligation to indicate loyalty to the organization. This duty relies on truthfulness and honesty. Moreover, it is associated with an employee's requirement of protecting the employer's legitimate interests and eschewal from any conduct detrimental to these interests. These statements substantiate these inferences.

Conversely, if employees hold no ethical perspective that they have developed with their ethical values, unethical practices are not disclosed (Nwanji & Howell, 2007: 355). On the contrary, they become widespread in connection with self-interest. To exemplify, the fact that the hotel's purchasing manager buys more expensive products to get a commission indicates that the employee lacks ethical values. Likewise, the ethical values of a guide who goes on a tour with alcohol should be questioned. If an employee cleaning the hotel rooms steals the guests' belongings, the guests lose their confidence to the organization. Herein, the resources related to the job are used for their expedience, the responsibilities of the job are not fulfilled and organization suffers. Erin & Bamigboye, (2020: 113) stated that "unethical practices will endanger an organization's institutional existence. Güven & Çay (2020: 47) stated that in the tourism industry where people from many different cultures are present, behaviors that are considered wrong can often occur. As an alternative solution to this situation, Martin et al. (2014: 295) stated those employees' perceptions of strong ethical infrastructures may reduce their tendency to engage in unethical behaviors that clearly pursue their own interests and to rationalize these behaviors. From this viewpoint, employees in a tourism organization with ethical values can easily recognize between what right and wrong is. From time to time, they may not be aware of an action's immorality. Then, the organization's ethical values will guide the employees.

## **5. Organizational Commitment in Tourism**

Establishing long dated relationships with customers and maintaining relationships is pivotal to success, and frontline employees act a crucial part in preserving long-term relationships with customers (Liao et al., 2009: 1810). Organizational commitment can be referred to as a psychological connection between an employee and the respective organization capable of reducing the likelihood of the employee's voluntary leave. The level of organizational commitment is linked to the organizational efforts made to fulfill

a mutual range of purposes and values within that particular organization (Kim & Miller, 2008: 944). Commitment in the tourism industry is closely related to its service centrality (Şahin, 2014: 206) and a high level of employee turnover (Kim & Miller, 2008: 944). A high turnover rate of the tourism staff increases costs and lowers service quality (Kuruüzüm et al., 2008: 4). Among the determinants that shape employees' turnover intent are the industry's negative idea in mind as a source of everlasting employment and offering narrow opportunities for career advancement, rigid working hours, heavy workloads, inordinate holidays and unsatisfactory wages. Factors such as over-demanding customers and superiors mean not only incessantly repeating tasks but also working conditions with inefficient training events and long shifts. In addition to the heavy working conditions in the industry, labor's incapacity to produce the expected returns for the employees can be considered to be the primary ground why employees leave the organization and the industry (Guzeller & Celiker, 2020: 102-103).

The relationship between organizational commitment and whistleblowing comes along with a binary opposition. The first is that whistleblowing is indicative of low organizational commitment (Randall, 1987: 463). The employees can be regarded as the organization's man, and the relationship between organizational commitment and whistleblowing is negatively associated with risk avoidance. The second assumes that employees with high organizational commitment would blow the whistle more frequently (Near & Miceli, 1985: 10; Somers & Casal, 1994: 271). These two perspectives may be influenced by different variables. For instance, Günel (2009: 211) reports that the seasonal nature of the tourism industry leads to low organizational commitment. Tao et al., (1998: 199) emphasized that the relationship of culture and loyalty. Vujičić et al., (2015: 635) claim that practices such as mass layoffs to cut expenses cause a growing sense of insecurity in employees in relation to their jobs. Commitment entails trust and a sense of security (Uys, 2008: 907; Hessling et al., 2018: 141) and is one of the values with an ethical basis (Nuyen, 1999: 29), establishing strong and mutually beneficial relationships (PeopleBuilders, 2022).

It can be inferred that there are various antecedents influential in organizational commitment and whistleblowing can be affected by these variables. According to Sims (2009: 41), value differences between national cultures lead to diverse ethical attitudes, behaviors, and decision-making processes between national cultures. Therefore, ethical practices may differ across nations. The proverbs such as "let sleeping dogs lie" and "don't let it out of this room" are adequately representative of Turkish culture's perspective on whistleblowing. To elaborate, structural problems of the tourism industry in developing countries negatively affect employees' organizational commitment and are influential in their attitudes towards whistleblowing as well. Moreover, a country's culture will also affect organizational commitment. Commitment is the product of a process; in other words, it takes time to build it. Commitment may never be established due to the discontinuation of employment at the end of each season and employment in a new business at the beginning. This may be among the reasons why an employee chooses to overlook or stay silent in the occurrence of unethical practice. If an action in serious defiance of their values is present, then they may leave work as described in Hirschman's exit. Overlooking and staying silent or indifferent to such activities indicate an employee's lack of care for the organization. Farrell (1983: 598) supports this view.

