



ETHICAL DECISIONS AND EMPLOYEES' EFFECTIVENESS OF HOTELS IN LAGOS STATE

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| Article history: | Abstract: |
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| <p>Received: 25th December 2023</p> <p>Accepted: 24th January 2024</p> <p>Published: 26th February 2024</p> | <p><i>Hotel industry in Lagos State is facing a variety of challenges that are ethically based. These unethical practices has undermining effects on employees' effectiveness. Studies that examine the link between dimensions of ethical decisions on employees' effectiveness in the hotel industry in Nigeria, particularly in Lagos State, have not been reported. The above theoretical gaps are the justification for this study. Thus the study examined the impact of dimensions of ethical decision on employees' effectiveness in the hotel industry in Lagos state. Deontological capital theory and a quantitative research design were used. The research population comprised the 792 registered hotels in Lagos State out of which 63of the hotels selected through systematic random sampling. Taro Yamane formula was used to determine the sample size of 330 staffs out of 1,624 staffs in selected hotels in Lagos State. Structured questionnaires were used to collect the data, and analysed using Multiple Regression. The tested hypothetical relationship between dimensions of ethical decision and employees' effectiveness shows that both all the four dimensions of ethical decisions has positive and significant relationship with employees' effectiveness. It is concluded that the practices of ethical communication; organisational justice; ethical leadership; and ethical training are therapies for employee effectiveness in the hotel industry.</i></p> |

Keywords: Ethical Decision, Employees' Effectiveness, Hotel industry, Lagos State

INTRODUCTION

Globally, hotel investment continues to increase steadily, totalling US\$ 66.8 billion in 2021 (Jones Lang LaSalle's (JLL), 2022). The industry globally is predicted to experience annual revenue growth of US\$ 645.44 billion in 2021 to US\$ 784.33 billion in 2022 (Report Linker, 2022). In terms of annual growth rate, the industry is predicted to reach US\$1,349.43 billion in 2026 at a compound annual growth rate (CAGR) of 14.5% (Report Linker, 2022). In the United States, the hotel industry contributed a total of US\$ 659 billion to the GDP and US\$186 billion in Federal, State, and Local taxes (Oxford Economics, 2019). In the United Kingdom, the worth of the hotel industry is put at £5.8 billion in 2021 (Oxford Economics for the British Hospitality Association, 2022). In the context of Nigeria, the hotel industry has attracted significant investment putting at over US\$3 billion in the past five years (PricewaterhouseCoopers, 2017). The projected increase in hotel rooms in Nigeria, according to PricewaterhouseCoopers (2019) sees overall hotel room revenue expand at a 22.6% compound annual rate of \$US1.1 billion in 2019 from \$448 million in 2014. The indices highlighted above show that the hotel industry is a mature industry with significant positive impacts on the service economics of countries globally, and Nigeria in particular.

Considering trends of hotel employees' effectiveness globally, the effectiveness of hotel employees in some countries in Sub-Sahara Africa looks good and promising except for Nigeria. In the last five years, the effectiveness of employees in hotels in Nigeria had consistently experienced a decline despite huge investment attracted to the industry. Studies on the link between ethical decisions and employees' effectiveness have been investigated among oil company employees in Iran (Karimi & Nejad, 2018); Ethiopian management institute (Lemma and Mekonnen, 2018); employees

in private and public sectors in Malaysia (Vasudevan, 2014). Studies was also conducted to examine the correlation between ethical decisions and employees' effectiveness among academic staff of Bayero University, Kano Nigeria (Nuhu, et al., 2018); Uganda management institute (Picho, 2014). The gap essentially is that, limited study in this domain have been reported in respect of the hotel industry in Lagos state, Nigeria. Thus, the objectives of this study to determine the association between ethical decisions and employees' effectiveness in hotels in Lagos State.

