

Coursework Header Sheet

213106-82



UNIVERSITY
of
GREENWICH

Course	BUSI1359: Pathway Specialisation Project	Course School/Level	BU/PG
Coursework	Dissertation	Assessment Weight	0.00%
Tutor	AC Van Klyton	Submission Deadline	30/01/2014

Coursework is receipted on the understanding that it is the student's own work and that it has not, in whole or part, been presented elsewhere for assessment. Where material has been used from other sources it has been properly acknowledged in accordance with the University's Regulations regarding Cheating and Plagiarism.

000745697  Yavuz Kahraman Kasimoglu

Tutor's comments

Grade _____ **For Office Use Only** _____ **Final Grade** _____
Awarded _____
Moderation required: yes/no **Tutor** _____ **Date** _____



**UNIVERSITY
of
GREENWICH**

University of Greenwich

MA International Business in Faculty of Business School

September Starter 2012

PROJECT MA/MBA BUSI1359

**‘How do different geographical contexts affect managers’ perceptions of
business ethics? A comparative study of Turkish restaurant managers is in
Istanbul and London.’**

Dr. Aaron C. van Klyton

Yavuz Kahraman Kasimoglu

000745697

ACKNOWLEDGEMENT

I acknowledge to my entire invaluable supervisor Mr. Dr. Aaron Van Klyton. Completing the research was only possible with his support, advices, patience and constructive critiques. His lectures and personal character played a crucial role during my selection about dissertation.

I want to present my special thanks to my brother Ates Kiral for his all efforts and helps about my project.

Finally, I would like to thank to my family members whose are my mother Radiye Kasimoglu, father Kurban Kasimoglu, sister Yilda Arzu ABA and big brother Gokhan Aba as well as I want to provide my special thanks to my precious girlfriend for her moral supports and helps.

ABSTRACT

This project aimed to examine how managers practice business ethics and its effect on employees' performance in the restaurant catering sector. This study compares Turkish managers in London and in Istanbul to determine if living in another country, such as the managers in London, has an effect on the sense of ethics of this group of managers. This paper will develop this argument qualitatively. The study uses a qualitative research method based on primary data from 8 Turkish companies which are located in central of Istanbul and London. In-depth interview technique will be used in data collection. The findings exposed that Istanbul based managers appear to be more conscious about their employee's ethical conditions as compared to London based managers. Furthermore, education background level differences were found between two groups of manager's employees as well as this study displayed that Istanbul-based managers were the more ethical managers. According to findings of the research, in order to develop manager's perception of business ethics, the study highlights several related concept such as leadership and motivation theories.

TABLE OF CONTENTS

Acknowledgement	3
Abstract	4
List of Figures	8
Chapter-1; INTRODUCTION.....	9
1.1. Introduction.....	9
1.2. Overview.....	9
1.3. Aim and objectives	10
1.4. Problem statements and research question.....	11
1.5. Research Scope	12
1.6. Dissertation outlines.....	12
CHAPTER 2: LITERATURE REVIEW.....	14
2.1. Introduction.....	14
2.2. Ethics and Business Ethics.....	14
2.2.1 Introduction.....	14
2.2.2 What is ‘ethics’?.....	14
2.2.4 What is Business Ethics?	15
2.2.5 How Important Ethical behaviours in Business?	17
2.2.6 Role of ethics in business.....	18
2.2.7 Summary	18
2.3. Leadership in Business.....	19
2.3.1 Introduction.....	19
2.3.2 What is ‘leadership’?	19
2.3.3 Moral Leadership	21
2.3.4 Emotion of (Ethical) leadership; Trust by Charisma	22

2.4. Motivation and Motivation Theories	22
2.4.1 Introduction.....	22
2.4.2 What is Motivation?.....	23
Figure 2.4.2.Relationship of Motivation and Performance.....	23
2.4.3 Motivation Theories.....	24
Figure 2.4.3 Model of motivation.....	25
Figure 2.4.3.3 Maslow’s hierarchy of human needs	26
2.5 Summary	27
Chapter 3: METHODOLOGY	29
3.1 Introduction.....	29
3.2 Participants.....	30
3.3 Data Collection	30
3.4 Participant Characteristics.....	31
3.5 Interview developments	32
3.6 Data Analysis	32
3.7 Data Analysis: Interpretivism of interview data	33
3.8. Limitations of the Study.....	33
Chapter 4: DATA PRESENTATION, EVIDENCE, ANALYSIS AND DISCUSSION.....	35
4.1. Introduction.....	35
4.2 Ethics	35
4.3. Leadership.....	37
4.4. Motivation.....	39
Chapter 5: SUMMARY AND CONCLUSIONS.....	42
Bibliography.....	44
Appendix A.....	47



List of Figures

Figure 2.4.3.3 Maslow's hierarchy of human needs.....	21
Figure 2.4.3 Model of motivation	22
Figure 2.4.2 Relationship of Motivation and Performance.....	23



Chapter-1; INTRODUCTION

1.1. Introduction

The title of this dissertation is: How do different geographical contexts affect managers' perceptions of business ethics? A comparative study of Turkish restaurant managers is in Istanbul and London.

This chapter will give an overview of the dissertation. Generally, Overall structure of the first chapter is processed from the general to the particular; beginning with an overview of the general understanding of study and ending specific research question.

The aim of the introduction chapter is to provide the context within which the research will be conducted. It begins with critical concepts that underpin this research are leadership, organisation, and employee engagement, among others. Following this discussion will be the research questions / hypotheses section to provide an understanding about matters of the dissertation. Therefore after research question, there will an outline of the dissertation. Finally, the last part will be explained to sum up the chapter.

1.2. Overview

In the last decade, it is highlighted that companies have criteria, which determine their success in the business that is values. It depends on companies ambitions (Blanchard, 1998). In this paper, it is considered that the value of ethic, employee's conditions, relationships between managers and employees, ethical issues, impacts of motivation and outlines of leaderships in business. Joyner and Payne (2002) argue that good ethical values mean good business for consumer. In this case, employee's work performance and business perception of managers attract attention.

1.3. Aim and objectives

The project aims to analyse two different perceptions of Turkish managers and their communications between Turkish managers and their employees in the organisation in some companies which are located in Istanbul and London. In this case, the study focuses on to points out to leadership and importance of leadership. The proposal of the project is to examine the ethical conditions, positive and negative issues in relationships between managers and employees. Consequently, expected outcomes will be beneficial in terms of business activities. It is strongly believed that Business ethics and satisfaction of employees directly effect to the efficiency during action of the organisations hence these principles are completely about work conditions. The work condition exist stress above managers and employees and quality and quality of employee's performance is obstructed by stress. A good work performance arises by the behavioural, cognitive and health benefits of good and positive feelings in working place (Isen, 1987, Warr, 1999). Therefore, this project investigated those two different perceptions of Turkish managers' their understanding of business ethics and their leaderships in two different countries.

In this case, objectives of the project chains outline to analyse the proposal.

In order to identify aims of the project, it should consider to the objectives, which is highlighted in this case.

- To investigate the ethics and the business ethics and dimensions of ethics those are based in the academic resources.
- To consider to understand that importance of business ethics with different the types of approaches.
- To identify in order to define leadership and importance of a leadership model that is Moral leadership and its principles.
- To explain that definition of motivation and motivation theories by different type of scientific perspectives above employee's work performance.

1.4. Problem statements and research question

There are some factors about employee's conditions in their work places such as health, safety, workforce, wages and their rights as well as in particularly healthy and safety working conditions have become important in terms of ethical concerns day to day for the employee in work places. Therefore, a fair wages condition is one of the most well-known fair. Furthermore, low-incomes for bottom level employees are a common condition at bottom of organisational hierarchy in comparison with those at the top in many countries. In this case fair wages is generally occurred by employee's expectation and their performance. Nevertheless some factors brings fair wages as well such as goals, prior training, risks involved, responsibilities for assets and combination of targets (Crane and Matten, p. 313-316, 2004). Hence these matters meet with employee's motivations, values and performance in terms of investigation of this study. However, there have been a few regulations to influence developments of these conditions. Researcher aimed to points out Turkish managers' perception of business ethics as well as to identify what kind of problems happens in different two fields in restaurant and catering food sector. Face to face in-depth interview technique is used in this project.

In order to identify and to solve the problems about the subject and to develop aims and objectives as well as the research question is: How do different geographical contexts affect managers' perceptions of business ethics? This main question is broken into several supporting questions:

- What characterises ethics?
- Why are ethics important in business?
- What is leadership?
- How should a leader behave toward employees?
- What is motivation and why is motivation important for the corporation?
- What are the motivation techniques in the Istanbul group and the London group of managers?
- A leader and manager meanings are same? If are not, why?

- What is the motivation and why motivation is important for the corporation?
- What are the motivation techniques and how these are effects for upon the employee?

1.5. Research Scope

In this project, business ethics perceptions of Turkish managers in two different geographies are investigated. The research scope is designed by three fundamentals concepts (ethics, leadership and motivation). First, the project has focused on the ethics and business ethics, which is defined by two different approaches. Later on, leadership takes place in second part of literature review, following motivation and motivation theories are described and explained in end of literature of the project.

1.6. Dissertation outlines

This dissertation contains 5 chapters. An overview of these chapters is explained below.

Chapter 1: INTRODUCTION

In this chapter, it is entered to the main subject as well as this chapter proposes four specific points which are ‘to identify the main focus, research problem, aim and objectives’. This chapter gives an opportunity to have a basic overview about the dissertation matters therefore in the end of the introduction, it is strived to explain general scope of main elements of the project.

Moreover, the research question is defined and it is supported with reinforcement questions in this chapter whereas this chapter allows to take an opportunity of identify descriptive variables and dependent variables of the research.

Chapter 2: LITERATURE REVIEW

This chapter provides a brief literature review of the dissertation therefore chapter 2 examines describing of ethics, business ethics, leadership and moral leadership model. End of the literature is included motivation and motivation theories. However, it is provided philosophical backgrounds to obtain clear and deep understanding of ethics. Leadership concept will be explored by academic and

Chapter 3: METHODOLOGY

Methodology and research methods are used to discovery the aim of the project according to the objectives. It is supported with methodological evidence to investigate issues of the dissertation. Research methods are used to match data and types of sources in the project.

Chapter 4: DATA PRESENTATION, EVIDENCE ANAYSIS AND DISCUSSION

This chapter involves data collection, analysis and it is discussed the consequences of the project. Data is collected in this part and it is considered to understand ‘which consequence reaches to which theory’ as well as it is announced that problems or goods about the subject.

Chapter 5: SUMMARY AND CONCLUSION

This chapter is dedicated to sum up the conclusion of the project. This chapter points out above the main findings of the research and suggestions also are included in this chapter. This part is a short summary of the research and research results.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This part aims to involve some important literatures to provide an obvious investigation of project as well as it maintains with academic theories and findings. This literature section analyses a few parts of function of management, which are organising, motivating and controlling (Richards, 1993). Therefore this chapter is divided into four parts. They are: *ethics and business ethics, leadership in business, motivation and effectiveness in business.*

2.2. Ethics and Business Ethics

2.2.1 Introduction

This literature review will examine four areas related to the research question. They are: business ethics, leadership, motivation, and organisational culture. These areas offer an analysis of the relationship between managers' perceptions of ethics and the performance of employees. Businesses cannot ignore ethics because ethics gives benefits such as good ethical practice leads to better performance (Webley, 2002). Ignoring ethics can risk the reputation of the organisation creating vulnerabilities for them on the external market.

This discussion will look at business ethics rather than ethics (Duska and Ragatz, 2011). Another explanation of ethics is given by Duska and Ragatz (2011, p. 34) where they argue that 'ethics are a set of principles held by an individual or group of people's beliefs about good or bad, wrong or right and acceptable or unacceptable behaviour.' Hence, corruption and immorality are perceived as wrong actions and promises must to be kept for most of people and in business; however, these too can culturally bound.

2.2.2 What is 'ethics'?

There are many different definitions of ethics in the literatures. According to the Chamber English Dictionary (Orme and Ashton, 2003, p.185), ethics are 'a system of morals and rules of behaviours'. In addition, Connock and John (1995) defines ethics as making decisions on what is right or wrong and justice as well as the implementation of rules that support

responsible behaviours towards individuals or group. In fact, ethics can be ‘perceived as an object which supports to be ethical and responds acting to sure that these implementations and rules are applied consistently in any case of business situations.’ (orme and ashton, 2003, p185).

2.2.3. Kantian Ethics and Business

Kant was a German philosopher who defined ethics as ‘the belief that people should be treated as ends and never as means to the ends of others’ (in Hill et al 2011, p. 173). Kantian approaches are similar in terms of terminology if they are deeply analysed in primary definition of the ethics, it is be able to see there are some small differences rather than previous definitions of ethics. Kant emphasized that good will comes from duty and intention is more effective than the consequences that make an action good. Kant believed that ethics of duty and intentions have more control on actions than consequences; hence, according to Bowie (1999), Kant believed that an ethical person is one whose behaves with the right intentions. This is the fundamental principles of ethics. Additionally, Kant identifies a categorical imperative which are the ‘*universal* law’ that says people should act on an idea only if they believe that ‘the principles on which the action is based are morally permissible’ (Bowie, 1999, p. 3).

