CHAPTER 3
MODERN MANAGEMENT TECHNOLOGIES

ETHİCAL ISSUES AND ETHİCAL LEADERSHİP İN TOURİSM AND ACCOMMODATİON BUSİNESSES

Erhan Kılınç[1], Recep Yücel[2], Şebnem Yücel[3]

[1]*Doctor, Associate Professor, Beyşehir Ali Akkanat Business Faculty, Selçuk University, Turkey, e-mail: erhankilinc@selcuk.edu.tr https://orcid.org/0000-0002-2065-2407*
[2]*Doctor, Professor, Faculty of Economics and Administrative Sciences, Kırıkkale University, Turkey, e-mail: akademik71@gmail.com, https://orcid.org/0000-0002-4755-417X*
[3]*Doctor, Professor, Health Sciences Faculty, Selçuk University, Turkey, e-mail: sebnemaslan27@hotmail.com, https://orcid.org/0000-0003-2135-242X*

Abstract. *This study explores the ethical challenges and significance of ethical leadership in tourism and accommodation businesses. Recognizing the pivotal role of the tourism sector in economic development and global entrepreneurship, the research highlights the critical need for sustainability and social responsibility. Ethical leadership, characterized by guiding moral principles and fostering a positive organizational climate, is identified as a key factor in enhancing employee satisfaction, reducing turnover, and improving corporate reputation. The research aims to examine the interplay between ethical issues and leadership in the tourism and accommodation sectors, emphasizing the importance of sustainable practices and proposing a framework for ethical leadership. The study employs a comprehensive literature review to identify ethical concerns and assess the impact of ethical leadership. It incorporates insights from interdisciplinary research and theoretical frameworks, including social learning theory and organizational behavior models. Ethical leadership emerges as an essential component for addressing challenges such as environmental impacts, social responsibilities, marketing ethics, and workforce issues. The findings indicate that ethical leadership fosters sustainable practices, enhances employee commitment and performance, and supports responsible tourism development. The study underscores the necessity of embedding ethical leadership in tourism and accommodation sectors to promote long-term sustainability and stakeholder trust. It highlights the need for an ethical framework encompassing leadership, data management, marketing ethics, and corporate social responsibility. Further investigation is encouraged to develop practical applications of ethical leadership, explore its cross-cultural dimensions, and integrate ethical considerations into tourism and hospitality education curricula. This research could provide actionable strategies for advancing ethical practices in the sector.*

Keywords: *tourism, accommodation sector, ethical problem, ethical leadership.*
JEL Classification: I31; L 83
Formulas: 0; fig.: 1; tabl.: 0; bibl.: 47

Introduction. This study addresses ethical issues and the importance of ethical leadership in tourism and accommodation businesses. Undoubtedly, the tourism sector plays a significant role in the economic development of countries and holds an important place in global business and entrepreneurship. On the other hand, ethical issues and leadership play a critical role in operating in a sustainable and responsible manner. Ethical leadership includes leaders modeling appropriate behaviors for their followers and encouraging those behaviors. Additionally, ethical leadership has positive effects, such as increasing workforce satisfaction, reducing turnover intentions, and strengthening the reputation of companies. Therefore, in the tourism sector, ethical leadership is also very important in terms of environmental sustainability and social responsibility. However, ethical concerns in tourism manifest in various areas, such as the unethical use of destinations, environmental impacts, and sustainability issues. In conclusion, ethical leadership and responsible tourism practices are vital for the long-term success and sustainability of the sector.

Literature Review. Accommodation businesses are an integral part of the global economy; the tourism sector is one of the largest global industries and a major provider of employment. Therefore, the rapid growth and economic benefits of this sector in tourism are one of the issues that need to be addressed, as well as ethical issues that highlight the provision of sustainable and responsible practices. Ethical leadership in accommodation businesses includes guiding principles and behaviors that affect the behavior of employees and organizations in the sector and shape the moral climate of the sector. Moreover, ethics in accommodation businesses is an important issue and necessity both theoretically and practically. Therefore, ethics is a necessary element for professional success and is examined in different dimensions in the tourism literature (Madanaguli et al., 2021; Myung, 2018; Swanger and Gürsoy, 2010). However, it is stated that the research conducted in this field is insufficient and has some deficiencies (Knani, 2014; Myung, 2018).