LITERATURE REVIEW

Definitions of Ethical Decisions

Watts, Medeiros, McIntosh, and Mulhearn (2021) opined that ethical decisions involves adherence to accepted moral standards. It explains a process that seeks to maximize utility and minimize bias. Elm and Radin (2011); and Selart and Johansen (2011) defined ethical decisions as behavioral practices that is both legal and morally acceptable to the larger society. It is pertinent to state that the need to influence responsible behavior is becoming increasingly critical to deal with 'knotty ethical challenges' (Hartman & DesJardins, 2011). Ferrell, Fraedrich and Ferrell (2011) posits that ethical decisions involve value judgments and collective agreement about acceptable patterns of behavior in a workplace. This is in line with Kohlberg's model that suggested that individual's progress through certain stages of moral development regarding how they reason through moral problems using a cognitive framework that develops as the individual matures. Bon, Volkema and Ferreira da Silva (2017) defined unethical decisions as the expression of one's willingness or commitment to engage in a behavior adjudged not to violate generally-accepted societal moral norms. Thomson, Adams and Sartori (2005) defined ethical decision as recognizing a moral issue, moral judgment, moral intent and moral behaviour.

Meaning of Employees' Effectiveness

Effectiveness refers to the employees' goal accomplishment rate and proposals (Lee et al., 1999). The scientific management thinking highlights the view that all employees should be developed according to the highest priority of a company for which they are employees. This view draws from an understanding that employees are, for the most part, an indispensable resource needed by every organisation to achieve competitive gain (Rana & Singh, 2016a). As it applies to this study, effectiveness as a measure of employees' productivity takes into account ability of a hotel employee to accomplish his or her mission based on the expectations of a hotel organization (Perrin, 2016). Studies further affirmed that hotel employees who are highly engaged in their organization produce high levels of customer care, retention, productivity and generate higher profits (Viswesvaran & Ones, 2000). Besides, hotel effectiveness can also be seen as the accomplishment of tasks assigned to the staff by customers (Tsai, et al, 2010). Effective employees therefore use their knowledge and skills to do their jobs in the correct way for customers' satisfaction. The index in these information shows that the extent of effectiveness of hotel staff is determined by both the hotel organisation expectations and the customers.

Theoretical Framework: Deontological Theory

The theory of Deontological capital was proposed in the early 1960s by a German philosopher, Immanuel Kant (Bauer & Zimmermann 1999). The theory was originally used in the field of organisational behaviour to explain human factors that determines satisfaction and by extension performance in a workplace (Bauer & Zimmermann 1999). The deontological capital theory holds that, rather than the ends justifying the means, "other features besides those of goodness determine the justness of the actions (Becker, 1994). Deontologists are also known as Universalists, because a decision will not change based on the number of people positively or negatively affected by the outcome, but will remain constant based on the rightness of the action. In this system, there are things which are intrinsically good or bad, though what these good and bad may be vary based on indifferent beliefs. Deontologists also argue that there are relationship ties "that intrinsically enrich moral life" and impose certain responsibilities on those within the relationship. This is the logic which argues that employers bear a responsibility to care for their employees and customers, specifically, rather than looking, as a utilitarian would, for what would benefit the whole of society. Lately, the Deontologists theory has gained more prominence in the workplace environment and increased effectiveness. The theory argued that human capital is treated with sense of justice, training, and managed by selfless leaders, could enhances the satisfaction of workers for increased effectiveness. As it applies to the current study, the theory argued that hotel organisations whose managers and owners practices ethical principles (i.e. ethical communication, ethical organisational justice, ethical leadership, and ethical training) tend to increase their worker's satisfaction level for enhanced effectiveness. Given the applicability of this theory to this study, the theory stands to be adopted for the study.

EMPIRICAL REVIEW

Ethical Communication and Employees' Effectiveness

Extant research shows that much study on the link between ethical communication and employees' effectiveness have been investigated in organizations in Kenya (Pelesiah, 2022); higher education institutions in Thailand (Pongton and Suntrayuth, 2018); offices in Turkey (Agustriyana, et al., 2021). Studies was also conducted to examine the correlation between ethical communication and employees' effectiveness in organisations in Malaysia (Sadia, et al., 2016); Chinese local government organizations (Yan, 2011); and Unilever Nigeria Plc, Lagos (Onifade, et al., 2019). This shows that, limited study in this domain have been reported in respect of the hotel industry and more so in emerging economy like Nigeria. In view of sustained declined in the effectiveness of hotel workers in Lagos state has manifested in the occupancies reports necessitated this study. Therefore, this study assumes the following hypothesis:

H₀₁: There is no significant relationship between ethical communication and employees' effectiveness in the hotel industry in Lagos state.