2.2.4 What is Business Ethics?

According to Brenkert and Beauchamp (2010) Business ethics has two specific understanding one of those whose has philosophical background approach and other group has business community background shapes in its definition.

2.2.4.1 Philosophical Business Ethics approach

This approach points out about moral problems such as justice, utility, rights, obligations and personal honour which relevant philosophical theories to act in business as well as this orientation includes some internal issues and external issues such as environmental, governmental and consumer problems in hiring and promotion nevertheless this approach brings philosophical moral theories to understand moral issues and how to imply moral theories to confusing in business ethics. Philosophers solve and avoid problematical

situations and discussions with the theoretical orientation in business (Brenkert and Beauchamp, (2010)). Kant's principles are the best useful examples for this topic such as 'respect for persons' (Bowie, 1999).

2.2.4.2 Business community approach

This conception concentrates relationships between employers and employees, managers and supervisors as well as it focuses the moral problems and ethical dilemmas in business (Brenkert and Beauchamp, (2010)). This is basically to find a way for a solution of moral problems which is between managers and employees while they are in charge. It is a usual issue in business and this type of business ethics approach which refers to the business itself rather than philosophical business ethical theories therefore in this case management ethics and organisational ethics gain an important status. Organisational ethics focuses process of management as well as the relationship between managers and employees. To be a manager, team leader, supervisor that is a profession this gives a position which can be a wide responsibility with a level in a few levels of hierarchy group. It means in some organisations it can be needed a person who has strong professional and personal equipment and the only manager can be executive in the organisations (Harrison, 2005). Moreover, according to be an ethical manager, it needs to have some traits of personal character such as 'friendship, courage, honesty, mercy, modesty and patience etc.' all these virtues are obtained with long experience a habitual form of behaviours who has the virtues in actions (MacIntyre, 1984).

Additionally, Stark (1994) suggests that traditional ethical theories are too theoretical which are philosophical to apply in terms of managers' fears in business. However, in real business life, managers need to be provided old abstract solutions which are from philosophers although the business cases have its own values, shapes, structures, rules and implementations that need to be applied to the problems of business (Furman, 1990). However, these traditional theories are not effective in terms of to take dishonest of personal communications and relations that form people's thoughts and feelings to do right and wrong things in actions (Crane and Matten, (2004)).

2.2.5 How Important Ethical behaviours in Business?

According Cavusgil et al (2008) ethical behaviours are significantly important in business and making ethical decisions and behaviours directly important a few important points in terms of companies as well as first of all, ethical behaviour requisite to do the right thing in any case therefore consequences are based on actions of ethical and unethical behaviours in working places in order to identify these reasons which makes ethical behaviours, it needs to tell these factors such as;

- Legally , it is clearly specified in laws and regulations that needs to imply them and breaking laws and regulations has openly legal results therefore that means ethical behaviours are determined by the laws.
- The new media, governments and consumers require to ethical behaviours so that a company that processes lacks of ethics attracts undesirable attention from leaders
- Thirdly, it is good to be created a good ethical firm policy that causes increasing corporate image and high sales possibilities for that company (Cavusgil et al, 2008).

On the other hand, personal values directly affect managerial performance that, in turn, affects the company's profitability. Moreover, values of ethical behaviours importance means personal importance in term of leadership so that value is integral in interpersonal relationships for people as well as organisational successes are affected by values because of leader 'admission and goals are affected by value too. Values depend on attitudes of people and it directly impresses behaviours (Kern, 2005). As it clearly seems that ethical behaviours are significantly important in terms of managerial effectiveness for managers 'performance automatically company 'performance.

Furthermore, ethical behaviours are important in terms of employees too. In this case, organisation behaviours unlikely attracts attention for employees so that there are several factors which cause unethical employees behaviours (stealing, unnecessary pressure, to discipline employees with violating the laws etc.) All these factors directly impress Company prosper in business (Phillips and Gully, (2012)).

2.2.6 Role of ethics in business

Harrison (2005) argues that ethics provide a system which categorizes a moral framework and it steers thinking about how decisions are made in organisations. The ethics in the workplace sets parameters that govern behaviour. Kant believed that human beings need to follow laws of their own choosing (Bowie 1999). Bowie (1999) shows that an employee steals money from the company because he or she may be angry about the boss's decision on another matter. In this case, can it be considered a universalized maxim that would allow stealing? Kant would argue no because it violates the principles of private property. Hence, the theft is morally wrong. This is a categorical imperative function that underpins Kant's idea of the self-defeating nature of immoral actions. In this study, it is the managers' perception of ethics that is being examined; however, this categorical imperative can be applied to the manager's actions and can inform managers as to some of the reasons that employees may behave unethically.

2.2.7 Summary

This chapter consider writing an obvious definition of ethics and business ethics in order to understand to ethics and business ethics role in business as well as the chapter points out from different definitions that ethic effectiveness among leadership concept in business hence it will be discussed that leadership concept and an obvious explanation of relationship of leadership and ethics in business. In addition, as mentioned, this chapter is a major part of literature review which is first part.

Chapter 2 describes definitions of ethics and different types of ethics which play important role in terms of business as well as a few philosophical theories are involved in this chapter. To summarize this chapter that provides an obvious and wide definition of ethics and business ethics.

2.3. Leadership in Business

2.3.1 Introduction

Some people prefer to be a leader as improving their own personal skills, characteristics, visions, prospects or they possess certain charisma, self-confidence, dispositions as well as some of them prefer to be a follower (generally an employee). It depends on people ambitions or their position which needs to be a leader therefore those people who prefer to become leader, they can lead because of their wealth, family responsibilities or military might. In this case, it obviously seems that there is no point to be a leader or not however, if a person is a leader, he or she must have a follower because it cannot be thought a leader without any follower (Ciulla, 2004). Hence to be a leader needs many of personal equipment. In addition, it depends what type of leader you are going to be and in where. The different positions and responsibilities require different features.

First of all, this chapter seeks how an ethical leader ought to be in an organisation as well as some different definitions from a few certain resources of leadership will be concentrated in follow parts of this chapter. This chapter also aims to expose effective outlines of leadership which are based on that trust, emotion, obligation and commitment.

2.3.2 What is 'leadership'?

According to Jago (1982), leadership is defined as a combination of process and talents; therefore leadership is described in two ways. First, as a process meaning of leadership, it governs without coercive influence and to organize people according of an organisation's objectives and ultimate success. Second, as a property meaning of leadership: it is a type of position that requires possessing a set of characteristics to those who are ambitious managers by organizing professionally successful activities. Therefore, leadership is not only a characteristic; it is a combination of an act and a person.

Nevertheless, there are several different definitions of leadership which are more specified and theoretical Cuilla (2004) aligns such as;

- Leadership is a capability to influence the purpose of the leader on those whose govern and warm, provide subordination, respect and cooperation (Moore, 1927).
- It is an ability to persuade or direct the group of people in an organisation (Reuter, 1941).
- It is an action, which is provided a person which is effective other person in a same organisation (Gibb, 1954).
- It is an ability which must be possessed by a person whose has a talent to get other people to do what the people do not want to do or like it (Osborn and Hunt, 1975).

Leadership is a complex moral relationship that contains trust, obligation, commitment, emotion and vision of the development. Ethics lie at the heart of all human relationships including those of managers and employees. Leaders often use their position with their rank of power to impose their will on people or teams (Ciulla 2004). This is not leadership, rather it is coercion. It is often confused as leadership by people, a group or team. In this case, human relationships comes to the fore and with that ethics follow. Ethical leadership requires thinking more carefully about employees' conditions in work places to build a good relationship.

Furthermore, Hersey et al. (2001) argue that management is a special type of leadership in which the achievement of organisational goals is paramount. The important distinction exists between management and leadership in terms of organisational ambitions. Hersey et al (2001) developed a definition such as whenever a person tries to influence the behaviour of an individual or groups, regardless of the reason. It may be for one's own goals or for the goals of others (p.6). Hence leadership is to possess a talent such as to control people in organisation. In fact, leadership is to be a person who dominates a system that includes group of people and processes although leadership requires to effect people. Leadership is a position that needs to have several abilities such as managing, cooperation and subordination and belief for purposes. Moreover, leadership requires possessing three general talents or competencies. They are diagnosing, adapting and communicating (Hersey, et al., 2001). *Diagnosing* is when leader defines and categorizes the situation. In fact, this is recognition of the situation and implement of influences. *Adapting* is altering the behaviour toward the contingencies of the situation. Lastly, *communicating* is to interact with others in a way that can be accepted and understood by people. These capabilities are what a leader needs to have on his/her personality skills.

2.3.3 Moral Leadership

Gini (1997) defined moral leadership as a combination of the process, the person and the job elements whereas each element represents an objective. Basically, the process represents the techniques of leadership, the person represents the specific ability and attributes of a leader, and the job is simply the job requirements. Using Gini's framework, the parts of this model are interrelated. The next sections will examine this model in detail.

2.3.3.1 The process

The process in leadership is a relationship that is constituted by and through power and value that is negotiated on by a leader and his or her followers. Power affects leadership and constitutes significance. However, power should not be perceived as coercion. The values of the organisation are also what hold together the process. Employees and their leaders have to subscribe to the same set of values in order for the process to function. Although moral leadership is generally associated with benevolence, all leadership is constructed by ideology and perspectives that are philosophical and could be proved or not to be moral.

2.3.3.2 The person

The person is a factor and it is a part of leadership. The person contains character and charisma. Character involves inborn talents and some traits, which are imposed above us by our life and our experience. These matters describe and set our character as well as affects and stimulate our behaviour (Sheehy, 1990, p. 311). Our past and future are determined by our character and our demeanour and destiny is established by character. Leaders also possess particular characteristics (Hernandez et al 2011).

2.3.3.2.1 Charisma

There is an emotional relationship between leaders and followers, which is jurally and legal (Kracke, 1978). Charisma exists an environment, where leaders are superior in terms of human level and during personality, presentation, mind, image and to have high performance, persuasive and high talented In terms of control to people leaders must be superior at fundamental human level, those they manage (Gini, 1997). Hence leaders must know how to

approach people. Charisma does not mean displaying a celebrity rank or position. Rather, leaders must possess sufficient self-prestige to build a reputation such as to be seen, heard and known from people in order to cause confidence and cooperate in the workplace (Gini 1997). Notice the following depiction of a leader:

(Leaders are) people who are able to express them-selves fully. They know who they are, what their strengths and weaknesses are, and how to fully deploy their strengths and compensate for their weaknesses. They also know what they want, why they want it, and how to communicate what they want to others in order to gain their cooperation and support (Bennis, 1989, p. 89).

In order to lead and manage an organisation, leaders must be able to know what is their direction through the success and victory in business so that charismatic leader as it was defined below definitions, who must overcome all difficulties, which are psychological (to behave people by ethical way), market environment, to be superior on human level, reputation, true making-decision etc., when they in any organisation in business. However, Bass (1985) mentioned in his book such as there is a connection by charisma between followers and leaders. Followers and leaders motivate each other by charisma as well as charisma is an emotional component, which affect leaders 'followers.

2.3.4 Emotion of (Ethical) leadership; Trust by Charisma

The sense of trust is indeed complicated. Charisma distracts us to understand to the sense of trust between leaders and followers. There must be the sense of trust between leaders and followers moreover leaders should be feared, not loved. In this case, the sense of trust gains a set of expectations, which is misleading as well as this case, involves a calculation of probabilities and outcomes. Although there is no betrayal without trust, there cannot be cooperation, no community, no commerce and even no conversation (Ciulla, 2004).

2.4. Motivation and Motivation Theories

2.4.1 Introduction

Motivation is an effective factor for employee's performance in organisation, which is particularly for work motivation. Work motivation is essential part of managing people. In order to understand work motivation cause analyse of managing people because work

motivation seek employee work performance. The most of managers usually consider about their employee's performance in work places as well as it attracts their attention to understand the motivation. Motivation is a complex although it is indeed individual matter (Macallan, 1997). This part will define motivation and motivational titles that will investigate motivation effects on employees' performance in organisations.

2.4.2 What is Motivation?

Sociological and psychological matters should be understood as well as they need to consider about how to influence their employees about how to make managers 'staffs more motivational and effectively', improve control of their performance and their target in organisations. Moreover, managers ought to know ways of motivate their staff in workplace. (Mullis, 1996) All these matters requires for high performance of the employee in organisation. In this case leaders must have knowledge how to motivate their employees in workplace. In order to find out these way, which are used to motivate the employee more motivational in organisation, it needs to know what motivation is.

Motivation is the will to do something and a motivated manager has that will therefore if she/he is to motivate others, then this is by encouraging or promoting the will in those others (Richardson, 1993, p.16). However, a motive is defined as a reason to do something as well as motivation is regarded with some factors that impress people to behave in certain ways, which impels to high performance (Arnold et al 1991). Moreover, motivation is consisted three components, direction, effort and persistence. Direction means what a person trying to do; effort means how hard a person is trying, and persistence means how long a person keeps on trying. Hence motivation is contained by these three different matters. There is a connection between performance and motivation.