Aims. The research aims to examine the interplay between ethical issues and leadership in the tourism and accommodation sectors, emphasizing the importance of sustainable practices and proposing a framework for ethical leadership.

Methodology. The study employs a comprehensive literature review to identify ethical concerns and assess the impact of ethical leadership. It incorporates insights from interdisciplinary research and theoretical frameworks, including social learning theory and organizational behavior models.

Results. The main areas explored in the article include:
- ethical leadership;
- ethical concerns and ıssues in the tourism and hospitality business;
- ethical ıssues and ethical leadership in tourism and accommodation businesses;
- an ethical framework for tourism and accommodation businesses.

Ethical Leadership. Ethical leadership is a leadership concept in which leaders convey their ethical practices to their followers through communication, exhibit normatively appropriate behaviors, and encourage these behaviors to their followers (Brown et al., 2005). This leadership approach has attracted the attention of researchers from all disciplines who emphasize the importance of leaders being ethical, due to the scandals that have emerged in recent years (Brown and Mitchell, 2010). Same

leadership is an emerging leadership construct that also has a moral dimension and is similar to spiritual, authentic and transformational leadership (Brown and Treviño, 2006). Consistent with social learning theory, ethical leadership assumes that people learn by observing the behaviors and values of trusted role models (Dust et al., 2018).

Ethical leaders exhibit ethical behaviors that are affected by three basic factors such as personality traits, moral development and situational factors (Lussier, 2017; Lussier and Sherman, 2009). Additionally, ethical leadership includes consistent behavior, influence process, and self-transformation, including the leader's motivations, influence process strategies, and internal power (Kanungo and Mendonca, 2012). Ethical leadership is characterized by behaviors that are different but related to other leadership structures, such as thoughtfulness, honesty, trust in the leader, interactional justice, and socialized charismatic leadership (Brown et al., 2005).

Ethical leadership also has four aspects such as character/integrity, altruism, collective motivation and encouragement. These are accepted important and universal for effective cross-cultural leadership (Resick et al., 2006). In a research conducted; ethical leadership was positively related to leaders' agreeableness and conscientiousness, and followers' psychological safety perceptions had a partial mediating role in this relationshi(Walumbwa ve Schaubroeck, 2009).

Ethical leadership involves following correct values, actions, behaviors, having high integrity, and communicating assertively. It also ensures organizational commitment and identification of followers (Sharma, Agrawal and Khandelwal, 2019). Ethical leadership also increases employees' job satisfaction and job performance but reduces their intention to leave. It is an extremely important result as it reduces the intention to quit and is a critical factor in maintaining a productive and stable workforce in tourism (Kaptein, 2019). The presence of ethical leadership can increase the effects of corporate social responsibility on firm reputation and performance and emphasize its role in achieving positive results for tourism companies (Tuan and Ngan, 2021).

Ethical leadership is seen as a concept based on ecological impacts, marketing, sustainable development, humanitarian and social concerns (Payne and Dimanche, 1996). Ethical leadership is a leadership concept in which leaders convey ethical practices to their followers, encourage them, and demonstrate normatively appropriate behavior. This type of leadership is an emerging leadership structure with a moral dimension. Therefore, it is similar to spiritual, authentic and transformational leadership.

Ethical leadership can positively affect the attitudes and behaviors, organizational commitment, job satisfaction, job performance, turnover intentions and company reputation of tourism company employees. Ethical leadership can also enable tourism companies to be responsible for issues such as ecological impacts, marketing, sustainable development, humanitarian and social concerns. On the other hand, in addition to the modern view that ethical leadership is an important element of effective leadership in Western countries, it also reflects the thoughts of ancient thinkers such as Aristotle and Plato (Ruiz-Palomino et al., 2011). In summary, ethical leadership plays an important role in the ever-developing tourism and accommodation industry.