Ethical Organisational Justice and Employees' Effectiveness

Previous research shows that much study on the link between ethical organisational justice and employees' effectiveness have been investigated in public sector organizations in Pakistan (Pracha, et al., 2020); Banks in Asaba, Nigeria (Orishede and Bello, 2019); railways in Pakistan (Iqbal, et al., 2017). Studies was also conducted to examine the correlation between ethical organisational justice and employees' effectiveness in government owned polytechnics in Anambra state of Nigeria (Dike, et al., 2021); Public schools in Turkey (Kalay and Van, 2016); and Public and Private sectors, Universities and Banks in India (Choudhr, et al., 2011). This shows that, ethical organisational justice and employees' effectiveness has received great attention from researchers in the field of industrial-organizational psychology in Public and Private sectors, Educational Institutions, Banks, Data Processing Companies, Oil and Gas Development Company. But, limited study in this domain have been reported in respect of the hotel industry in Lagos state, Nigeria. In view of sustained declined in the effectiveness of hotel workers in Lagos state has manifested in the occupancies reports necessitated this study. Therefore, this study assumes the following hypothesis:

H₀₂: There is no significant relationship between ethical organisational justice and employees' effectiveness in the hotel industry in Lagos state.

Ethical Leadership and Employees' Effectiveness

Previous studies shows that much study on the link between ethical leadership and employees' effectiveness have been investigated in in higher education universities of South Punjab in Pakistan (Malik, et al., 2016); Guilan University of medical sciences, Dubai, UAE (Kelidbari, et al., 2019); educational institutes in Pakistan (Khokhar & Zia-ur-Rehman, 2017). Studies was also conducted to examine the correlation between ethical leadership and employees' effectiveness in corporate organizations in Pakistan (Sabir, et al., 2012); Nurses in Sohag University Hospital in Cairo, Egypt (Mahran, et al., 2016); and commercial banks in Kenya (Musyimi, 2016). This shows that studies on ethical leadership and employees' effectiveness has received great attention from researchers in educational institutions, corporate organizations, hospitals and commercial banks amongst others in Asian, Western and some African countries. But, limited study in this domain have been reported in respect of the hotel industry in Lagos state, Nigeria. In view of unethical leadership issues among hotel managers and operators in the hotel industry in Lagos state necessitated this study. Therefore, this study assumes the following hypothesis:

H₀₃: There is no significant relationship between ethical leadership and employees' effectiveness in the hotel industry in Lagos state.

Ethical Training and Employees' Effectiveness

Previous research shows that much study on the link between ethical training and employees' effectiveness have been investigated among employees of Yarmouk University in Jordan (Al-Mzary, et al., 2015); workers in Nigeria Agip oil company, Port Harcourt (Badom and Girigiri, 2021); workers of data processing Company in Benin City, Nigeria (K Omokojie and Edith, 2021). This shows that studies on ethical training and employees' effectiveness has received great attention from researchers in educational institutions, oil and gas companies, and data processing companies among others. But, limited study in this domain have been reported in respect of the hotel industry in Lagos state, Nigeria. In view of hotel owners in Nigeria and by extension, Lagos state pay little or no attention to ethical decisions of staff necessitated this study. Therefore, this study assumes the following hypothesis:

H₀₄: There is no significant relationship between ethical training and employees' effectiveness in the hotel industry in Lagos state.

METHODOLOGY

Research Design

Quantitative research design is a survey technique used to measure specific characteristics through structured questionnaire from a representative sample, so that the result can be generalised for the entire population (Davis, 2000; Salih et al., 2010). As it applies to this study, the researcher used structured questionnaire to determine the correlation between dimensions of ethical decisions, and employees' effectiveness in respect of hotels in Lagos State.