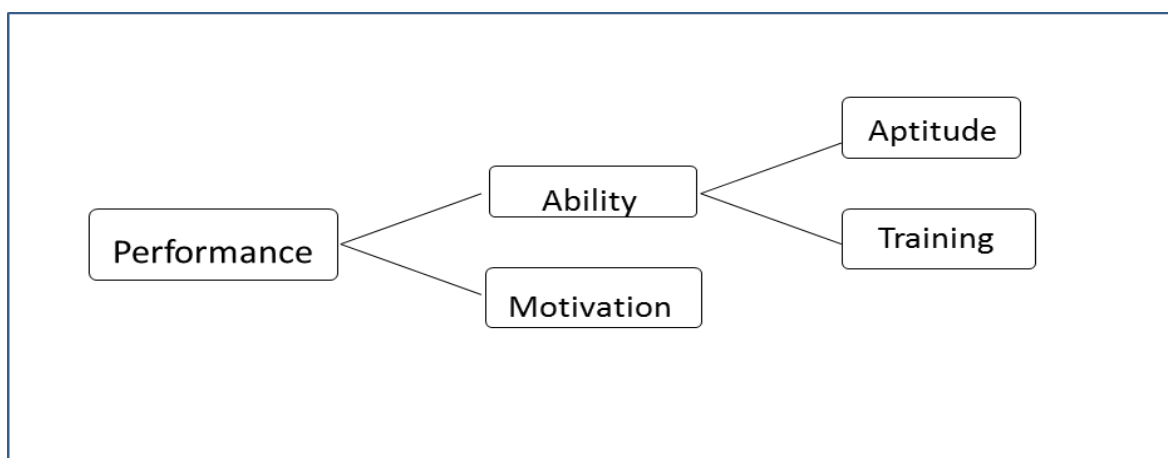


Figure 2.4.2. Relationship of Motivation and Performance ((Macallan, 1997)

Macallan (1997) argues that above average performances can be had from employees even with only 80% of the ability that the job needs but 100% of motivation. Moreover, in this condition, ability is described as a component of aptitude and training. Aptitude here represents some personal talents that are interpersonal skill, physical and mental capabilities.

$$\text{Performance} = \text{Motivation} \times \text{Ability}$$

$$\text{Ability} = \text{Aptitude} \times \text{Training}$$

Furthermore, employees are motivated in two different ways. First way is that person motivates his or her self to work which achieve to his or her ambition. Second way is that a person is motivated by his or her manager as a reward such as increase wage, promotion or praise. These methods define two different types of motivation, which are intrinsic motivation and extrinsic motivation. This will be discussed later in the review.

2.4.3 Motivation Theories

Motivational theories are based on from two the immensely popular theorists who are Maslow (1943) and Herzberg et al (1957). These theories describe motivation broadly and deeply below this title. Moreover, there are two addition theories, which are Instrumentality and Behavioural theories.

Moreover, theories are existed by the needs. In this case, it needs to concentrate that is relationship between needs and goals. According to Macallan (1997) that people always require for their needs that they are satisfied as well as the goals is a factor, which satisfies people's needs hence by this way people are motivated. This is model of motivation.



Figure 2.4.3 Model of motivation (Macallan, 1997)

2.4.3.1. Instrumentality Theory

This theory specifies that people work only for money. The theory is applied when rewards or penalties are implied to people, to direct them for good performance. According to Taylor (1911) that it is easier to motivate an employee to work harder if it is provided of a permanent salary condition in long term payment. This can be regarded as a kind of reinforcement as well as people perceived that certain action assists to achieve to their target. This is a positive reinforcement. There is also negative reinforcement such as punishment (Armstrong, 1996).

2.4.3.2. Behavioural theory

This theory involves learning that influences behaviours. The behaviour is learned from experiences. In this case, behaviourists ignore some conditions, which are dismisses, which instincts and internal psychological factors. It only focuses on external factors that affect directly behaviours (Armstrong, 1996).

2.4.3.3. Maslow's Theory (hierarchy of needs)

Maslow classified that people's needs to state his theories such as physiological, safety, social, esteem and self-actualisation.

Physiological; he involves that people's vital needs that affects physiology such as to eat, to drink, to sleep etc. as well as he adds another fundamental needs, which are sex and sensory stimulation.

Safety; he points out safe condition and this need focuses on protection of people from external threats.

Social; the need is an emotion that is affection to fit and shape close relationships in a group.

Esteem; the need is basically the reputation that occurs self-respect and for others.

Self- actualisation; the need is self-performance as well as a person who recognize his or her success potential for an action.

Maslow named his theory as Maslow's hierarchy of human needs. In this needs, Maslow specifies that self- actualisation group of needs never appears to be satisfied about conditions.

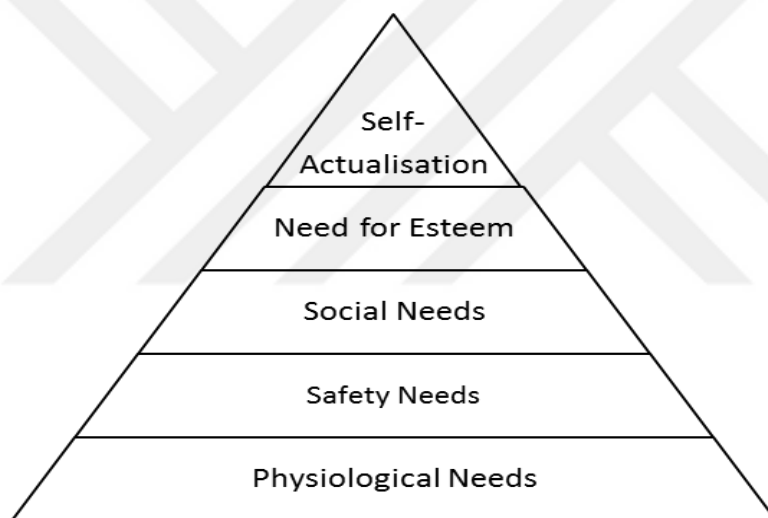


Figure 2.4.3.3 Maslow's hierarchy of human needs (Macallan, 1997)

According to Maslow theories arguments, which is hierarchy needs of people that there is only one way to satisfy people's needs is moving up. This is about to concern about people's needs satisfaction. People needs requires to satisfy until their needs the hunger is satisfied. If a need is satisfied in once, it will no longer require motivation hence it needs to get pass the next need. All these categories represent people's needs. He says that only satisfactions of people's needs occurs motivation. But it depends on his category of people's needs (Macallan, 1997).

2.4.3.4. Herzberg's Theory

Herzberg (1959) developed two factors of model motivation theories. First factor is consisted by motivators and satisfiers which are intrinsic to the job. This factor involves that achievement, recognition, responsibility and development.

2.4.3.4.1. Extrinsic motivation

Extrinsic motivation means unlikely people are motivated by their managers with rewards such as enhanced salaries, moving position up (praise) and promotion. Also it can occur opposite such as punishment for keep discipline on the way. Extrinsic motivators who are manager have strong effects on employees. Their motivation effect will not continue on long term (Herzberg 1959).

2.4.3.4.2. Intrinsic Motivation

This factor is provided by a person self-generated action that impresses to behave in a particular way. That means people motivate their self by themselves. This way requires having responsibility, which feels people such as to work on important duty and freely acting in operation. Also this type of motivation includes improved talent, abilities and hard work. Intrinsic motivators have a powerful personal character, long term work experience with qualities of work because they can motivate by themselves as well as their motivations are more effective (Herzberg 1959).

Second factor is named as hygiene (maintenance) factor, which is dissatisfaction avoidance factor that is extrinsic to the job. Dissatisfaction includes some results such as job security, salary, fringe benefits, work conditions, good supervision etc. In fact, Maintenance factor avoids dissatisfaction by recognition and a sense of achievement. These matters lead employees to motivation (Herzberg, 1959, 1966; Armstrong, 1996; Macallan, 1997). These matters lead employees to motivation.

2.5 Summary

A broad definition was provided in the first part of this subject as well as it briefly seeks what motivation is. After that, components of motivation was analysed to present a clear understanding of motivation. This part focused on motivation and motivation theories and matters, which are instrumentality and behavioural theories because motivation is obviously effectiveness of work performance. In this part, employees 'needs was explained as well as

how satisfy to people to motivate in organisation was studied with a few theories, which are two popular theories of Maslow and Herzberg by the way Additionally a relationship between needs and goals was shortly pointed out. Both theories principles expressed satisfaction matters to provide motivation in work place.



Chapter 3: METHODOLOGY

3.1 Introduction

Using qualitative research methods to data collection and analysis has increased in the popularity in day to day, especially over the past two decades (Strauss & Corbin, 2006). Heppner et al (1999) argue that quantitative research is representation of the world that are numerically symbolized although qualitative research presents representation of the world that are primarily linguistic. This causes researchers to study behaviour in context as well as using such as constructivist approach. Constructivism is a perspective that is based on experimental learning through real life experience to construct and conditionalize knowledge. This qualitative research method creates an opportunity to find out for the investigation *how* and *why* participants follow some directions or behave in specific circumstances (Charmaz, 2007). Furthermore, this kind of study helps to identify specific details of human experiences in daily life.

The purpose of this project is to discover and explain how managers in different geographical locations perceive ethics in the workplace. By examining the perceptions of ethics in Turkish restaurant managers in Istanbul and London the study will seek to understand how different combinations of conditions in similar contexts can yield very different results.

How do different geographical contexts affect managers' perceptions of business ethics? A comparative study of Turkish restaurant managers in Istanbul and in London. This study does not seek to address the socio-cultural differences in geography; this we accept as a given condition. Rather, this study tries to understand how differences in perceptions of ethics and leadership are manifested in these different environments. Therefore qualitative inquiry is more beneficial and stronger for this study than are quantitative research methods. This investigation requires to interview as face-to-face to identify reactions of participant in the circumstance. Hence, a qualitative research method, which was in-depth interview preferred for the investigation in this study. In-depth interview is driven by responders not interviewer. Furthermore, it is easy be able to pursue important and interesting angles and examples as well as interviewer encourages to this freewheeling and flexible approach (Lee and Lings, p.

218, 2008). The researcher performed with influential questions to have useful answers from participants in the interview.

As applied a qualitative research method in this project that provides a high level of internal and external validity, which are co-create the data of the participants and researchers as researchers discover how different Turkish managers' perception in two environments. In data collection, open-ended question was used in semi-structured interviews with managers in corporations in Istanbul, Turkey and London. This style allowed identifying individual and in depth examination of participants' experiences for the collection of data. Ragin (1987, pg. 49) argues that 'by examining differences and similarities in context it is possible to determine how different combinations of conditions have the same causal significance and how similar causal factors can operate in different directions.' In this study, there are some similarities and differences about each group of managers. Both groups are Turkish nationals and operate in a similar business context; however, they are different in that one group no longer live in Turkey. This study seeks to understand how this different has manifested itself in the managers' perceptions of ethics in their everyday operations.

3.2 Participants

The numbers of participants for interviews were determined by researcher between 8-15 people. There were two groups of people who participated in the interviews in İstanbul and London. After a few pilot studies of interviews, the final numbers of participants were 5 interviews from Istanbul and 6 from London. 11 interviews were conducted out of 16 managers who were invited to participate. Some of participants are responsible as head managers; while others were supervisors. Of the interviews, three were supervisors while the others were managers. This is an important distinction because it denotes different experience levels and different positionality and these have an impact on perceptions of ethics. Supervisors can see the issues from both the employees' perspective and from the managers' perspective. The interviews times were determined by the managers because of their limited time conditions for researcher.

3.3 Data Collection

This data collection was primary data. Three relevant subjects were determined by researcher. They are business ethics, leadership and motivation. In order to conduct interviews with

managers, snowballing recruitment technique was used to find respondents in İstanbul. Snowballing is a situation that researcher be able to interview with a participant who is recommended by other participant to researcher. Therefore, researcher is reached to right person who will be a useful responder. Researcher will already be looking for people who have the right kind of information for the study (Lee and Lings, p. 217, 2008). In this project, one participant (T2) assisted to the researcher to find an indeed helpful responder (T3). 3 of participants in İstanbul work in big and institutive companies and one participant work in small family company. This group of participants are named by T letter. In London part, participants were named by L letter. The researcher used his own business networks in London to contact participants in the restaurant and catering sector in London. All participants work in large family-owned businesses. This is important because this type of business usually exhibits a far less adherence to common understandings of business ethics. According to Chua et al. (1999, p. 25) this situation is expressed such as “a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families”.