Ethical Concerns and Issues in The Tourism and Hospitality Business. The tourism and hospitality industries face a range of ethical issues, from environmental

and social impacts to corporate social responsibility and ethical standards. Ethical concerns in this sector can affect the treatment of both local communities and employees, environmental sustainability, and the reputation of the business. "The literature shows that the tourism sector has negative impacts on the natural environment by neglecting the needs of communities. To ensure justice and sustainability, it is recommended that local people be included in planning and decision-making processes (Payne & Dimanche, 1996; Khan, 2014).

Therefore, Corporate Social Responsibility has strategic importance in reducing environmental and social negative impacts. In this context, compliance with ethical standards helps tourism businesses maintain their reputation and develop positive relationships with stakeholders and communities (Aleksandrova & Strygul, 2022).

However, the service-oriented nature of the tourism sector, where products are consumed far from their point of purchase, can lead to unethical practices such as false advertising. Therefore, stronger legal regulations are needed to protect consumers and promote ethical business practices (Anszperger, 2010).

Ethical consumption in the tourism sector is still an underdeveloped area. There is a lack of critical thinking and consistent frameworks to promote ethical behavior among tourists and businesses (Hawkins, 2015). Additionally, hotel managers and employees face ethical challenges such as wage restructuring, low motivation, discrimination, and diversity; this highlights the need for ethical leadership and fair working conditions (Stevens, 2011).

Hospitality and tourism students reflect the sector's multifaceted ethical concerns by identifying significant ethical issues such as solid waste management, employment conditions, discrimination, and false advertising (Enghagen & Hott, 1991). Ethical marketing plays an important role in establishing a trust relationship with consumers. In particular, it is essential for businesses to adhere to ethical standards in their marketing activities to create a positive image with tourists (Hîncu, 2017).

In conclusion, the tourism and hospitality industries require a multifaceted collaboration to address environmental, social, and ethical challenges. In solving these issues, not only legal regulations are important, but also the promotion of a culture of ethical behavior among businesses, employees, and consumers is crucial.

Ethical Issues and Ethical Leadership in Tourism and Accommodation Businesses. Employees in these sectors face various pressures such as service production and delivery, customer demands, uncertainty, job insecurity, hostile work environment and manager pressure (Davidson, 2003; Bowen and Ford, 2004; Hertog et al., 2011; Özdemir et al., 2022). These pressures increase the risk of employees engaging in unethical behavior. This has led to the emergence of various scandals and lawsuits such as sexual harassment, race and disability discrimination in the tourism and accommodation sectors in recent years (Madera et al., 2023). Ethical issues in tourism and accommodation businesses are more important for some different and specific reasons than in other sectors. Therefore, these pressures increase the risk of employees engaging in unethical behavior. This has led to the emergence of various scandals and lawsuits such as sexual harassment, race and disability discrimination in the tourism and accommodation sectors in recent years (Madera et all., 2023). Ethical

issues in tourism and accommodation businesses are more important for some different and specific reasons than in other sectors.

On the other hand, ethical leadership in these businesses comes to the fore for both the industry and society. This leadership approach can encourage employees' service-oriented organizational citizenship behavior, tourists' green behavioral intentions, and environmental sustainability efforts (Zhu, Sun, and Leung, 2014; Hultsman, 1995). Moreover, ethical leadership is related to four basic themes such as characteristics of leaders, promotion of a healthy working environment, effectiveness of ethical leadership and its cross-cultural application (Ali and Hassan, 2023).

The importance of ethical leadership in tourism and accommodation businesses is also related to ethical concerns and problems in tourism. Ethical concerns in tourism include unethical exploitation of destinations and forms of tourism, the need for global codes of ethics and corporate social responsibility, and ethical challenges in the development of Third World tourism and anti-tourism movements (Hultsman, 1995; Lominé, 2012).

Ethical problems of the tourism economy requires weak ethical constraints, high legal costs, and the development of tourism ethics to support economic growth (Payne and Dimanche, 1996). Critical ethical issues in tourism relate to environmental impacts, sustainability, social responsibilities of businesses, marketing ethics, research ethics and the need for education (Lea, 1993; Wheeler, 1995; Enghagen and Hott, 1991; Khan, 2014; Fennell, 2015).