Population and Sample Unit

A target population in research is the population that the researcher would ideally like to generalise the findings of the study (Gay & Airasian, 2000). It includes the larger group to which researcher hope to apply the result of a study from a smaller group. As it relates to the present study, the research population of this study comprise of employees of the 792 registered hotels in the 20 LGAs in Lagos State. The sampling units that was used in this research work include employees of 63 registered hotels in the 20 LGAs in Lagos State. The sampled hotels were selected through a systematic random sampling technique. The researcher serially number all the 792 registered hotels in each of the 20 LGAs in Lagos State, and automatically picked the first hotel on the list in each of the LGAs while others were picked at an interval of 15 thus, 63 hotels were selected and used for the current study.

Sample Size

In this study, it is practically impossible for the researcher to sample the whole employees in each of the 63 selected hotels in the 20 LGAs in Lagos State hence, the researcher determined the proportion of the sample unit that constitutes the sample (i.e., the number of respondents which questionnaires will be administered to). Taro Yamane formula which is given as follows was adopted:

$$n = \frac{X}{1 + N(e)^2}$$

Where n= sample size.

X= Observation Unit.

N= Population Size.

e= Sample Error or level of significance.

Therefore, to determine the sample size of the employees of the 63 selected hotels vis-à-vis the population of the staff, the present study conceded to the method of proportional allocation suggested in Kothari (1990). The concept of propositional allocation suggested that the size of samples from different strata are kept propositional to the sizes of the strata. Before applying the Taro Yamane formula as suggested in Sekaran (2003), the researcher contacted the management of the 63 selected hotels to obtain the total number of employees on their payroll thus; the populations (N) size of 1, 624 were obtained. The sample size (n) of staff per each of the 63 selected hotels (i.e., n_{1.....63}) to be drawn from the population (N) of 1,624 were determined per each of the hotels. The results show that the sample size of the hotel employees that participated in the filling of the questionnaire is 330 staff. In view of this, the researcher visited each of the 63 targeted hotels in the 20 LGAs in Lagos state with the aid of research assistance and thus, administered the structured questionnaires to the respondents until the sample size for each of the hotel is met.

Research Instrument

Part 1 of the questionnaire show the personal information of the respondents. The items to be used to characterise the respondents are: gender, marital status, religion, educational qualification, and work experience. Part 2 of the questionnaire comprises of four dimensions of ethical decisions: Ethical communication scale used in this study was adapted from 9 items standardized communication audits in Downs and Adrian (1997). **Ethical Organisational Justice:** The 13 items questionnaire of organizational justice developed in Colquitt et al. (2001) was adopted, and modified into 7 items to be used in this study to measure ethical organisational justice in this study. **Ethical Leadership:** The Tourism and Hospitality Organizational Climate Scale revised by Manning, Davidson and Manning (2004) and used to measure the leadership climate within the fast food restaurant setting was adopted in this study. This scale comprised of 5 items question thus reworded and used for the purpose of this study. **Ethical Training:** The instrument of ethical training used in this study was adapted from the ethical training and job satisfaction survey technical manual of the East Carolina University. The instrument which consists of 46 items was developed by Steven (2004). For the current study, 6 items of ethical training were modified and used. All the items were measured on a 4-point Likert scale of 1 representing strongly disagree to 4 representing strongly agreed with respect to hotels in Lagos State.

Part 3 of the questionnaire is the measurement of employees’ effectiveness as of the following.

Employees’ Effectiveness: A six items instrument developed by Lee et al. (1999) was adopted and modified based on job effectiveness literature in Sahin (2011) and Motowidlo and Van Scotter (1994). The modified instrument consists of 8 items which was measured on a 4-point Likert scale. Each item was rated by the respondents from 1 (Strongly Disagree) to 4 (Strongly Agreed). The instrument were used to measure employees’ efficiency as it applies to hotels in Lagos State.

