TÍTULO: La construcción social de la Ética de los trabajadores del servicio en San Petersburgo.

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RESUMEN: La investigación estudia la construcción social de la ética de los empleados de la industria de los servicios en San Petersburgo. Nuestros datos provienen de dos estudios a pequeña escala: una investigación en el año 2014 (N135) y otra en el 2016 (N483). El método de investigación fue la entrevista estructurada. Los resultados demuestran que existe una brecha en la comprensión de la ética empresarial entre la gerencia y los empleados. Los empleados construyen su ética del comportamiento, pero como no hay recomendaciones claras, todos lo hacen a su manera, fantando un patrón general para la construcción de la ética del comportamiento.

PALABRAS CLAVES: Empleados, ética de los empleados, servicios, gestión, industria de servicios.

TITLE: Social construction of ethics of service workers in St. Petersburg.

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ABSTRACT: The research studies the social construction of the ethics of the employees of the service industry in St. Petersburg. Our data comes from two small-scale studies: one research in the year 2014 (N135) and one in 2016 (N483). The research method was the structured interview. The results show that there is a gap in the understanding of business ethics between management and employees. Employees build their behavioral ethic, but as there are no clear recommendations, they all do it their own way, lacking a general pattern for the construction of behavioral ethics.

INTRODUCTION.

Current research often shows the situation when managers of service companies impose certain ethical requirements on their staff members while the same requirements are not met in the professional activities of the managers themselves, their priorities being profit and material benefits (Vasileva et al, 2015; Rubtsova et al., 2013; Kibanov, Zakharov et al., 2004; Cherepanova, 2010). Therefore, a contradiction emerges between the self-implied requirements of the manager and the requirements implied on hired staff, which causes social and psychological tension (Demyanenko, 2013; Fedenkova, 2015)

New service industry employees can resist the construction of corporate ethics, interaction ethics, ethics of loyalty to the company and consumer service, because they do not understand the final goal of those efforts (Krylov, 2002; Guruli, 2013; Utkin, 1998).

Employees will not accept ethical standards set by the company if these norms do not correspond with their own goals and convictions (Borisov & Petrunin 2000; Bakumenko, 2015). Our research questions are the following:

Research question 1: Is there a gap in the understanding of ethics between managers and employees?

Research question 2: Employees construct their ethics of behavior, but since there are no clear recommendations, everyone does it in their own way, and therefore, the general vision for the construction of behavioral ethics is missing.

DEVELOPMENT.

Before considering the basic concepts of the development of ethics behavior of the employees in the service sector, it is necessary to determine the meaning of the term "ethics" in the framework of the current paper.

Ethics is a branch of philosophy, the object of study is *morality* as a form of social consciousness, as one of the most important aspects of human life, a specific phenomenon of social life. Ethics is looking for the determination of the place of morality in the system of social relations, analyzes its nature and internal structure, studies the origin and historical development of morality (Encyclopedic dictionary of philosophy, 1983).

A. A. Guseynov, in his discussion of the stages of the formation of ethics, draws a parallel between the three socio-economic formations in the history of humanity and the corresponding "three periods in pre-Marxist ethics: Antiquity, Middle Ages and Modern Times". They differed in their approach to the solution of the main ethical problem: the question of the correspondence between the reality and the due.

From Guseynov's point of view, the ethics of antiquity is the doctrine of the virtues and a goodness person. By analyzing the early monuments of European culture, the reader can come across some ethical reflections, which include the evidence of the emerging moral consciousness as a relatively independent phenomenon (Guseynov & Irrlits 1987).

During most of the twentieth century, the studies of Russian scholars based on the opposition of two systems, that is Marxist and Liberal. Both systems explored the question of attitude to a person. However, they had different points of view. From the point of view of Marxist, a person is the projection of social relations. Liberalism, in its turn, prioritizes the individual, and the main criterion is non-intervention in the affairs of a person. As a result, the Marxist vision prevailed. Despite this, P. Kropotkin highlights the need for freedom: "freedom is an opportunity to act without introducing fear of social punishment into the discussion of one's actions" (Kropotkin, 1906, p 25).

A more systematic analysis of the sociology of personality was given by P. A. Sorokin. The emphasis of his sociology, was placed on the consideration of individuals and their inherent personal characteristics. According to Sorokin, the main factors that affect human behavior are the following: space-related, biological and socio-psychological (Sorokin, 1992).

V. M. Khvostov notes the ambiguity and the contradictory nature of the social determination of personality: "on the one hand, a person strives for communication, values it. On the other hand, he defends his personal existence and his freedom and protests against all restrictions" (Khvostov, 1923, p 87). Due to this contradiction, according to Khvostov, the social impact on an individual does not always achieve the expected result. There are problems of dissent and differences in actions and reactions of members of the same society any external influence or control (Khvostov, 1923).

Soviet society faced with this problem. According to V. A. Yadov, in the transitional period from 1970s to 1980s, "the Soviet man" cannot be considered as a person with "noble" symbolic code (Yadov, 1998). In this case, "noble" symbolic code should be understood as the meaning and symbols of the social action that dominate the society.

Many scholars in the 1980s studied the symbolic, expressive and interactive aspects of social behavior of a person, various groups and institutions. We can mention two cases of such studies. As it was said by K. Kasyanova: "At the heart of the national character of the Soviet man, there is a certain set of objects and ideas which, in the mind of each member of a certain culture, are associated with an intensely colored range of feelings and emotions. The appearance of any of these objects triggers a range of feelings, which is an impulse to a more or less typical action" (Kasyanova, 1994, p 267).