Interview is the most powerful technique in qualitative research as well as it is indeed useful because it is really flexible. Responders are asked by in-depth questions. In this study, all interviews were face to face with participants and they were in-depth interviews. In-depth interview is in-depth psychology and psychoanalysis. In this kind of interview, Researcher aims looking rich and in-depth answers so that research can easily reach to responder’s opinions, feelings and experiences (Lee and Lings, p. 217, 2008). In fact, researcher attempts to obtain clear responses by the participants. During in-depth interview, body language, responder’s speeches and behaviours are easily and openly identify by researcher. Therefore, it means to imply the most accurate qualitative interview way to analyse data, which comes from participants.

3.4 Participant Characteristics

The participants were 1 female and 7 males for the data analysis. Participant’s ages from Turkey were determined between 43 and 52 years old. This group is more experienced and more dominant in their work place as compared to participants of London. Londoner

participants' ages were determined between 28 and 31 years old. 7 of participants stated that they currently identify living in 'middle-class' and one of them who currently identify living in 'high-class'. There is only one participant who has academic background that is postgraduate program (Tourism and Hotel management) in İstanbul although there are two participants who have academic backgrounds in London. First group is named some codes such as T1, T2, T3, and T4. These codes represent interviews, which was made in Turkey and L1, L2, L3 and L4 codes represent London's interviews. The codes have been used to protect to participants and their corporation.

3.5 Interview developments

Twenty-six questions were developed for interviews and these questions were applied as face to face with participants. Process was effort by researcher to build a good relationship with participants to provide useful answers by participants. It was indeed difficult to contact to participants to make an interview with them because of limited time. There is another difficulty, which is translation of language of interviews from Turkish to English. The interviews were conducted in Turkish.

3.6 Data Analysis

The research aims to identify the differences and their understanding and perception of management in Turkish food and restaurant management in two different countries. There are two groups of people those who live in İstanbul and London. There will be three sections such as 'Ethic and Business ethics, Leadership and motivation' that will be examined in data analysis part.

Furthermore, to analyse the data, semi-structured interview will be used in interviews because of open-ended questions technique. It will be show to reader in chapter4 that specific conversations between interviewer and interviewee. It is aimed to benefit from participant's experiences, opinions, commends and reactions and it is planned to refer to scientific findings and determinations to understand and compare Turkish manager's perceptions of business ethics in two different geographies.

Nevertheless, chapter4 will be divided to three parts, which will be ethics, leadership and motivation. In end of the each part, there will be discussions about findings about responses.

3.7 Data Analysis: Interpretivism of interview data

Qualitative research encourages researchers to attempt to understand and express social phenomenon in order to find a solution. This research approach assumes that ‘social reality is in our minds, and is subjective and multiple. As such, social reality is affected (and interpreted) by the act of investigating it’ (Collis & Holley 2014, pg. 342). Hence researcher tends to interviews transcripts. In this case, qualitative research method is useful way to understand reality. Non-positive, post-positive and qualitative concepts are defined as Interpretivism as well as because the researcher is not perceived as being entirely objective (Carcary, p. 10, 2011). It means that researcher should be objective during analysing of data. However, Interpretivism of research is knowledge that is obtained through social constructions such as language, consciousness and shared meanings as well as Interpretivism has become more popular in information system. It gains by providing validity and reality (Cardoso and Ramos, p.79, 2012). In this case, Interpretivism is important for researcher. Data must make sense in term of reality to fully benefit from the data in the project. ‘Interpretive work is real research and it is demanding, challenging, structured and rigorous. Interpretive work also provides an opportunity to get involved in a subject and with producing your research material, which can be both rewarding and unnerving (Sandfield, A. by Lee & Lings, p.48, 2008).’

3.8. Limitations of the Study

Qualitative research methods caused a few limitations for the research. To use a primary data caused to in-depth interview so that means researcher needed to organize interviews with company managers. It was one of the most difficult problems in the project. It blocked to develop research’s data. Managers have limited time because of their responsibilities in the company. It would have been a deeper research about managers’ perceptions of business ethics in catering and food sector as well as data collection could have been bigger. Furthermore, the research could have supported by surveys to obtain more detailed knowledge about research questions. In this case, this addition technique would be a time-consuming method in terms of the project’s process. Interpreting of survey’s answers also would have time by participants. Therefore, interview’s dialogs take too much time as well in

term of preparation of the data analysis part. Moreover, to identify manager's perceptions of business ethics, it would have organized interviews with manager's employees. This could have been more effective research.



Chapter 4: DATA PRESENTATION, EVIDENCE, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter involves data presentation, research evidence, analysis and objective discussion. As stated in Chapter 1, the study has reported that it aims to identify some problems so the chapter is organized in terms of a research question such as business ethics perceptions of Turkish managers and manager's performance in terms of different geographies. The research aims to identify the differences and their understanding and perception of management in Turkish food and restaurant management in two different countries. There are two groups of people those who live in İstanbul and London. Data has been investigated on these two groups. However, to well present findings, there will be three sections such as 'Ethic and Business ethics, Leadership and motivation' that will be examined. After these outlines, discussion of results will be placed in end of the chapter.

1. Ethics
2. Leadership
3. Motivation

4.2 Ethics

This part will include the participant's opinions and comments about ethics. Some participants find their conditions ethical and some of them unethical in term of employee or for their selves.

Some of participants explained about their ethical behaviour in work place and managers added that these ethical decisions and reactions are their ethical business perspectives such as;

A few years ago, in hotel section [of our company], I gave a room to a couple. Before customers arrived, they drank too much together and they went their hotel room. After half an hour, female customer came to reception and she did offer to me having sex with her in

another room. I was shocked with that and I took her and we went their [original] room. I woke up her husband up and I removed them from the hotel. Firstly, it was completely unethical in terms of my working policy. Secondly, according to my personal morality, it cannot be accepted. So I removed both of them. (T1)

We care about employee's needs and wants, we try to provide ethical work place them. We believe that we work in here as a family. I always see to their lacks and mistakes but I do not attack them in that time. I prefer to use positive reinforcement with when they perform well. It means that I catch them by their positive side. Nobody can see any rude behaviour, swearing or invective. First of all, there must be business ethics in the organization and people must be managed by this concept.' (T2).

You cannot force to your employees to work long and hard hours. They work maximum 9 hours in a day. They should not hate you. But you can school a few high level employees and you can work with them as long hours.' (T3).

Notice the difference in the responses of the London supervisors:

Managers usually try to force to employees into difficulties in the organization by increasing the workload for staff.' (L1)

I discussed with my managers about their working policy. They tried to give me different jobs such as horticultural work or porter or labourer. I did not work on these types of job. And they decreased my working times to decrease my wage.' (L2)

I used to hear about employees stealing money from tips box and I watched the CCTV and I identified it. They were stealing because the managers were also taking part of the tips; which are designated for the employees only' (L3)

Personnel work condition can be really hard in some times. They work long hours (12-13 hours) if it is compared to their wages, the salary is really less and work is really heavy.' (L4)

According to the data, Turkish managers who live in Turkey appear to be more conscious about their employees' ethical conditions. However, T1, T2, T3 and T4 participants are older and more experienced than Group of L. The average age for the group of T is 49, while the average age for the group of L is 29.5. Hood and Logsdon (2002 pg. 888) argue that ethical treatment of employees also requires an attention to the rates of pay and the 'general standards for employee welfare'. In the London respondents, employee conditions were

mentioned as problematic in all respondents. On the other hand, Istanbul-based managers focused on the employees needs and want in order to create a more positive work experience. Crane and Matten (2010, pg. 316) show that society places different values on different kinds of jobs. Hence, low wages is not particularly unusual in this sector. However, the Istanbul-based managers seem to place a higher value on the employee, including wages. Notice another comment by a manager:

...personnel must be happy about their wages. We do not interfere with their tips and services changes that directly go from the customer to the employee...additionally the person who works with high performance is rewarded with extra money (T2).

Londoner group of employees are mostly students and are not professional waiters, per se. Hence, they might be more content to work with lower standards of pay and worker treatment. In Turkey, workers in the service sector are career-long employees in this sector. T2, T3, T4 are the most ethical participants in terms of their employee satisfaction, retention, occurrences of theft and other grievances as compared to group of L. The Istanbul managers seem more aware that their own ethical employee is a key factor in the performance of their employees. They look after their employees well in terms of business ethics. Especially, T1 referred to his high ethical standards with his explanation about the female customer propositioning him for sex.

4.3. Leadership

This part will include leadership matters, which was expressed by participants in interview. Ethical leadership is a key component of high performing organisation. As was discussed in the literature review, leadership is a combination of an act and a person. Therefore this section will examine the actions and experiences of these managers to see how their leadership has affected the working environment.

The Istanbul-based managers believed that their employee found them to be good leaders from their perspective also the employee find them friendly in the organization. The following comments show how these managers see themselves as leaders:

I do not behave bully to my followers, I do not hear anything directly but according to my followers they describe me friendly. They do not fear with me.' (T1)

I always consider that my staff' requirements and wants. My personnel are important as much as my customer. I always recognize to their shortcomings and mistakes but I do not attack them in that time. I prefer to interfere to them when they perform their selves well. That means that I catch them by their positive side. I do not break their motivation. If I do break their motivation, I believe that they cannot pull themselves up easily. This is also a positive side of relationship with employees.' (T2) However this respondent subsequently stated the following:

[my employees] liken me to an aftershock of an earthquake (he is smiling)... I cannot balance my voice in certain times but I do not upset anybody but everyone must follow hierarchical status in the workplace.

Generally, there is a distance between me and my personnel but they describe to me as friendly and fatherly. They respect me. You can achieve everything with a team whose are sufficiently motivated. If you do not motivate your staff, when you turn behind, everything can drop down. You must create real solid team in the organization and you need to trust to your employees.'(T3)

Hernandez et al (2011, pg. 1172) suggest that charismatic 'leadership theories emphasized the behaviours that allow such leaders to have exceptional influence over their followers.' Furthermore, they argue that cognition or perceptiveness and affect; that is, emotion or feeling, are techniques through which charismatic leaders are able to keep control. The Istanbul-based managers stated a number of points that coincide with this type of leadership. For example, T3 says that he keeps a distance between himself and his workplace however the employees are not really aware of the distance. It shows that the manager is able to disguise his strategy through showing charisma. Because, as Ciulla (2004) points out that charisma disguises the development of trust between employees and employers.

On the other hand, T2 claims to put staff needs and wants first. It shows that he is thinking more carefully about employee conditions in the workplace. This suggests that T2 is an ethical leader. He also displays what Hersey et al (2001) describes as the ability to diagnose and communicate. T2 recognises the shortcomings and mistakes of his employees (diagnosing) but also does not attack the employees and uses positive reinforcement (communication). This is in spite of the fact that his employees have nicknamed him as 'an aftershock of an earthquake'. Two of the managers mention the role of motivation in running a team. We will closely at this in the section.

Some of the respondents who are supervisors illustrated that there is distance between them and their managers; which can be interpreted as pressure authority.

My position remains in two hierarchy class between the bottom level and top level. I think that position is the most difficult one because you cannot make a decision freely...Our company is a big family-owned business and everything must approved by the boss and development remains according to his perspective, wants and ambition. This policy does not allow you to use your knowledge. (L1)

This shows that there is a limitation in the company. The distance between L1 and her senior managers is felt in different ways. Hence, she is not able to exercise leadership. Leadership is also not being exercised at the senior level because being a family-run business results in coercion. Ciulla (2004) suggests that people often confuse leadership with coercion. Distance is created through a strict hierarchy and maintained through a system where every item has to be approved by the boss. This behaviour diminishes motivation of supervisors and managers serving under the family head. It also undermines their level of confidence, but more importantly, the boss' behaviour undermines trust between the supervisors and the owners.

4.4. Motivation

This part will involve motivational efforts in work place and there will be an explanation for each group of manager's techniques. All participants want to improve their employee's work performance and they strive to motivate them by different ways. Some groups of leaders focus on their staff motivation, particularly their welfare while others did not appear care as much. Motivation perceptions of each group were different. The first group of data comes from interviews with the Istanbul-based managers.

I always make a wisecrack during service and meetings. My purpose is to make them happy and to present their smiles to the customer. This job is done by smiling to people. Our personnel earn extra service charge or tips, which is more than their salary. This is the most effective factor that motivates them. We provide them this advantage to motivate them.' (T1)

There is another motivation for them. Money! Your personnel must be happy about their wages. We do not interfere to their tips and service charges that directly come from the customer. This is the most powerful effective motivation way. We have meeting session every day before our service for 15 minutes. I briefing to them and end of that, I motivate them by my jokes. I make them laugh. To start with happiness is really important. Especially, in this job, smiling is really important.’ (T2)

I motivate my staff with money. I meant that they have tips and service charge with their monthly salary. Money is the most effective motivation way to your staff.’ (T3)

I trust them and they know it. I gave them responsibility. This motivates them because they feel their selves valuable and authorized. Also they take tips and services charges. They are happy about their salaries. Money is the most effective motivation way for the employee.’ (T4)

Using Herzberg’s two factor framework, it is clear that extrinsic factors are dominant in the Istanbul respondents. This is where rewards such as enhanced salaries (through tips and service charges going directly to the employee) create satisfaction for employees. This was a uniform response in all of the managers in Istanbul; however, notice the difference that T4 shows in that he gives employees responsibilities and helps them to feel valued and authorised. This response shows that intrinsic factors are being highlighted in this restaurant. Even so, money is still a motivating factor.