RESULTS AND FINDINGS

Respondents’ demographic profile

A general profile of respondents’ demographic statistics was analysed in this section. Table 1 shows the summary of the demographic features of the respondents used in this study.

Table 1: The Demographic Characteristics of Respondents

| Profile | Frequency | Percentage (%) |
|-----------------------|-----------|----------------|
| Marital Status | | |
| 1. Single | 219 | 66.4 |
| 2. Married | 108 | 32.7 |
| 3. Divorce | 3 | 0.3 |
| Religion | | |
| 1. Islam | | |
| 2. Christianity | 237 | 71.8 |
| 3. Others | 46 | 13.9 |
| | 47 | 14.2 |

| Educational Qualification | | |
|---------------------------|-----|------|
| | 117 | 35.5 |
| 1. ND | 103 | 31.2 |
| 2. HND / B.SC | 110 | 33.3 |
| 3. PGD/M.Sc. | | |
| Gender | | |
| 1. Male | | |
| 2. Female | 210 | 63.6 |
| | 120 | 36.4 |

Source: Researcher’s Computation (2024).

In terms of marital status, Table 1 shows that 219 of the respondents are single (66.4%) while 108 are married (32.7%). The frequency of divorced participants is 3 representing .3%. This implies that the majority of the participants in this study are singles. Table 1 further shows that the religion distribution of respondents used in this study is: Islam, 237 respondents (71.8%), Others, 47 respondents (14.2%), and Christianity, 46 respondents (13.9%). This shows that the majority of participants in this study are Muslims while Christians and Others are very few. The age distribution of respondents reveals that the participants between the ages of 17-26 are the largest group, comprising 72 participants (44.7%). The analysis further shows that about 55 respondents (34.2%) are between the age of 27- 35, while those ages 36-44 are 32 (19.9%) while 46-above years of age are 2 (1.2%). This shows that the majority of the participants used for this study have their age range within 17-26 years, followed by those with age bracket 27-35. The analysis of participant’s distribution by education qualification shows that about 117 of the respondents have National Diploma (ND) put at 35.5%. About 103 of the respondents have HND/B.Sc degree put at 31.2% while 110 of the respondents have a Post Graduate Diploma/Master of Science (33.3%). This implies that majority of the participants used in this study are holders of Higher National Diploma (HND) / B.Sc, followed by those with MBA/ Master’s Degrees. The implication of this is that employees of Hotel industry are persons of high education attainment contrary to general assumption that hotel workers are people of low academic qualification achievers. The analysis as shown in Table 4.1 revealed that 210 of the respondents (63.6%) are male while 120 of the respondents (36.4%) are female. This implies that the majority of the respondents used in this study are male. The implication of this is that Hotels industry in Lagos State are male dominated.

Bivariate analysis

This is to determine the relationship between each of the four dimensions of ethical decision and employees’ effectiveness in the hotel industry in Lagos state, hence objectives of this study. Four hypotheses (H₀₁ -H₀₄) were tested and the results of the analysis are shown in Table 2.

Table 2: Correlations of Ethical Communication, Organisational Justice, Leadership and Training and Employees’ Effectiveness

| Variables | R | P | Level | Hypothesis |
|-----------------------------|-------|-------|-------|---------------------------|
| Employees’ Efficiency (EPE) | - | - | - | - |
| Ethical communication (ETC) | 0.301 | 0.000 | Low | H _A = Accepted |
| Ethical Org. Justice (ETJ) | 0.412 | 0.000 | Low | H _A = Accepted |
| Ethical Leadership (ETL) | 0.611 | 0.000 | High | H _A = Accepted |
| Ethical Training (ETT) | 0.986 | 0.000 | High | H _A = Accepted |

**Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher’s Computation (2024).

The results as shown in Table 2 depicted that the four measures of Ethical Decision have a positive and significant relationship with Employees’ Effectiveness in respect to hotels in Lagos State. Thus, Ethical communication (ETC) (r = 0.301; p =0.000); Ethical Org. Justice (ETJ) (r = 0.412; p =0.000); Ethical Leadership (ETL) (r = 0.611; p =0.000); and Ethical Training (ETT) (r = 0.986; p = 0.000). In terms of the strength of the relationship, the results show that two dimensions of ethical decisions have a low correlation with employees’ effectiveness except ethical leadership and ethical training that has high correlation in respect of hotels in Lagos State.