In other words, ethical leadership in tourism and accommodation businesses plays a key and sensitive role in establishing an ethical framework for tourism. An ethical framework for tourism should include consideration of the local environment and society, fair employment practices, responsible marketing to tourists, ecological impacts, sustainable development, humanitarian concerns, and education (Shafique, Kalyar, and Ahmad, 2018; Wheeler, 1995).

As there is a disconnect between ethical theory and practice in tourism, there is a call for ethical leadership to be more openly discussed and incorporated into both industry operations and training curricula (Min, 2010). Although ethical leadership in tourism is an under-researched area, it offers opportunities for future research and practice improvements (Megheirkouni, 2023).

An Ethical Framework for Tourism and Accommodation Businesses. The tourism and hospitality sector faces unique ethical challenges due to its impacts on the environment, society, and the economy. Creating an ethical framework for this sector requires addressing various dimensions, including sustainability, data management, leadership, and social responsibility.

The tourism industry is criticized for its negative impacts on the environment, highlighting the importance of transitioning to sustainable practices (Hultsman, 1995). In this context, ethical frameworks emphasize the need for the implementation of policies that demonstrate environmental sensitivity by minimizing environmental impacts (Lashley, 2016). Corporate social responsibility emerges as a key concept that encourages businesses to evaluate their practices for the sake of sustainability and societal welfare (Khan, 2014; Aleksandrova & Strygul, 2022).

The proliferation of big data and digital technologies in the tourism and hospitality sector has heightened ethical concerns related to privacy and data security. There is a need for an ethical data management framework to ensure compliance with privacy laws and to build trust through transparent data practices with stakeholders. This framework aims not only to ensure legal compliance but also to facilitate fair data exchange and to demonstrate that businesses have a social license to operate (Yallop et al., 2021).

Ethical leadership is characterized by leaders in the tourism and hospitality sector who create a healthy work environment, implement ethical principles, and are effective in different cultural contexts (Megheirkouni, 2023). Ethical leadership that promotes sustainable tourism plays a significant role in the establishment and maintenance of ethical standards in the sector (Fowler et al., 2022).

Innovative marketing strategies based on social responsibility in tourism are increasingly being developed from an ethical and social policy perspective. The transition from pragmatic approaches to ethical-focused approaches emphasizes the importance of socially responsible business models (Bortnykov et al., 2023). The transition from pragmatic approaches to ethical-focused approaches emphasizes the importance of socially responsible business models (Bortnykov et al., 2023). Ethical marketing involves ensuring that businesses comply with the general principles of social responsibility and integrate human-centered principles and ethical values into their business practices (Holjevac, 2008).

When combined with strong accountability regulations, firms' ethical behaviors significantly influence sustainability reporting practices. Companies operating in high-accountability environments are more likely to disclose sustainability reports that reflect their commitment to ethical standards. However, the relationship between accountability and the obtaining of external audit reports or adherence to the Global Reporting Initiative guidelines is not clear, and further research is needed in this area (Hamrouni et al., 2021).

The Ethical Leadership and Issues in Tourism and Accommodation precented by Fig.1. This diagram clearly presents the main connections between ethical leadership, ethical issues and the framework of ethical tourism. Each category is broken down into key subcategories, highlighting their interconnected nature.

Discussion. The findings of this study underscore the pivotal role of ethical leadership in fostering sustainability and addressing ethical concerns within the tourism and accommodation sectors. The tourism industry, being a significant contributor to global economies, faces unique challenges that demand a balance between economic development and ethical responsibilities. This discussion integrates key insights and implications derived from the study.