Tourism employees believe that their complaints will not change anything when they encounter a negative situation in their workplaces, or that they will face retaliation when they complain. In this case, it increases the intention to quit (Tengilinoğlu et al.,



2010: 136). However, human resources have a critical importance in tourism (Herman, 2015: 181). At this point, Cheng et al., (2019: 1-2) stated that the opportunity to frankly express an unethical practice faced by the employee increases job satisfaction and improves the justice system within the organization. After all, many unethical practices are not disclosed. According to Knoll and Dick (2013: 347) the main reason for this situation is the fear of the consequences that the employee faces. In other respect, Swiatek-Barylska (2013, p. 50) and Posey et al., (2015: 190) pointed out that a loyal employee will invest an excess extra effort to eliminate a wrongdoing. Correlatively, Qi & Ming-Xia (2014: 234) asserted that employees who identify with their organization have higher vocal behavior tendencies. Keeley & Graham (1991: 351-354) emphasized that remaining silent in the face of an ethical violation is a symptom of a lack of commitment. In this case, the reaction of an employee to the wrong practices he encounters can be an indicator of the importance he/she attaches to his organization. It can be stated that exposing a general manager who harasses his employees, revealing a stealing employee, raising his voice against mobbing are highly related to protecting the interests of the organization.

## **6. Discussion**

Different perspectives are among the reasons behind the presence of negative and positive views on whistleblowing (Malin, 1983: 277; Paul & Townsend, 1996: 149; Hersh, 2002: 244; Park et al., 2014: 121; Liu et al., 2015: 107; Weiskopf & Tobias-Miersch, 2016: 1622; Culiberg & Mihelic, 2017: 787; Watts & Buckley, 2017: 671; Kenny et al., 2020: 324). For example, in developing countries where corruption and wrongdoings are considered acceptable, a person can be destructively criticized for obeying rules and working as he/she should do, and being honest and truthful (Hüttl & Lederer, 2013: 284-285; Tudu & Pathak, 2014: 208; Alleyne, 2016: 202-203). More importantly, such people may be stigmatized with a pejorative and derogatory discourse. In the presence of an unethical activity, employees' positions in the organization and the level of their relationship with the offender may influence their perspective on and attitude towards whistleblowing. An employee's overtolerance towards acquaintances and tendency to neglect their wrongdoings epitomize this case (Paul & Townsend, 1996: 152; Bock et al., 2013: 228). A superior's indifference and tolerance for organizational disorders can be associated with the degree of his/her organizational success. This person can even be a part of the corruption. All in all, no manager wishes the disclosure of an unethical practice in a business under his/her supervision. Or the business may be heavily corrupted. Immoral and illegal activities might have turned into regular practices at all the tiers of an organization. In such an organizational environment, whistleblowing would surely be regarded as disloyalty to the organization. However, the crucial matter here is these perceptions' judgmental and subjective nature.

For the sake of the argument in the paper, it can be asserted that tourism as an industry is conducive to unethical activities (Holden, 2003: 101; Tolkach et al., 2017: 83; Dimitriou, 2017: 45-46; Gürlek, 2020: 16; Liu et al., 2021: 2). Among these factors is human nature. The presence of opposite poles in humans may account for why tourism employees tend to exhibit ethical and unethical activities. Systemic and systematic corruption in the developing countries and tourism as the primary economic activity in these countries lend themselves to weak legal enforcement and unprofessional practices. The belief that justice will not take place leads employees to remain silent about and even accept unethical conduct (United States Merit System Protection Board, 1981: 2; OECD, 2017: 3). For instance, the favorable conditions for whistleblowing do not occur if a female employee sexually harassed by her employer,

superior, or co-worker cannot get a satisfactory outcome or is retaliated when she discloses this immoral practice to the respective authorities. The outcome may be even worse in the cases where punishment and enforcement cannot protect the victim (Dworkin & Near, 1997: 1; Heese & Perez-Cavazos, 2021: 1). This legal and administrative incapacity causes an increase in incidences. With whom should employees interact in relation to double payroll in tourism businesses and to fight for their legitimate rights? Will their applications be fruitful? Do the respective authorities in the organization already know about the issue? Will the employees' disclosure of organizational disorders make a difference? Will informing an outsider authority of the issue provide any legal protection for the employee? Whistleblowing will work if the system favors the right rather than the powerful.