In this case, there is difference between the motivation perceptions of each group of participants. There will be other motivation technique, which will be less effective than current way for motivation. Notice the responses from the London respondents:

I always joke to them. Also I honour to them they feel like valuable. There is another effective motivation way that is money. But in our corporation, we cannot do that. They only earn their salary which is determined as minimum wage. Also some managers who are in higher position than me, they reduce staff’s motivation with bad comments.’ (L3)

Employees work as long period working time. Sometimes they work 12 hours in a day. And their salary is minimum wage and unfortunately, they cannot have so many amounts of service charge and tips. This affects their work performance. We cannot motivate them as enough in hard working conditions.’ (L1)

I think that my managers do not motivate to me. They just try to force me that work with high work performance. Sometimes, the staffs are assigned another type of duty such as carrying of tables, chairs, cleaning or watering the flowers.’ (L2)

Clearly their responses show that money is not a central part of motivation for employees. In some cases, tips and services are not passed on to the employee. Their responses also indicate that intrinsic factors are not motivating the employees. Hence, the question remains, how do these employees become or remain motivated?



Chapter 5: SUMMARY AND CONCLUSIONS

This chapter aims to bring together the entire research project and to answer the research question: How do different geographical contexts affect managers' perceptions of business ethics? Moreover, this chapter will discuss that research question and later on results of data analysis will be interpreted by the researcher.

The research questions aimed to reveal that Turkish managers' perception in term of business ethics in catering and food sector in Istanbul and London as well as the project intends to acquire whether there is certain different understanding (company's salary policy, workplace conditions etc.) of Turkish managers in these diverse countries. The literature review was contained by particular academic information (Chapter2).

The responses were categorized and interpreted under the subtitles of ethics, leadership, and motivation. The findings showed that Istanbul based managers appear to be more conscious about their employee's ethical conditions as compared to London based managers. There are a few factors that may explain this: Istanbul based managers were older and more experienced than the London-based group; the Istanbul based group have more consideration for employee's wants and needs, while London-based managers are more content to work with lower standards of pay and worker. Furthermore, although London-based managers employees have higher education background level than Istanbul-based group employees education background level. T2, T3 and T4 participants are the most ethical participants in terms of employee's satisfaction. Istanbul based group is more closely. Although both of groups use certain motivation techniques (money, to provide motivational conditions or behaviours etc.), London based group do not apply the most effective technique (money) for their employees. These results were identified that have an effect employee's work performance by some of the managers.

This study showed that the T2, T3 and T4 managers were the more ethical managers. On this basis, the study can provide some recommendations particularly to the London-based managers. It can be recommended to these managers or employers to develop ways increase their efforts for their employees. London-based manager increase the base salary from minimum wage to perhaps the London living wage. Employers seek to improve their

communication styles; this includes verbal and non-verbal communication. This would foster a better relationship with employees. Finally, London managers should ensure that tips and services charges distributions are clearly laid out in policy (employment contract). This will help to manage expectations. Ethical behaviour is a key ingredient in all of these recommendations (Bowie, 1999).



Bibliography

- Andrew, C. & M. D., 2004. *Business Ethics*. 3rd ed. NewYork: Oxford University Press.
- Armstrong, M., 1996. *Employee Reward*. 3rd ed. London: Cromwell Press.
- Arnold J., R. I. T. a. C. C., 1991. *Work psychology*. London: Pitman.
- Bass, B., 1985. *Leadership and Performance beyond Expectation*. NewYork: Free Press.
- Bennis, W., 1989. On Becoming a Leader. (*Addison-Wesley,Reading MA*), p. 89.
- Bennis, W., 1992. NPR-Marketplace. *USC Radio*, 7 September.
- Blanchard, K., 1998. The New Bottom Line. *Entrepreneur*, January , pp. 127-131.
- Bowie, N., 1999. *Business Ethics: A Kantian Perspective*. Oxford: Blackwell Publishers.
- Brenkert, G. G. L. , T., 2010. *The Oxford HandBook of Business Ethics*. NewYork: Oxford University Press.
- Burns, J. M., 1979. Leadership. In: NewYork: HarperTorch Books, p. 2.
- Carcary, M., 2011. Evidence Analaysis Using CAQDAS: Insights From a Qualitative Researcher. *Electornic Journal of business research methods*, 9(1), pp. 10-24.
- Cardoso, A. & R., 2012. Looking at the Past to Enrich the Future: Reflection on Klein and Myers' Quality Criteria for Interpretive Research. *Electronic Journal of Business Research Methods*, 10(2), pp. 77-88.
- Cavusgil, S. T., Knight, G. & Riesenberger, J. R., 2008. *International Business; The New Realities*. 2nd ed. New Jersey: Pearson.
- Charmaz, K., 2007. *The Sage handbook of grounded theory*. 1st ed. London: Sage Publications.
- Chua, J. H. C. J. J. S. P., 1999. Defining the family business by behaviour. *Entrepreneurship Theory and Practice*, 4(23), pp. 19-39.
- Ciulla, J. B. F. b. J. M., 2004. *Ethics, the heart of Leadership*. 2nd ed. Westport: Praeger Publisher.
- Collis, J. & H. R., 1997. *Business Research : A practical guide for undergraduate and postgraduate students*. 4th ed. London: Macmillan Press .
- Connock,S. and Johns, T., 1995. *Ethical Leadership*. London: IPD.
- Gardner, J., 1990. On Leadership. In: NewYork: The Free Press, p. 11.
- Geetu Orme, Carolann Ashton, 2003. Ethics-a foundation competency. *Industrial and Commercial Traning*, 35(5), pp. 184-190.
- Gini, A., 1997. Moral Leadership: An Overview. *Journal of Business Ethics*, 16(3), pp. 323-330.

- Gully, J. M. P. & M., S., 2012. *Organizational Behavior*. Ohio: Nelson Education Ltd.
- Harrison, M. r., 2005. *An introduction to business and management ethics*. London: St.Martin's Press, LLC and of Palgrave Macmillan Ltd..
- Hersey, P., H., B. K. & Johnson, D. E., 2001. *Management Of Organizational Behaviour: Leading Human Resources*. 9th ed. NewJersey: Pearson.
- Herzberg, F., 1966. *Work and the Nature of Man*. Clevleand. Republished 1974. Crosbly Lockwood Staples, London: World Publishing .
- Herzberg, F. & Mausner, B. & S. B., 1959. *The Motivation to Work*. NewYork: Wiley.
- Isen, A., 1987. Positive affect, cognitive processes and social behaviou.In. Berkowitz(ed).. *Advances in experimantal social pyschology*, Volume 20, pp. 203-253.
- Jago, G. A., 1982. Leadership: Perspectives in Theory and Research. *Management Science*, 28(3), pp. 315-336.
- Joyner, B. & Payne, D., 2002. Evolution and Implementation; A study of Values, Business Ethics and Corporate Social Responsibility. *Journal of Business Ethics*, Issue 41, pp. 297-311.
- Kracke, W., 1978. Leadership In An Amazonian Society. *Force and Persuasion*, p. 34.
- Lee, N. & L. I., 2008. *Doing Business Research ; A Guide to theory and practice*. Singapore: Sage Publications.
- M., A., 1996. *Employee Reward*. 3rd ed. London: The Cromwell Press.
- Macallan, H., 1997. *Motivating and Leading People*. London: Greenwich University Press.
- MacIntyre, A., 1984. *After Virtue; a study in moral theory*. 3rd ed. Notre Dame: Universty of Notre Dame Press.
- Mullis, L., 1996. *Management and Organisational Behaviour*. 4th ed. s.l.:Pitman.
- Ragin, C. C., 1987. *The Comparative Method: Moving Beyond Qualitative And Quantitative Strategies*. 1st ed. London: University of California Press.
- Richards, M., 1993. *Business Organisation*. 3rd ed. Oxford: NCC Blackwell Ltd.
- Richardson, J., 1993. Gender differences in responses to the Approaches to studying Inventory. *Studies in Higher Education*, Issue 18, pp. 3-13.
- Ronald Duska, Brenda Shay Duska, Julie Anne Ragatz, 2011. *Accounting Ethics*. 2nd ed. West Sussex: John Wiley& Sons Ltd..
- Rost, J., 1993. Leadership for the Twenty-First century. In: Connecticut, ed. Westpont: Praeger, p. 69.
- Sheehy, G., 1990. Character: America's Seacrh for Leadership. p. 311.
- Taylor, F. W., 1911. *Preinciples of Scientific Management*. NewYork: Harper.

W., T. F., 1911. *Principles of Scientific Management*. NewYork: Harper.

Warr, P., 1999. Well-being and the work place. In D. Kahneman. E . Diener and N. schwarz (Ed). In: *Well-being: The foundations of hedonic psycgology*. NewYork: Russell Sage, pp. 392-412.

Webley, S., 2002. *Institute of Business Ethics*. [Online]

Available at: www.ibde.com

[Accessed 7 January 2014].

Zaleznik, A., 1990. The Leadership Gap. *Academy of Management Executive*, 4(1), p. 12.



Appendix A

Interview Questions

- 1- *How old are you?*
- 2- *How many years work experience you have in this sector?*
- 3- *Which level of education you completed?*
- 4- *How your followers describe you?*
- 5- *You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?*
- 6- *To be a manager and leader, how many years you should be worked in your profession?*
- 7- *According to your experience, what does customer satisfaction mean?*
- 8- *Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?*
- 9- *Do you have any specific way to observe any problem by your costumer?*
- 10- *Do you agree that major business philosophy, which is 'The costumer is right anytime.'?*
- 11- *Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experiences?*
- 12- *Do you think that motivation is important?*
- 13- *Do you have any specific way to motivate your employee?*
- 14- *How often you organize meeting with your employees?*
- 15- *What it is talked about in your meetings?*
- 16- *Everyone do everything in your work place or all works are shared individually?*
- 17- *Are you happy with your salary?*

18- *When you employ a new staff, what is the first thing that you recognize on his or her?*

20- *In general, what is the level of education of your employees?*

21- *Do you have any training sessions to educate your employees?*

22- *Have you had a serious trouble with any of your employees or any of them behave you contumaciously?*

23- *Do you think that you have ever behaved to any of your followers unethically?*

24- *Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?*

25- *Do you think that your employees are charged with heavy-duty?*

26- *Do you think that your employees are operated much more than their weekly shift?*

Appendix B

Data presentation, evidence, analysis and discussion

Responder-T1

Corporation; *a Typical Restaurant (Private Corporation)*

Number of employee; *20 people*

Average Number of costumer (Weekly); *1500 people*

Position; *Head Manager*

System of Hierarchy; *1 head manager, 1 coordinator, 1 Captain and (rest) qualified personnel*

1- How old are you?

I am 52.

2- How many years work experience you have in this sector?

I have worked since 1975 and I have for 30 years work experience.

3-Which level of education you completed?

I graduate by Business Management from Anadolu University.

4- How your followers describe you?

I do not behave bully to my followers, I do not hear anything directly but according to my followers they describe me friendly. They do not fear with me.

Rather my followers respect to me. In any case, they abstain when they do something that makes me angry. Basically, there is an individual distance between each other.

5-You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?

Basically, there are two kinds of people in this position. One of those is educational and experienced. I am experienced one. I did not study and kind of hospitality program but I have long year work experience since I was 15 years old. Education is important but work experience more effective than education.

Also experience provides a powerful relationship between me and my employees.

6- To be a manager and leader, how many years you should be worked in your profession?

You should have worked minimum 5 years. But that is for assistant manager (a follower), not for head manager.

7- According to your experience, what does customer satisfaction mean?

It is a complex question. It depends on customer expectation. Well, we have a philosophical word for this. We say that 'quality attracts money, not money attracts money.' I agree with this. There is only one way to satisfy to customer that fulfils customer's expectation. Also delightedly work is an effective factor for customer satisfaction.

8- Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?

I have never faced with this kind of trouble so far.

Example; It generally happens with drunks but Once I discussed with a customer whose was a drunk customer. He claimed that we gave them wrong calculation of their bill (although it was true). I did not trouble with him. Then I said that we will check the CCTV After than they organized the bill to pay and they paid it.

As a principle, I do not discuss with customer whatever they say.

8- Do you have any specific way to observe any problem by your customer?

I do ignore whiter they behave unethically but of course I have a level of patience. I am always kind.

Is this your technique?

Yes, exactly. It is my technique.

9- Do you agree that major business philosophy, which is 'The customer is right anytime.'?

Definitely, I agree with that. Customer is right in any case. We must make them happy as much as we can. This sector is hospitality and catering and in this sector customer satisfaction means everything.

If anything happens that makes any customer upset in our corporation, we need to compensate this issue.

Example; A few days ago, a customer complained about her food that cooked very well done. She was really angry about that. Even she shouted to me. Firstly, I made her calm, after that I welcomed her complaint and I straightaway changed her meal.