Ethical Leadership and Workforce Dynamics. Ethical leadership has been identified as a crucial determinant in shaping employee behavior, satisfaction, and retention. Leaders who model integrity and ethical practices not only foster a positive organizational culture but also mitigate issues such as turnover intentions and job dissatisfaction. This aligns with the findings of Brown et al. (2005) and Kaptein (2019), emphasizing that ethical leadership significantly contributes to employee commitment

and productivity, particularly in high-pressure environments like tourism and hospitality.
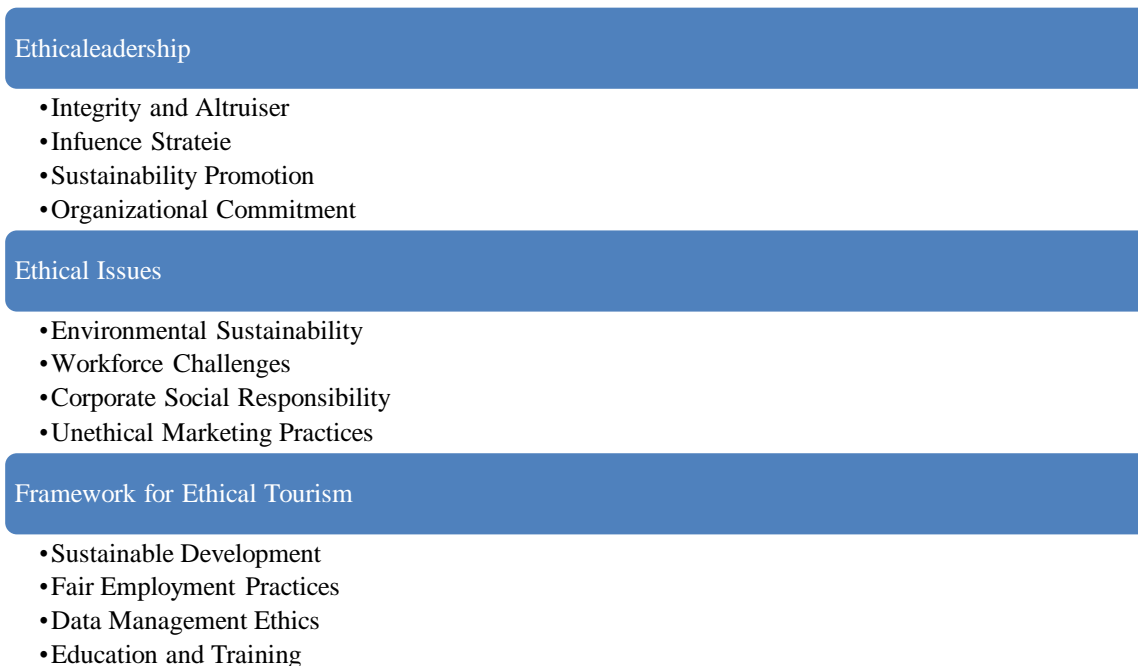
Ethicaleadership
• Integrity and Altruiser • Infuence Strateie • Sustainability Promotion • Organizational Commitment
Ethical Issues
• Environmental Sustainability • Workforce Challenges • Corporate Social Responsibility • Unethical Marketing Practices
Framework for Ethical Tourism
• Sustainable Development • Fair Employment Practices • Data Management Ethics • Education and Training

Figure 1. Ethical leadership and issues in tourism and accommodation
Source: compilled by authors

Addressing Ethical Issues in Tourism. The tourism sector is uniquely positioned at the intersection of environmental, social, and economic dimensions, often leading to ethical dilemmas. Concerns such as environmental degradation, exploitation of local communities, and unethical marketing practices highlight the need for robust ethical frameworks. This study reinforces the argument for integrating corporate social responsibility (CSR) into strategic operations, as suggested by Aleksandrova & Strygul (2022) and Payne & Dimanche (1996).

Challenges in Ethical Practices. Despite the acknowledged importance of ethics, the study identifies gaps in implementation, particularly in addressing systemic issues such as discrimination, exploitation, and environmental sustainability. As noted by Madera et al. (2023), the prevalence of unethical practices indicates a need for stricter regulatory mechanisms and proactive leadership to ensure compliance with ethical standards.