Table 3: Model Summary of Ethical Communication, Organisational Justice, Leadership and Training and Employees’ Effectiveness^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|---|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | | | | | | | | | |

| | | | | | | | | | |
|---|-------------------|------|------|--------|------|----------|---|-----|------|
| 1 | .987 ^a | .973 | .973 | .99217 | .973 | 2975.043 | 4 | 325 | .000 |
|---|-------------------|------|------|--------|------|----------|---|-----|------|

a. Predictors: (Constant), ETT, ETC, ETJ, ETL

b. Dependent Variable: EPE.

Source: Researcher’s Computation (2024).

From Table 3, it was described that the R-square for the model is .973 which implies that the four dimensions of ethical decision explained 97.3% of the variance in employees’ job effectiveness in respect to hotels in Lagos State. Therefore, the remaining 2.7% is due to other factors and residuals. Also, the multiple R (R= .987) revealed a significant high relationship between independent variables (i.e. four dimensions ethical decision) and the dependent variable (employees’ job effectiveness).

Table 4: ANOVA^a Ethical Communication, Organisational Justice, Leadership and Training and Employees’ Efficiency

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1 | Regression | 11714.601 | 4 | 2928.650 | 2975.043 | .000 ^b |
| | Residual | 319.932 | 325 | .984 | | |
| | Total | 12034.533 | 329 | | | |

a. Dependent Variable: EPE

b. Predictors: (Constant), ETT, ETC, ETJ, ETL

Source: Researcher’s Computation (2024).

Table 4 indicates that the result of the analysis shows that F value is significant (F= 2975.043, p=.000). This shows that the model is valid. Thus, based on the findings it can be concluded that there was a linear relationship between the four dimensions of ethical decision and employees’ effectiveness of hotels in Lagos.

Table 5: The coefficient contributions of Ethical Communication, Organisational Justice, Leadership and Training and Employees’ Effectiveness

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|--|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF | |
| 1 | (Constant) | -.449 | .411 | | -1.092 | .275 | -1.258 | .360 | | | | | | |
| | ETC | -.010 | .018 | -.006 | -.560 | .576 | -.045 | .025 | .301 | -.031 | -.005 | .672 | 1.489 | |
| | ETJ | -.029 | .016 | -.021 | -1.815 | .070 | -.061 | .002 | .412 | -.100 | -.016 | .589 | 1.699 | |
| | ETL | .051 | .020 | .031 | 2.608 | .010 | .013 | .090 | .611 | .143 | .024 | .571 | 1.751 | |
| | ETT | 1.142 | .014 | .979 | 84.192 | .000 | 1.116 | 1.169 | .986 | .978 | .761 | .606 | 1.651 | |

a. Dependent Variable: EYE

Source: Author Computation (2024).

In differentiating the contribution of each independent variable, Beta values are used. As illustrated in the standardized coefficient column in Table 5, Ethical Training (ETT) has the highest contributions put at (.979) to employees’ efficiency, followed by Ethical Leadership (ETL) (.031).

DISCUSSION OF FINDINGS

The first objective of the present study examined the relationship between ethical communication and employees’ effectiveness of hotels in Lagos. The results of this study revealed that a positive and significant relationship exists between ethical communication and employees’ effectiveness in respect of hotels in Lagos State. The outcome of this study conform to the previous studies as reported in Pelesiah (2022) who examined the link between ethical communication and employees’ effectiveness in organizations in Kenya. The result of the study showed that communication has a very meaningful relationship on employees’ effectiveness. Pongton and Suntrayuth (2019) examined the correlations between ethical communication satisfaction, employee engagement, and effectiveness in higher education institutions in Thailand. The result of the study showed that ethical communication has a positive impact on job satisfaction and employees’ effectiveness. Agustriyana, Saudi, and Sinaga (2021) investigated the effect

of ethical communication on employees' effectiveness in the middle of covid-19 pandemic in offices in Turkey. The result of the study showed that ethical communication has a very meaningful relationship on employees' effectiveness.