My coordinator assisted to her and she left as satisfied from our corporation in that day. Well, this means a customer satisfaction.

10- Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experiences?

This is such a difficult question. Well . . . , there are some certain criteria to define it. Professionalism means to do your duty in any condition with minimum deficiency, maximum working performance in truest way according long years experiences.

Example; a customer order an item from the list (menu), which was removed from it, we ought to do it. We cannot refuse his or her requirement. Otherwise, we lose the customer.

11- Do you think that motivation is important?

Yes, I do. It is important and it is the most effective factor in terms of our employee's work performance. In this sector, our personnel directly face with the customer and they represent our company.

12- Do you have any specific way to motivate your employee?

I always make a wisecrack during service and meeting. My purpose is to make them happy and to present their smiles to the customer. This job is done by smiling to people.

Example; when I see a staff, whose has low motivation, I change his or her position. I give him or her to apposition that they will find a minimum opportunity to face with someone. One of my followers, he had crashed his car and he was really sad and aggressive. I did understand that and I changed his position in that day.

13- How often you organize meeting with your employees?

We always do meeting in the morning during preparation time. Duration of preparation is 2 hours and while we prepare, we speak about our issues.

14- What it is talked about in your meetings?

We always talk about their mistakes.

15- Everyone do everything in your work place or all works are shared individually?

No, all works are determined individually. All personnel know what their duty is.

16- Are you happy with your salary?

I have been as head manager in this corporation for long times. We are a family in here. I am happy work with these people so I do not mind my salary. It is not much, it is average amount but that's fine.

17- When you employ a new staff, what is the first thing that you recognize on his or her?

It depends on they are experienced or not. if they are not experienced. The first thing is their motivation. They work with low motivation. This happens because of repudiating of the job. So they make too much mistakes.

18- How do you manage this problem?

I generally stare them when they make too much mistakes then they understand, what I mean and if they still work with low concentration, then I tell them that they will be removed.

19- In general, what is the level of education of your employees?

The most of our personnel graduate by primary school.

20- Do you have any training sessions to educate your employees?

Yes, we do. Between 10 or 15 days, we train the employee and depending on their learning performance, we stage them.

21- Have you had a serious trouble with any of your employees or any of them behave you contumaciously?

No, I have not, never ever!

22- Do you think that you have ever behaved to any of your followers unethically?

Yes, I did. If anyone is, whose being wrong, we warn him or her. The trust is really important in this job and many abuse conditions can always occur. We have to make a strong and confidential relationship with our followers.

Example; we have a hotel section in next to our corporation. I take in charge in there as well. Once, an employee had accepted a bribe to give a room for a couple (criminal conversation). I identified that and I warned him and He's never done again. I did not imply any punishment or I did not behave bully or unethically. I took him to my own side. I did not scare or daunt him.

23- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

Yes, we have faced these kinds of situations. This cannot be accepted. If it happened, that means we have lack of control and trust about our staff.

Example; In this job, Service charge or tip is taken from the customer. Once, I recognized that till was closed with lacking. I watched for long time. He was not giving costumer's money change back to them. Finally, I did catch him and I said that he gives customer's money change back. He said that he forgotten that. I said him that I have watched him for 2 months. After that, we spoke with him privately. I did not work. He continued. I dismissed him.

I did not want to lose him but this is unacceptable condition. He repaid to stale money.

After that Unfortunately, my employee, whose I dismissed, he threatened to me but nothing happened. This was completely unethical.

Honesty must be in this job and we believe that we can manage everything with goodwill and friendship.

24- Do you think that your employees are charged with heavy-duty?

Yes, I do. Unfortunately, they earn not much.

25- Do you think that your employees are operated much more than their weekly shift?

We operate them up to their working capacity. To be honest, they cannot earn amount of money that they deserve it. I am talking about their statutory salary. Our personnel earn extra service charge or tips, which is more than their salary. This is the most effective factor that motivates them. We provide them this advantage to motivate them.

Responder-T2

Corporation; *Yıldız Technical University Recreational facility Restaurant*

Number of employee; *40 people*

Average Number of costumer (Weekly); *1500 people*

Position; *Head Manager*

System of Hierarchy; *1 service operation manager, 1 service chief, 1 Captain and (rest) qualified personnel*

1-How old are you?

I am 50.

2-Which level of education did you complete?

I graduate high school. I attended hospitality and catering program after the high school.

3- How many years work experience you have in this sector?

I have worked in this sector since 1984.

I did start to work as a runner and I was promoted to move up in my positions because of my work performance. In the last 10 years I have been working as a head manager in this kind of corporation. I did work for 12 years in Çırağan Palaca in İstanbul. I can say that I did learn

everything in my career. I also give consultation to Medipol Group to create and build a catering team.

4- How your followers describe you?

I always hear from my staff that I am a person who have an intrepid spirit and a person who like working and discipline person. Normally, they hesitate about me.

Example; I periodically organise checking of staff and work place condition at nights about 02:00 am. In the last week, I did catch them in swimming pool at night. This disquieted them. After that, When I came early time in the morning, I did catch them when they were having breakfast in customer service area.

I just explained them that it is not ethical in terms of our company rules. I always care of my staff requirements and wants also I always pay attention about their motivation. My personnel are important as much as my customer.

5- Do you provide to your employee staff food?

Of course, we do. There is a weekly menu for them. Also this menu is seasonal. It is changed seasonally. Menu, summer term is different, winter term is different. We make these seasonal menus to balance our staff performance. We know that is effective factor for them.

We cannot expect a good work performance from employee whose work unhappy in his or her job. Satisfaction of employee is important in this sector. Employees directly rule in work place in terms of facing with customer. Also we care about their health. If a personnel does not attend his or her shift, to find personnel instead of his/her is more costly for us.

6- How many hours your employees work in a day (average)?

They work maximum 9 hours in a day. Sometimes, in summer times we are really busy and in that time they work extra shift but we pay extra them.

When they work until late hours, we are still able to find something to eat in the kitchen. 10 % of food is extra prepared for them. End of the day, they meet at 01.00 am and they eat their food. Also, I offer them traditional Turkish drinks for them (Ayran and Lemonade). Also they have scheduled bus services at nights.

Addition, I organise an activity, which is about smoking addiction for our staff. They are recompensed with monetary award (150 TL).

7- Do you think that experience provides to you a pathway compared to education, which manage with useful solutions for the problems?

Well, education and experience influence each other. Experience means nothing without experience; education does not make sense without experience.

8- To be a manager in this sector, how many years should follower supposed to have work experience?

As you know, it depends on people but I think you must work minimum 5 years. That means you must be faced with all kinds of difficulties in the sector.

Example; if an employee does not attend on his/her shift in a busy day, you have to find someone instead of his/her. To be able to find someone, you must govern situation that you must know someone whose will provide a personnel for you to absorb to the problem.

9- According to your experience, what does customer satisfaction mean?

It means a point that your efforts and customer satisfaction meet in and you send your customer as they are happy off from your corporation.

10- Have you been in any serious discussion with any customer because of unethical behaviour of customers in your work place?

Yes, I have been.

Example; we have swimming pool service in our corporation. Our guests (customer) use that in summer time. Once, a costumer had a problem about another costumer because of lack of swimming equipment. Madam came while we were in a meeting. She completely ignored meeting condition and she shouted all of us about her complaining. I authorized to my coordinator about problem.

First of all, I did not take serious her behaviour and I preferred authorizing of my coordinator, because I was sure about him, he would manage problem by kind way. So that he did as I guessed.

11- Do you think that a major philosophy that is ‘the Customer is right any time’?

I and my team, we do not agree with that. We have a certain style and I trust to my team and I believe that we provide to our guest high customer satisfaction. If someone is not happy about us, we can try to satisfy them but we cannot do anything anymore.

In this case, we should be aware that a person who is employed in this organization that are secluded. We need to recognize they have their rights as well. We cannot perform them over their capacity. The customer is customer.

How do you describe professionalism?

It is to do right thing in right way with right practices.

12- Do you think that motivation is important and do you believe that motivation is an effective factor for work performance of your employees?

Definitely, it is the most effective factor.

13- Do you motivate your employee? If you do, you have specific way to motivate them?

We have meeting session every day before our service for 15 minutes. I briefing to them and end of that, I motivate them by my jokes. I make them laugh. To start with happiness is really important. Especially, in this job, smiling is really important.

Also, we care about their needs and wants, we try to provide ethical work place them. We believe that we work in here as a family. There is another motivation for them. Money! Your personnel must be happy about their wages. We do not interfere to their tips and service charges that directly come from the customer. This is the most powerful effective motivation way. Addition, a person who works with high work performance is rewarded with extra money.

In addition, I bought a first quality suit for my service manager to present him in work place to the customer well. Undress is really important for us in this job.

Also, we organize with my followers (managers) staff party and in this party, we service to the employee and their family. This motivates them as well.

To protect the rules in work place is really important. For example, in my ex-corporation is where I worked a short time. The boss did not follow our rules (smoking rules) and I gave the notice. Because I think that rules must be implied by everyone in the corporation.

14- Are happy about your position, salary and organization?

Yes, I am happy because this is my job. I start to work in this sector for this position. I love my job and this organization. To serve to the people makes me happy.

15- Have you ever had any serious trouble with your any employees? If you have been, what was the reason? And how did you behave to her/him?

I always see to their lacks and mistakes but I do not attack them in that time. I prefer to interfere to them when they perform their selves well. That means that I catch them by their positive side. I do not break their motivation. If I do break their motivation, I believe that they cannot pull their selves up easily. This is also a positive side of relationship with employees.

16- Have you faced any unethical behaviour by the employee in work place and do you behave to your employees as strident?

My employees respect to me rather to be afraid. But they abstain with me. Even they put a nickname to me. They liken to me an aftershock of earthquake (he's smiling). Nobody can see any rude behaviour, swearing or invective. First of all, there must be business ethics in the organization and people must be managed by this concept. I cannot balance my voice in certain times but I do not upside anybody but everyone must follow hierarchical status in work place.

If I must apology to someone, I do. I have tried to be good leader in my organization. I love my job.

Responder-T3

Corporation; *an Old Traditional Turkish Restaurant*

Number of employee; *20 people*

Average Number of costumer; *500 people*

Position; *Head manager*

System of Hierarchy; *1 head manager, 2 captain and 2 coordinator*

1-How old are you?

I am 51.

2- How many years work experience you have in this sector?

I have been in this sector for 34 years.

I worked cruise for 6 and half years and I worked in Çırağan Palace for 12 years in head manager position. Also I worked in Dedeman Hotel for 2 years. I worked in military officer's club.

3-Which level of education you completed?

I graduate high school. I am experienced not educational (not academically education) but I attended many different kinds of training program about hospitality such as team motivation, communication skill etc.

4- How your followers describe you?

Generally, there is a distance between me and my personnel but they describe to me as friendly and fatherly. They respect to me.

5-Do you think that experience provides to you a pathway compared to education, which manage with useful solutions for the problems?

Yes, I do. It is only factor that build your ability and managerial skill in your position.

6-To be a manager in this sector, how many years should follower supposed to have work experience?

I think that you must work minimum 10 years in this sector to be this kind executive.

7-According to your experience what does customer satisfaction mean?

For us, customer satisfaction means circulation of customer, advertisement and popularity where I work in there.

8-Have you been in any serious discussion with any customer because of unethical behaviour of customers in your work place?

It is inevitable in this sector. Of course, I have been in this kind of situation. I look at this situation from professional perspective.

I have my own solution and technique for these issues. I always empathize with people and this provides me a solution in communication with people anytime in terms of employee relationship and customers.

If I face with a problem, I do not run away. I go through the problem to solve it. A leader or manager must do like this.

I always positively interact to the conditions not negatively.

9-Do you think that a major philosophy that is ‘the Customer is right any time’?

Yes, I do. People, I meant the customer comes to your place to be satisfied with your service and your host so you must make them happy. If they do any wrong thing, you must ignore and you need to compensate their wants and needs.

How do you describe professionalism?

I think, a professional manager or leader is a team coach and to be in equal distance with everyone in work place. Also professionalism means to be experienced and have good communication skill in the organization and being aware of what you are doing.

I do not discuss with people. I try to directly reach to the solution.

10- Do you think that motivation is important and do you believe that motivation is an effective factor for work performance of your employees?

Yes it is really important. Leadership factor role important role in this case. A team leader must motivate his/her team. Because if he/she do a mistake, the company will pay a price so it must be careful.

11- Do you provide to your employee staff food?

Yes, we do. They have 3 meals food in the day. This is really important their work performance and motivation.

12- How many hours your employees work in a day (average)?

Firstly, you cannot force to your employees to work long and hard hours. They work maximum 9 hours in a day. They must hate you. But you can school a few high level employees and you can work with them as long hours.

13- Do you motivate your employee? If you do, you have specific way to motivate them?

You can achieve everything with a team whose are sufficiently motivated. If you do not motivate your staff, when you turn behind, everything can drop down. You must create real team solid in the organization and you need to trust to your employees. I do like that. We work in here as team with high work performance.