Implications for Sustainability. The integration of ethical leadership with sustainability goals is critical for the long-term viability of tourism businesses. Leaders must prioritize eco-friendly practices and inclusivity to meet the evolving expectations of stakeholders and consumers. This study emphasizes the transformative potential of ethical leadership in driving sustainable development, aligning with the principles highlighted by Lashley (2016) and Fowler et al. (2022).

Bridging Theory and Practice. A notable observation from this study is the disconnect between theoretical advancements in ethical leadership and their practical application. There is a pressing need for educational initiatives and training programs that equip industry leaders with the skills to implement ethical frameworks effectively.

As highlighted by Megheirkouni (2023), this represents a fertile area for future research and practical innovation.

Future Research Directions. Given the evolving nature of ethical concerns in tourism, future research should explore the role of digital technologies and big data in shaping ethical practices. Additionally, comparative studies across different cultural contexts can provide deeper insights into the universal and region-specific aspects of ethical leadership.

Conclusion. The aim of this study is to emphasize the importance and effects of ethical leadership in the tourism and accommodation sectors, to review the research in the literature and also to provide suggestions for future research in this field.

As a result, ethical leadership in tourism and hopitality businesses is a multifaceted concept that affects a wide range of outcomes, from employee behavior and satisfaction to company reputation and performance. Therefore, this type of ethical leadership involves establishing new ethical norms, developing corporate social responsibility efforts, and promoting sustainable and socially responsible practices. Continuous exploration of ethical leadership is vital for the tourism industry to progress and ensure it operates in a way that is beneficial to all relevant stakeholders.

An ethical framework for the tourism and hospitality sector should integrate various aspects such as sustainability, data management, leadership, marketing, and accountability. A holistic approach to these elements can elevate the sector's ethical standards, improve its reputation, and provide positive contributions to society and the environment.

Author contributions. The authors contributed equally.

Disclosure statement. The authors do not have any conflict of interest.

References:

1. Aleksandrova, V., & Strygul, L. (2022). Implementing business ethics in international tourism. *Bulletin of the National Technical University "Kharkiv Polytechnic Institute" (Economic Sciences)*. https://doi.org/10.20998/2519-4461.2022.3.53

2. Ali, M., & Hassan, M. (2023). Green management practices and trust for green behavioral intentions and mediation of ethical leadership. An attribution theory perspective in tourism. *International Journal of Contemporary Hospitality Management*. https://doi.org/10.1108/ijchm-04-2022-0506

3. Anszperger, A. (2010). Occupational ethics in tourism. *Ekonomia i Prawo*, 6, 459–468. https://doi.org/10.12775/EIP.2010.032

4. Bortnykov, Y., Zakharova, S., Marchenko, O., Verkhovod, I., & Harbar, H. (2023). Innovative tourism and hospitality marketing strategies through the social ethics and social policy prisms. *Cuestiones Políticas*. https://doi.org/10.46398/cuestpol.4177.38

5. Bowen, J., & Ford, R. C. (2004). What experts say about managing hospitality service delivery systems. *International journal of contemporary hospitality management*, *16*(7), 394–401. https://doi.org/10.1108/09596110410559078

6. Brown, M. E., & Mitchell, M. S. (2010). Ethical and unethical leadership: Exploring new avenues for future research. *Business Ethics Quarterly*, 20(4), 583–616, https://doi.org/10.5840/beq201020439

7. Brown, M., & Treviño, L. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*, 17, 595-616. https://doi.org/10.1016/J.LEAQUA.2006.10.004

8. Brown, M., Treviño, L., & Harrison, D. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 117-134. https://doi.org/10.1016/J.OBHDP.2005.03.002

9. Davidson, M. C. (2003). Does organizational climate add to service quality in hotels?. *International Journal of contemporary hospitality management*, *15*(4), 206-213. https://doi.org/10.1108/09596110310475658

10. Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. *The Leadership Quarterly, 29*(5), 570–583. https://doi.org/10.1016/j.leaqua.2018.02.002

11. Enghagen, L., & Hott, D. (1991). Students' perceptions of ethical issues in the hospitality and tourism industry. *Journal of Hospitality & Tourism Research, 15*(2), 41–50. https://doi.org/10.1177/109634808901500206