The second objective of the present study examined the relationship between ethical organisational justice and employees' effectiveness of hotels in Lagos. The results of this study revealed that a positive and significant relationship exists between ethical organisational justice and employees' effectiveness in respect of hotels in Lagos State. The outcome of this study conform to the previous studies as reported in Pracha, Malik, Azeem and Yasmin (2020) that investigated the link between ethical organizational justice and employee effectiveness of public sector organizations in Pakistan. The results of the study showed that ethical organizational justice is positively associated with employees' effectiveness. Orishede and Bello (2019) examined the association between ethical organizational justice and employees' effectiveness of Banks in Asaba, Nigeria. Findings of the study shows that positive relationship exist between dimensions of ethical organizational justice and employees' effectiveness. Iqbal, Rehan, Fatima and Nawab (2017) investigated the impact of ethical organizational justice and employees' effectiveness of railways in Pakistan. The results of the study showed a positive relationship between ethical organizational justice and employees' effectiveness of railway workers in Pakistan.

The third objective of the present study examined the relationship between ethical leadership and employees' effectiveness of hotels in Lagos. The results of this study revealed that a positive and significant relationship exists between ethical leadership and employees' effectiveness in respect of hotels in Lagos State. The outcome of this study conform to the previous studies as reported in Malik, Awais, Timsal and Qureshi (2016) that investigated the impact of ethical leadership on employees' effectiveness in higher education universities of South Punjab in Pakistan. The study found that ethical leadership has a positive impact on the effectiveness of teachers. Kelidbari, Fadaei and Ebrahimi (2016) examined the role of ethical leadership on employees' effectiveness in Guilan University of medical sciences, Dubai, UAE. The results of the study showed that ethical leadership affect employees' effectiveness. Khokhar and Zia-ur-Rehman (2017) examined the link between ethical leadership and employees' effectiveness: mediating role of organizational citizenship behavior and counterproductive work behaviour in educational institutes in Pakistan. The result of the study showed that top management ethical leadership behavior contribute to employees' effectiveness.

The fourth objective of the present study examined the relationship between ethical training and employees' effectiveness of hotels in Lagos. The results of this study revealed that a positive and significant relationship exists between ethical training and employees' effectiveness in respect of hotels in Lagos State. The outcome of this study conform to the previous studies as reported in Al-Mzary, Al-rifai and Al-Momany (2015) that examined the correlation between ethical training and employees' effectiveness of Yarmouk University in Jordan. The results of the study indicated that there is significant relationship between ethical training and employees' job effectiveness of Yarmouk University, Jordan. Elnaga and Imran (2013) reviewed extant literature to determine the effect of ethical training on employees' effectiveness. The study found that ethical training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way.

CONCLUSIONS AND RECOMMENDATIONS

Congruently, in accordance with the research objectives, hypotheses predictions were developed in agreement with the previous literature that explored the contributions of various constructs towards explaining the relationship between the constructs in the context of hotels in Lagos. Fortunately, answers to these research objectives have been found; and all the proposed hypotheses investigated were found to be supported. It is therefore critical to state that the practices of ethical communication; organisational justice; ethical leadership; and ethical training in hotels in Lagos state will sustainably enhances employees' effectiveness. It is concluded that managers of hotel establishment should put in place policy thrust that ensures ethical practices for enhance staff effectiveness.

The researcher therefore recommends that future studies should replicate the outcome of the study in other States in Nigeria. One of the limitations of the current study is that only the staff of hotels in Lagos was focused, thus did not consider the perception of the impact of employees' performance from the customers' perspective. In view of this, the researcher recommend that future studies should increase the unit of analysis, and extend the study to other states of the federation for better and insightful information and results.

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