I make feel my staff that I trust to them .I do not keep them in waste of time and effort them. They know that they need to work in that time. I mean they know that they work in right time.

I do not despise and I do not force them too much.

Also, I motivate my staff with money. I meant that they have tips and service charge with their monthly salary. Money is the most effective motivation way to your staff.

What is the most effective factor that effect to the employee work performance?

Definitely, it is money.

14- Are happy about your position, salary and organization?

Yes, I am. If you are happy about your salary, that means you are happy about your position.

It includes for the employee.

Do you think that your employees are happy?

I think they are happy. They get what they deserve in here.

15- Have you ever had any serious trouble with your any employees? If you have been, what was the reason? And how did you behave to her/him?

No, I have not been any serious trouble condition so far.

16- Have you faced any unethical behaviour by the employee in work place and do you behave to your employees as strident?

No, I have not been. Never, ever!

I am sure, they respect to me.

17- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

No, I have not identified this kind of condition.

Responder-T4

Corporation; *High class restaurant and night club*

Number of employee; *94 people*

Average Number of costumer; *1500 (daily)*

Position; *head manager*

System of Hierarchy; *1 head manager, 1 supervisor and 4 system coordinator etc.*

1-How old are you?

I am 43.

2- How many years work experience you have in this sector?

I have been in this sector for 27 years and in the last five years I have been operating this corporation. We invested to the corporation 22 million euros.

I worked for 7 years in international cruise organization from the USA.

I also worked five starts international hotels, which are Dedeman and Conrad Hotel.

3-Which level of education you completed?

I graduate tourism and hotel management program. I improved myself on this way.

4- How your followers describe you?

My followers describe to me as kind and dominant person (There is a kind of a character is translated in English being kind and aggressive). I manage them a bit bully. In my opinion, they need to be afraid with you. So nobody can dare to trouble with me. I do not allow then. I lay off them.

My followers find me successful because I love my job. Hosting of people and serving to people cannot be named as a job. You must like it. This job is known as profession. From my perspective, this is a passion. I like chairs, tables and people.

5-Do you think that experience provides to you a pathway compared to education, which manage with useful solutions for the problems?

Of course, this is your direction that you will follow. It is really important.

6-To be a manager in this sector, how many years should follower supposed to have work experience?

It needs to be spend minimum 10 years in this sector.

To be a leader is not easy. You have big responsibility in terms of employees, business risks; competitors, customer satisfaction etc. in this case, experience gains important. When you face to an issue with your staff, you must make right decisions without thinking. You must solve straightaway. It means that you already have known everything.

7-According to your experience what does customer satisfaction mean?

Customer satisfaction means ensuring of customer wants and needs. That's it.

8-Have you been in any serious discussion with any customer because of unethical behaviour of customers in your work place?

As a principle, I do not discuss with customer. In general, I do not face to the customer because of my position. If I do, probably I would kindly offer that they should leave. Because we have our own principle in here that everyone need follow. This place is prestigious corporation.

9-Do you think that a major philosophy that is 'the Customer is right any time'?

Yes, I do think the customer right any time.

People buy something in the market. Someone buy a car, someone buy another thing. In our place, people buy our service, tolerance and quality. So they are right anytime. We must nicely serve them even though they behave capriciously.

10- Do you think that motivation is important and do you believe that motivation is an effective factor for work performance of your employees?

I think that is depends on people. Some people need handle with kind of gloves, someone do not. You need balance them. But motivation is important anyway.

11- Do you provide to your employee staff food?

Of course, they have staff food that is scheduled weekly. You should look after them very well to take a good work performance.

12- How many hours your employees work in a day (average)?

They work maximum 9 hours. But I am always in here to be a leader. I come to work 12.00 and I leave 02.00 am.

13- Do you motivate your employee? If you do, you have specific way to motivate them?

Yes, I do. I trust them and they know it. I gave them responsibility. This motivates them because they feel their selves valuable and authorized. I speak them sometimes to explain their lacks of ability and I encourage them.

Also they take tips and services charges. They are happy about their salaries. Money is the most effective motivation way for the employee. In addition, I have a determination, in the first 3 months , employee work with high work performance, and after 3 mouths their performance decrease then you need force them or motivate them. It is about your business ethic. I always prefer to motivate them.

14- Are happy about your position, salary and organization?

Yes, I am. I am aware that we service to the most known and the most respected people in Istanbul. And we do a serious job in here.

15-- Have you faced any unethical behaviour by the employee in work place and do you behave to your employees as strident?

As I said before, I do not discuss people. I choose my personnel and I know a person who will work in my team. I do not make any concession to a person who will discuss with me or with our guess.

Do you shout to your personnel?

Normally, I do not. But sometimes I shout to my followers. I trust my follower and I do not accept mistake and when I am angry with someone, they know the reason and they agree with me.

Does your employee's happiness important for you?

The most important matter is their happiness. I strive to motivate them for example I speak to my followers and I buy a drink and I share my knowledge and experience with them.

16- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

Yes, I have been. And immediatly, I dismissed him. You have to do it otherwise you will be made concession.

If you are a leader, you must have plan b that I can gather a new team in an hour if I need a team. If a manager or leader cannot do this, to be a manager does not make sense. To be able to do this plan, you must be improved by communication skill, personal skills etc.

London part

Responder-L1

Corporation; *Restaurant*

Average Number of costumer; *500 people (in a day)*

Number of employee; *20 people*

Position; *Supervisor*

System of Hierarchy; *3 managers, 2 supervisors, 1 captain and etc*

1- How old are you?

I am 28 years old.

2- Which level of education you completed?

I graduate by an undergraduate program, which is tourism and hospitality management from Cumhuriyet University. Also my high school program was tourism vocational high school.

3- How many years work experience you have in this sector?

I have worked for 6 years in this sector. After the graduation, I came straightaway to London. I did start to work in here.

4- How your followers describe you?

I always hear about that I am friendly. I always try to do this job as a professional. I was educated for management and human relations are really important for the management. My followers like me. My position remains in two hierarchy class between bottom level and top level. I am supervisor. I think my position is the most difficult one because you cannot make a decision freely. I have a few managers whose I need to confirm my decisions from those and of course from the boss. So in this case, I have tried to work with patience and kindly with my workmates so far.

5-You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?

Experience is indispensable matter in the work life but education is the most effective factor that improves you. I think to a professional in your career, you must be educated about your profession. Also you need to love your job, you should happily work.

6- To be a manager and leader, how many years you should be worked in your profession?

Well . . . It depends on you, everyone has their own improvement level but I think it must be minimum 3 years. I did step up 4 years later.

But there is an important point in this case. Our corporation is family corporation so all decisions are determined from one person whose is the boss. So if he wants to someone promote, someone can be promoted as a manager in our company. I did see something that someone became a manager in only one and half years although they do not have managerial experience in the sector.

7- According to your experience, what does customer satisfaction mean?

The customer satisfaction, it means if your customers leave with smile from your corporation or organization and if they come back to your organization, it shows that your customers are satisfied in your organization. This is customer satisfaction.

Our company has certain principles and we must satisfy to our guest. We perceive to the customer as a guest. We serve to them as they are a guest who comes to your home.

8- Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?

Yes, I have been a serious discussion with a customer because of an accident during service. One glass red wine poured on the customer's. She got really angry about that. I tried to make her calm. She did shout to me. Then I explained to her that is normal and it is able to happen any time in this kind of organization and I added that I got really sorry about it.

9- Do you have any specific way to observe any problem by your costumer?

Of course I have a few practices. I always ignore reactions of the customer in this kind of circumstance and I did trifle her shouting in that time. I offered to pay her damage.

In these kind of conditions, we must be in control and we need to think carefully as a professional. So I need to be respectable toward to the customer.

10- Do you agree that major business philosophy, which is 'The costumer is right anytime.'?

Well..... It is difficult to answer the question. There are some situations that the customer is definitely right; there are certain situations that they are not right.

But this is business so in the business, the customer is right anytime. Such is business. Supply and demand are conditioned by customer's satisfaction and happiness.

11- Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experience and knowledge's?

I think professionalism is important. But in this corporation, which I have worked set at nought the professionalism. Our company is a big family corporation, which is one of the biggest Turkish cuisine company in London and everything must be approved by the boss and development remains according his perspectives, wants and ambitions. This policy does not allow to you to use your knowledge. Also that means you cannot do anything about your job and our boss has not any academic educational background about this type of profession. He benefits only experience that he did have to learn on the time.

The situation is like this in London. Restaurant sector is processed by people who educated by irrelevant type of profession. I meant these people generally do not do their own profession in this sector in London so this inhibits being professional in the sector in London. Also it results certain unethical conditions.

12- Do you think that motivation is important?

It is the most significant factor on this job.

13- Do you have any specific way to motivate your employee?

Unfortunately, I do not think that we effort ourselves to motivate them so much. Our abilities are limited by company management. As personal, I can say that I motivate them by a few words such as jokes and witticism. As you know that the most effective way to motivate to the employee is the money but we cannot satisfy our staff by finically.

14- How often you organize meeting with your employees?

It is organized as three times in a year.

15- What it is talked about in your meetings?

In general, we talk about complains of management about the employee. Managers inform to personnel about their lacks and mistakes.

16- Everyone do everything in your work place or all works are shared individually?

Managers usually try to respond to the employee what they can do as much as can do in organization. This increases workload for staff.

17- Are you happy with your salary?

I am happy about my position but I am not happy about my salary. It does not match according my efforts about my job in this company.

18- When you employ a new staff, what is the first thing that you recognize on his or her?

They always are carelessness. They make too much mistakes.

19- How do you manage this problem?

I usually take over this with passion and I always warn them about to be careful and I try to motivate them on positive way. Sometimes, I bully behave to do them work but I never upset them.

But, I cannot say that my managers are like me. As I said before, I have a few managers who assign me and when I made a mistake, unfortunately they behave to me really rude and they are unkind.

They say something that must be said at worst but they say these words at the first. It inherently causes losing of motivation and they do not care about it. In this case to be a professional can appear like to do your job very well in unmotivated work conditions. I mean that even through your leaders or managers behave to you or your followers really bully and rudely, you still continue to work high work performance, it means that you are professional.

20- In general, what is the level of education of your employees?

The most of them graduate by undergraduate level and some of them study master degree level.

21- Do you have any training sessions to educate your employees?

Yes, we train them around 10 days to prepare them being worked.

22- Have you had a serious trouble with any of your employees or any of them behave you contumaciously?

No I have not. My relationship is really good with my followers. They like me.

23- Do you think that you have ever behaved to any of your followers unethically?

I do not think so. I always try to be fair for them.

24- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

No, I have not. These kinds of conditions never happen in our organisation.

25- Do you think that your employees are assigned with heavy-duty?

In general, they work as long period working time. Sometimes they work 12 hours in a day. And their salary is minimum wage and unfortunately, they cannot have so many amounts of service charge and tips. This affects their work performance. We cannot motivate them as enough in hard working conditions.

Responder-L2

Corporation; *Restaurant*

Average Number of costumer; *200 people*

Number of employee; *30 people*

Position; *head manager*

System of Hierarchy; *2 head manager,2 supervisor, 1 captain*

1-How old are you?

I am 31 years old.

2- Which level of education you completed?

I graduate undergraduate program, which is business management from Anadolu University.

3- How many years work experience you have in this sector?

I have worked for 4 years in this sector.

4- How your followers describe you?

They find me really friendly. I approach this matter more friendly. I think they find me respectable I mean I always hear from them like that.

5-You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?

I think the experience is enough to do this job. Compered to academic theories and practices, work experience is more effective and important in this job. I completely learned this job from my leaders and my experiences. Also the most of my managers did not graduate from any program that is tourism and hospitality management or any related academic program. So I believe that can be successful with experiences in this job.

6- To be a manager and leader, how many years you should be worked in your profession?

I think that there must be minimum 1 year working experience. It is enough time periods to be managerial management level in this corporation. Also it depends on your relationship with the boss and other top managers. He makes decision about everything. If he wants to make you manager, you can be manager.

7- According to your experience, what does customer satisfaction mean?

Our corporation does not have any customer satisfaction policy but I undertake a mission anyway. The company policy requires to us that is keeping population of customer on same rate. So this only can possible with circulation of customer. So we always follow up customer expectation.

I think, customer satisfaction means that you perform customer request before they order to you.

8- Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?

Yes I have been. Because of customer unacceptable harsh words I behaved really rude to the customer.

Example; once, I was really busy night. I had been served a pint glass of beer. The glass was not traditional pint glass but amount of beer was same compared to pint glass. Customer argued about this condition. He said that it is not same amount beer with glass of pint glass. I said him like 'this contains same amount of beer in it.' He did not believe to me and I did bring a pint glass and I did proof it to convince to me. After that customer said like 'you are clown' and said to him 'you are idiot'. It was not true. It was a scandal and it was not ethical.

My attitude was not ethical in this case. I agree with this but problem was that I was tired and stressful because of long hour working time. I used to work 12 hours in the day. And I used to serve 50-55 people in m section. This is big amount of people, which you serve them.