12. Fennell, D. A. (2015). Ethics in Tourism. In G. Moscardo & P. Benkendorff (Eds.), Education for Sustainability in Tourism (pp. 45–57). Berlin: Springer. https://doi.org/10.1007/978-3-662-47470-9_3

13. Fowler, D., Cheraghi, F., & Valverde, B. (2022). Ethical leadership concerning the establishment and promotion of sustainable tourism in the hospitality industry: A review of literature and qualitative analysis. *Menadzment u Hotelijerstvu i Turizmu*. https://doi.org/10.5937/menhottur2202121f

14. Gonzalez, A. C., Rodriguez, Y., & Sossa, A. (2017). Leadership and governance decisions in family business performance: An application of fuzzy sets logic. *Journal of Small Business Strategy (archive only)*, *27*(1), 51-66. https://libjournals.mtsu.edu/index.php/jsbs/article/view/760/635

15. Hamrouni, A., Karaman, A., Kuzey, C., & Uyar, A. (2021). Ethical environment, accountability, and sustainability reporting: What is the connection in the hospitality and tourism industry? *Tourism Economics, 29*(3), 664–695. https://doi.org/10.1177/13548166211062649

16. Hawkins, R. (2015). Managing ethical consumption in tourism. *Tourism Management, 51*, 282. https://doi.org/10.1016/j.tourman.2015.05.022

17. Hertog, P. D., Gallouj, F., & Segers, J. (2011). Measuring innovation in a 'low-tech'service industry: the case of the Dutch hospitality industry. *The Service Industries Journal*, *31*(9), 1429-1449. https://doi.org/10.1080/02642060903576084

18. Hîncu, L. (2017). Aspects of ethics and responsibilities in the activity of promoting tourism. *Ecoforum, 6*(1), 1–28.

19. Holjevac, I. (2008). Business ethics in tourism – As a dimension of TQM. *Total Quality Management & Business Excellence, 19*(10), 1029–1041. https://doi.org/10.1080/14783360802264103

20. Hultsman, J. (1995). Just tourism: An ethical framework. *Annals of Tourism Research, 22*(3), 553–567. https://doi.org/10.1016/0160-7383(95)00011-T

21. Kanungo, R., & Mendonca, M. (2012). Leadership, Ethics of. *Encyclopedia of Applied Ethics (Second Edition)*, 843-857. https://doi.org/10.1016/B978-0-12-373932-2.00272-6

22. Kaptein, M. (2019). The Moral Entrepreneur: A New Component of Ethical Leadership. *Journal of Business Ethics*, 156, 1135-1150. https://doi.org/10.1007/S10551-017-3641-0

23. Khan, S. (2014). Tourism business: An ethical dimension. *International Journal of Hospitality and Tourism Systems, 7*(1), 63–70.

24. Knani, M. (2014), Ethics in the hospitality industry: review and research agenda. *International Journal of Business and Management*, 9(3), 1-8. http://dx.doi.org/10.5539/ijbm.v9n3p1

25. Lashley, C. (2016). Business ethics and sustainability. *Research in Hospitality Management, 6*(1), 1–7. https://doi.org/10.2989/RHM.2016.6.1.1.1289

26. Lea, J. (1993). Tourism development ethics in the third world. *Annals of Tourism Research*, 20, 701-715. https://doi.org/10.1016/0160-7383(93)90092-H

27. Lominé, L. (2012). *Ethics of Global Tourism*. 200-209. https://doi.org/10.4018/978-1-61350-332-4.CH013

28. Lussier, R. N. (2017). *Management fundamentals: Concepts, applications, and skill development*. Sage Publications.

29. Lussier, R. N., & Sherman, H. (2013). *Business, society, and government essentials: Strategy and applied ethics*. Routledge.