Its intrinsic structural issues already make the tourism industry a difficult environment to work in (Guzeller & Celiker, 2020: 102-103). Tourism employees often face changes and uncertainties in the workplace (Zhang & Yao, 2019: 15). Parameters such as insufficient and ineffective occupational safety, low wages, end-of-season layoffs, and so-called favor of timely payment lead a great many tourism workers to remain silent to unethical practices. Besides, resisting immoral activities may be a harbinger of greater long-term losses. For instance, disclosure of the sale of alcoholic drinks without tax stamps by an employee in the purchasing department of a hospitality business may cause this individual not to be able to find a job in the tourism industry anymore. The declaration of a lower income in a travel agency to pay less tax is most probably known by superiors. In this sense, the most effective practices could be eliminating legal loopholes, passing laws to support and encourage whistleblowers, and not tolerating the black economy.

The Hirschman typology comes to the fore in terms of the reactions of the employees in the face of unethical practices. At this point, it is argued that the ethical values of the employee and the level of commitment to the organization are the antecedents of voice, exit, loyalty and ignoring options. In other words, the disclosure of an unethical practice as a result of high ethical values and high commitment is associated with voice. The exit option is linked to the treatment that the employee will receive in the workplace after whistleblowing. In other words, if there is retaliation in the workplace as a result of a whistleblowing, the employee may prefer to leave the job in this case. Regrettably, this is a loss for the organization. Employees are the most important resource of businesses. Revealing wrongdoing is a behavior that should be rewarded, not punished. In this context, fear may cause the employee to leave the job without taking any action, it could not be stopped incorrectly, and the enterprise lost its employee. Loyalty in the Hirschman typology is related to the employee's expectation that things will work out in the enterprise. Besides, it is generally seen that the methods of doing business in the enterprise have changed after major scandals. At this stage, it can be stated that waiting without reacting is not a desirable behavior. Ignoring is associated with low organizational commitment and inadequacy of ethical values. Indeed, if the business does not make sense to the employee, the person can act following his interests. The options that may arise in this situation may be quitting the job when better alternatives emerge, allowing ethical violations, or involvement.

## **7. Conclusion and Recommendations**

Wrongdoings observed in an organization are activities that everybody should criticize and react to. Because, every individual has a value system in which values are given varying degrees of importance. Thus and so whether the activities are ethical or not can be evaluated on a common ground. Although ethical values are personal matters,

there are universally agreed-upon unethical practices. Among these are harassment, mobbing, discrimination, racism, employees' withdrawn rights, bad working conditions, and threats to whistleblowers disclosing unethical activities. Sometimes employees may be unwilling to blow the whistle on such incidences even if they conflict with our ethical values. This can be correlated with personal gains and interests such as noninvolvement, avoiding trouble and adversities, and fear of losing job. Thus, whistleblowing is a form of resistance to a corrupt and degenerate system by revealing unethical practices, and this ethical stance is underpinned by honesty, courage, corrective efforts, and a motivation to protect organizational interests. If a person exhibits an objective commitment to an organization and has the willpower, courage, and motivation to act, he/she takes action to correct organizational wrongdoings. The previous research in the related literature substantiates these inferences (Farrell 1983: 598; Withey & Cooper 1989: 524; Keeley & Graham, 1991: 351-354; Keeley, 1992: 195; Avcı & Küçükusta, 2009: 38; Swiatek-Barylska, 2013: 50; Chen & Lai 2014: 327).

The recommendations within the scope of the study are given below:

- ✓ Employees within the organizational structure should be allowed to express their problems clearly.
- ✓ Responsibilities and duties expected from employees should be defined in detail.
- ✓ Sanctions against unethical practices should be clearly stated and applied to everyone.
- ✓ Tourism enterprises should avoid unethical practices that have the potential to harm image, effectiveness, reliability, and employee relations.
- ✓ Employees who report ethical violations should be rewarded. Thus, the tendency towards wrong practices can be reduced and the organizational commitment of the employees can be increased.

Future empirical research should investigate these parameters as they are observed in different industries and professional fields in detail. It is likely that whistleblowing and commitment will occur differently across different cultures owing to the influences of culture-specificity of values on attitudes, intentions, and behaviors. These parameters can be interculturally studied from this perspective.

## 8. References

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