9- Do you have any specific way to observe any problem by your costumer?

I am always patience but it is limited. Patience is my way to solve the problem about customers.

10- Do you agree that major business philosophy, which is 'The costumer is right anytime.'?

I do not think so. I do not agree with that. All corporations have their own principles and we have principle in our company. I know that we must satisfy our customer but the customer cannot despise to anybody in here. Customer can behave capriciously or get spoiled. We can tolerance that but we cannot tolerance to despisement.

11- Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experience and knowledge's?

To be honest, professionalism is not important for us in this job. We only try to provide a broad customer population. The importance is your relationship with boss and top managers. If you show yourself that you work well. It can be enough. I think they do not care that you work as a professional or not.

I define professionalism such as working according to business ethics rules in terms of customer and employees.

12- Do you think that motivation is important?

Yes, I do. Motivation is really important for personnel. Especially in this job is really important.

13- Do you have any specific way to motivate your employee?

I motivate to my staff with money. I give them a little rate of service charge. It motivates them. This is my way to motivate them. Also I always joke them to increase their work performance and I think they enjoy it.

But I think that my managers do not motivate to me. They just try to force me that work with high work performance.

14- How often you organize meeting with your employees?

We organize our meeting in 6 months.

15- What it is talked about in your meetings?

We always talk about lacks of staff about their work performance.

16- Everyone do everything in your work place or all works are shared individually?

Sometimes, the staff is assigned another type of duty such as carrying of tables, chairs, cleaning or watering the flowers.

17- Are you happy with your salary?

No, I am not happy about my wage. I am happy about my position. Compared to my efforts, my wage is really less.

The personnel cannot benefit company's staff food service. The boss says that he does not have to provide to his employees a staff food service.

Also management has not given to the staff a different staff's uniform for 4 years. All these things show that value of the employee is not considered by the management.

18- When you employ a new staff, what is the first thing that you recognize on his or her?

They always make mistakes about serving food or drink to the customer. They cannot focus on their responsibilities. I think they feel like worthless and I try to observe this issue.

19- How do you manage this problem?

I am always penitence with them. I do not warn them on negative way. I try to motivate and prompt them to do on right way.

20- In general, what is the level of education of your employees?

The most of them graduate from undergraduate level. Some of them study post graduate program. They work to be on one's own. These job not their profession. The boss knows that and they are cheap employees for him. This is our corporation strategy.

21- Do you have any training sessions to educate your employees?

Yes, we train them as partly and 10-15 days.

22- Have you had a serious trouble with any of your employees or any of them behave you contumaciously?

Yes, I have. Once, I accidently hit my workmate. She reacted in a weird way. She did shout me and she said that it was not an accident and you hit me on propose. She was crying. I did not understand at the first. We spoke to my managers. Later on, I just recognized that she was really stressful because of heavy work conditions.

Sometimes, especially Christmas and summer time we are really busy and employees work 12 hours in a day.

Also I discussed with my managers about their working policy. They did try to run to me on different job, which I should not do it such as horticultural or coolie. I did not work on these types of job. And they decreased my working times to decrease my wage.

23- Do you think that you have ever behaved to any of your followers unethically?

I do not think that I have behaved them rude, bully or indignity.

24- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

Yes. I did. Once, one of staff did steal money from tip box. I did catch him and I friendly warmed him and he did steal again so we fired to him.

25- Do you think that your employees are assigned with heavy-duty?

Yes, I do. They work more than 10 hours in a day. And they are always forced by managers because they are forced to work with more than their capacity. In addition they are satisfied by money.

Responder-L3

Corporation; Turkish Restaurant

Average Number of costumer; 500 people (daily)

Number of employee; 50 people

Position; supervisor

System of Hierarchy; 1 head manager,4 supervisor, 1 captain

1-How old are you?

I am 30 years old.

2- Which level of education you completed?

I graduate by business management.

3- How many years work experience you have in this sector?

I have worked for 3 years in this sector.

4- How your followers describe you?

My followers describe me as a hardworking. They have a relationship between each other as friends. There is a distance each other, they quite respect to me so they like me.

5-You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?

Academic education of this profession is important in this sector. You must be educated by theoretical practices before experience so experience is supported by education. You can improve yourself it creates an opportunity to be professional.

Consequently, only experience is not enough for solutions.

6- To be a manager and leader, how many years you should be worked in your profession?

I think, 1 year is enough to be a leader in this job. I got a supervisor end of the one and half years.

7- According to your experience, what does customer satisfaction mean?

There is a process that is customer get in to your work place and leave from your work place. Between these time periods, all expectation of customer must be provided to them and if the customer is happy, it means that the customer is satisfied. It does not matter how do you do this. This is customer satisfaction.

8- Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?

Yes, I have been a few times in this kind of discussion with customer.

Example; once, we had a group of customer. They had group menu, which they eat sets of Turkish meze and meals menu. After group of people came, one more person attended to table. Gentlemen ordered only one meal. After serving his meal, he did finish his meal and he did call waiter and he did complained about his food. He had not wanted to pay it. He did argue with waiter and he did call me. I just said to me that he needs to pay that. He was shouting to me but I was right and he did know it. Finally, he did pay it.

9- Do you have any specific way to observe any problem by your costumer?

Yes. I am always kind to the customer. I am calm, cool and respectful for them.

10- Do you agree that major business philosophy, which is 'The costumer is right anytime.'?

Yes, I agree. The customer is right anytime. They come to your organization to buy your service and food. This makes them right anytime. We must be kind to them anytime and we must know their expectations.

11- Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experience and knowledge's?

Professionalism is important for me but for this company, which I have worked that does not look important. I define professionalism like to do your job according the ethical rules. To do everything right for everyone in the workplace.

In my opinion, I cannot do my job as a professional. The corporation and its policy does not allow to me. The coaction effects to the employee in here. They do not consider professionalism.

Also, this job is not chosen by people who are educated in tourism and hospitality management or restaurant management. People must be doing this type of job in London.

The most of Turkish managers had not been imagined to be a restaurant manager in their future.

12- Do you think that motivation is important?

Motivation is a key word for this job. It is the most important thing. We are in action as face to face with our customers. In serving sector, it is really important. It directly effects to working performance.

13- Do you have any specific way to motivate your employee?

I always motivate my staff with funny words. I always joke to them. Also I honour to them they feel like valuable. There is another effective motivation way that is money. But in our corporation, we cannot do that. They only earn their salary which is determined as minimum wage.

Also some managers who are in higher position than me, they reduce staff's motivation with bad comments.

They know that the most of the employee are student and they have to work so they relax to behave to the employee.

14- How often you organize meeting with your employees?

Every 2 months.

15- What it is talked about in your meetings?

We always talk about customer. I think we do not talk about staff problems. Managers do not focus working performance. When they see any decreasing of performance, they force to the staff.

16- Everyone do everything in your work place or all works are shared individually?

No. Number of staff is not enough for our branch. We try to run to the organization with less people. That means everyone do everything.

17- Are you happy with your salary and your position?

I am happy about my position but I cannot say same thing about my salary. It is less.

And also I do not think that personnel are happy about their salary. There is a heavy responsibility for us (supervisors) because we are between employee and managers.

Motivation part is our responsibility for the staff. They are not satisfied about their wages and it is really difficult to motivate them. Sometimes we discuss each other.

18- When you employ a new staff, what is the first thing that you recognize on his or her?

Personal hygiene and careless, Unwillingness occur a lot of mistakes and major problem is lack of employee satisfaction.

Also, heavy working conditions make staff tired. Some time we have to be giving them unrelated jobs to them. This affects them their working motivation.

19- How do you manage this problem?

I just try to motivate them with my friendship. There is nothing to do.

20- In general, what is the level of education of your employees?

The most of personnel graduate by undergraduate level.

21- Do you have any training sessions to educate your employees?

Yes, we have but it is not my part so I do not know what exactly trainings are.

22- Have you had a serious trouble with any of your employees or any of them behave you contumaciously?

I always try to be kind for them. I do not upset them especially female employees. I never shout to them.

But I discussed with an employee once. I faced to rebellious act by the employee. Firstly, I did try to ignore it but he was so angry. I did have to finish his shift in that day. I think it was not about employee. It was about our corporation working policy. He was watering the flowers in outside.

23- Do you think that you have ever behaved to any of your followers unethically?

No I do not think so. I never behaved anybody in here unethically.

24- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

Yes. In fitting room, robbery happened. Someone stole cigarette and money. We could not find it who did steal them.

Also someone stole money from tips box, and we straightaway removed him.

Responder-L4

Corporation; *Turkish Restaurant*

Average Number of costumer; *150-200 people*

Number of employee; *30 people*

Position; *Head Manager*

System of Hierarchy; *1 head manager, 4 supervisor and 1 captain*

1-How old are you?

I am 29 years old.

2- Which level of education you completed?

I graduate by tourism and hospitality management and after my undergraduate program in Muğla University, I came to London and I graduate postgraduate program, which is business management in London Docklands Academy College.

3- How many years work experience you have in this sector?

I have worked for 4 years in this sector.

4- How your followers describe you?

I am head manager in our corporation and there is a distance between me and my followers. There must be distance to carry on a successful relationship with your staff. But I hear something about me. They find me little bit bully. But I think, I must be like that. So they stay in certain distance with me and they find me as a hardworking person.

5-You think that work experience or education is that an effective factor for to find easily a solution for problems in work place?

I completely adopted this job with negative and positive side. So in this job first of all, I think you need to be educated by academic study. After that you need to have experience. So there must be both on you.

6- To be a manager and leader, how many years you should be worked in your profession?

I think you need to work minimum 1 year in this sector.

7- According to your experience, what does customer satisfaction mean?

Customer satisfaction is about your reputation. If customers are satisfied, they should come back. Conversion rate determines the customer satisfaction.

8- Have you been in any serious discussion with any customer because of unethical behaviour of customer in work place?

Yes. I did discuss with a customer. A customer did like his meal and he made complain about everything. It was not about food. I just said him that I was really sorry and I did apology. I did not say anything. I removed his bill and I added that we could not satisfy you with our service. His behaviour was completely unethical but I ignored.

9- Do you have any specific way to observe any problem by your costumer?

Ignoring is my technique. In this kind of condition, you need to be patience.

10- Do you agree that major business philosophy, which is 'The costumer is right anytime.'?

I do not agree with that. We always tolerance them but we have principles. We follow ethical rules. We serve them with our goodwill but if they despise us, we cannot accept that. So the customer can be right, only when they need to be right.

11- Is the professionalism is important for you in terms of business ethics? How do you define the professionalism according your experience and knowledge's?

I cannot call myself as professional. Sometimes I behave emotional to my followers. I believe that business professional life does not accept emotion. Although I should behave emotional, I do. I like them.

12- Do you think that motivation is important?

Yes. Motivation is really important.

13- Do you have any specific way to motivate your employee?

Yes. I always try to motivate them. There are a few ways for motivation. First one is joking. Second one is money. I try to give them little rate of tips but unfortunately it is limited by the boss. We have to confirm everything from the boss and third one is I try to satisfy them with their private wants.

14- How often you organize meeting with your employees?

We do not have any meeting time period. In general we meet in every 4 month.

15- What it is talked about in your meetings?

We usually talk about serving to customer. I tell them what they need to do and what they do not do. And I motivate them.

16- Everyone do everything in your work place or all works are shared individually?

I believe that if an employee knows everything in work place, he/she can be successful easily. Sometime I transfer them to bar section sometime in the floor. Also I believe that it motivates them.

17- Are you happy with your salary and your position?

Yes, I am happy about my position and my wage.

18- When you employ a new staff, what is the first thing that you recognize on his or her?

Yes. We have some problems about their performance. I try to cover the problem with training sessions.

19- How do you manage this problem?

Patience is the most effective solution. I do not try to upset them but sometimes I do.

20- In general, what is the level of education of your employees?

The most of the employee is on undergraduate level. Some of them study at postgraduate program. They are also student.

21- Do you have any training sessions to educate your employees?

Yes, we do not have any certain period of training. But when they first come, we start to train them until they are learned.

22- Have you had a serious trouble with any of your employees or any of them behave you contumaciously?

Yes, I did. In our corporation, before I gained manager. My manager behaved to me really rude. Even I could say that it was unethical which contains insult. I reacted to this behaviour such as 'you cannot talk to me like that.' And we could not manage to this problem. After that I changed the branch, where I have been working in. unfortunately, staff relationships are not recognized in our corporation. I think, people are not happy on this job in London.

Also personnel work condition can be really hard in some times. They work long hours (12-13 hours) if it is compared to their wages, the salary is really less and work is really heavy. This occurs stressful working time.

23- Do you think that you have ever behaved to any of your followers unethically?

To be honest, I get tough them in work place. But I make up them. I do not think my behaviours are unethical.

24- Have you ever identified any unacceptable condition such as theft condition etc. by your employees? What are your policies of these kinds of conditions?

Yes, I did once. I used to hear stealing money from tips box and I watched the CCTV and I identified it. I warned him but he continued that. Finally, I fired him. This is our company policy and I applied the policy.