30. Madanaguli, A., Srivastava, S., Ferraris, A. and Dhir, A. (2021), Corporate social responsibility and sustainability in the tourism sector: a systematic literature review and future Outlook. *Sustainable Development*, 29, https://doi.org/10.1002/sd.2258

31. Madera, J. M., Yang, W., Wu, L., Ma, E., & Xu, S. (2023). Diversity and inclusion in hospitality and tourism: bridging the gap between employee and customer perspectives. *International journal of contemporary hospitality management*, 35(11), 3972-3989. https://doi.org/10.1108/IJCHM-04-2023-0450

32. Megheirkouni, M. (2023). A systematic review of ethical leadership in tourism and hospitality settings. *International Journal of Tourism Research*. https://doi.org/10.1002/jtr.2596

33. Moscardo, G. (2018). *Ethical issues in tourism and hospitality research*. https://doi.org/10.4337/9781785366284.00050

34. Myung, E. (2018), Progress in hospitality ethics research: a review and implications for future research, International Journal of Hospitality and Tourism Administration, 19(1), 26-51. https://doi.org/10.1080/15256480.2017.1305309

35. Özdemir, O., Kızıldağ, M., Doğru, T., & Madanoğlu, M. (2022). Measuring the effect of infectious disease-induced uncertainty on hotel room demand: a longitudinal analysis of US hotel industry. *International Journal of Hospitality Management*, *103*, 103189. https://doi.org/10.1016/j.ijhm.2022.103189

36. Payne, D., & Dimanche, F. (1996). Towards a code of conduct for the tourism industry: An ethics model. *Journal of Business Ethics*, 15, 997-1007. https://doi.org/10.1007/BF00705578

37. Resick, C., Hanges, P., Dickson, M., & Mitchelson, J. (2006). A Cross-Cultural Examination of the Endorsement of Ethical Leadership. *Journal of Business Ethics*, 63, 345-359. https://doi.org/10.1007/S10551-005-3242-1

38. Ruiz-Palomino, P. , Ruiz-Amaya, C. and Knörr, H. (2011), Employee organizational citizenship behavior: the direct and indirect impact of ethical leadership, *Canadian Journal of Administrative Sciences*, 28 (3), 244-258. https://doi.org/10.1002/cjas.221

39. Shafique, I., Kalyar, M., & Ahmad, B. (2018). The Nexus of Ethical Leadership, Job Performance, and Turnover Intention: The Mediating Role of Job Satisfaction. *Interdisciplinary Description of Complex Systems*, 16, 71-87. https://doi.org/10.7906/INDECS.16.1.5

40. Sharma, A., Agrawal, R., & Khandelwal, U. (2019). Developing ethical leadership for business organizations. *Leadership & Organization Development Journal*. https://doi.org/10.1108/lodj-10-2018-0367

41. Stevens, B. (2011). Hotel managers identify ethical problems: A survey of their concerns. *Hospitality Review, 29*(2), 22–36.

42. Swanger, N. and Gursoy, D. (2010), An industry-driven model of hospitality curriculum for programs housed in accredited colleges of business: E-assessment tool (e-AT)–Part IV. Journal of Hospitality and Tourism Education, 22 (2), 5-19. https://doi.org/10.1080/10963758.2010.10696972

43. Tuan, L., & Ngan, V. (2021). Leading ethically to shape service-oriented organizational citizenship behavior among tourism salespersons: Dual mediation paths and moderating role of service role identity. *Journal of Retailing and Consumer Services*, 60, 102421. https://doi.org/10.1016/j.jretconser.2020.102421

44. Walumbwa, F., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *The Journal of applied psychology*, 94 5, 1275-86 . https://doi.org/10.1037/a0015848.

45. Wheeler, M. (1995). Tourism marketing ethics: an introduction. *International Marketing Review*, 12, 38-49. https://doi.org/10.1108/02651339510097720

46. Yallop, A., Gica, O., Moisescu, O., Coroș, M., & Séraphin, H. (2021). The digital traveller: Implications for data ethics and data governance in tourism and hospitality. *Journal of Consumer Marketing*. https://doi.org/10.1108/JCM-12-2020-4278

47. Zhu, Y., Sun, L., & Leung, A. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management*, 31, 925-947. https://doi.org/10.1007/S10490-013-9369-1