At the same time, the author constantly emphasizes that Russian culture has its own archetypes of goal-setting and achievement that are different from those one in the Western European culture. When acting, the Soviet man prefers value-based actions rather than goal-oriented. Almost anyone can achieve personal success, but, unfortunately, not everyone can make their success beneficial for the society in general (Yadov, 1998).

The second major study, conducted by the Russian Public Opinion Study Center in November 1989, provided the materials for the book under the editorship of Yu. A. Levada entitled "The Ordinary Soviet Person". In this study, the Soviet man is described as having a set of compulsory basic characteristics:

- The actor with exceptional values, a specific system of social measures, including aesthetic, ethical and epistemological categories (his own categories of truth and beauty, etc.).
- The Soviet man is distinguished by his consciousness, willingness to accept the existing order and regime.

- He rejects various privileges and non-labour income; etc. (Levada, 1993).

According to Yu. A. Levada, an irreconcilable contradiction was inherent to the Soviet system. The loyalty as it existed in the Soviet state (ideological and party loyalty) did not include any criteria of operational efficiency, applied expediency, and achievements at workplace did not guarantee a certain social status, and in general were not tied to adequate remuneration and social promotion. Therefore, one we can definitely say that it is impossible to make any individual work without real compensation. The assessment of an employee's results should include a review of his/her achievements, abilities, competence, and it should give the employee a more respectable status, and that would be contrary to the system of the Soviet society.

Most part of researchers recognizes that human behavior can be determined by heredity and the conditions of the individual's socialization. However, all the ethics, as well as, the principle of personal responsibility, are definitely based on the recognition of the absolute freedom of will. The discussions on this question has been going on for many centuries.

Among the existing studies, the most convincing in Russia is the concept suggested by P. V. Simonov (see Simonov, 1982). Any impression of human freedom is an illusion, because a person is not aware of the whole range of the motives that drive them. However, the freedom that he or she feels and the personal responsibility that follows from it, both include the mechanisms for a comprehensive and final analysis of the consequences, i. e, the responsibility for acting in a particular way. These mechanisms have influence on the final choice of a person's actions (Simonov, 1982).

The role of motivation for labor activity was studied by a group of scientists headed by V. A. Yadov in the 1970s-1980s. The participants of the survey were two and a half thousand Leningrad workers employed in various sectors (from unskilled and semi-skilled workers to highly qualified personnel).

The study proved that working people have rich inner world. As a result of the analysis of motivation for specific activity, researchers came to the conclusion that there are two types of motivation for the activities of the employees. They are internal, based on self-development and creative approach to the performance of labor functions, and external, that consider the labor activity as a way to be alive (Yadov, Zdravomyslov, 2003).

A review of the existing directions in the ethics from the ancient times to the present day makes it possible to conclude that none of these directions can be applied on its own. In conclusion, it should be noted that it is impossible to separate one direction from another, so they should be used in combination.

Ethical problems of business in today's Russia.

Russian managerial environment is characterized by fierce competition in which managers prefer to sacrifice ethical business principles in favor of short-term, but guaranteed profit. The transition period to a market economy characterized by the "enterprise vs. employee" confrontation. The moral principles in the organizations of the Soviet time supported by propaganda. However, employees didn't believe in slogans and found various ways to bypass ideology.

From the early 1990s, new managers had to address the question: "How should we go about managing?" Everything they knew about business management was no longer relevant. The managerial skills they had used in the past were unsuitable for running companies in the context of the market economy. The need to update their knowledge and analysis of the experience of their foreign colleagues. Russian businessmen started operating with the concepts of "Management" and "Manager". It should be emphasized that the transition process was quite fast, so managers opted for managerial practices that could be most effective in terms of making profit. In the context of chaos and panic, Russian businessmen ignored the ethical component of business, which is an essential

prerequisite of success for any organization (Gorokhov, 2010; Dontsova, 2009). It should be emphasized that the need for the company and its managers to behave ethically in relation to their own organization and other participants of the market relations can be characterized by the following:

- The needs of the market, the profitability of the behavior for the organization.

- The code of ethics of an organization.

- Internal confidence that moral behavior is necessary.

Ethical behavior caused by market needs is involuntary behavior of the organization and its members who realize that their enterprise benefits from their ethical behavior.

If we act dishonestly to the consumer, we can be sure that in the future the consumer will switch to our competitors. However, Russian people accept for unethical behavior in business; for example, if a Russian consumer buys a low-quality product that does not last for the period of its supposed serviceable life, it is still very likely that the consumer will come back to purchase the same kind of product at the same shop, if the seller offers a low price.

High priority given by Russian consumers to the prices does not let the ethical component of the market economy to implement its full potential. Therefore, we see the need to construct the behavioral ethics in service sector companies.

Data and methodology.

Our objective is to answer the following research questions: 1. Is there a gap in the understanding of ethics between managers and employees? 2. Is it true that employees construct their behaviour ethics, but since there is no clear guidance in that respect, everyone does it in their own way?

The data comes from a small-scale sociological research, which was conducted in two stages from 2014 to 2017:

1. Test the research methodology. 135 employees of service industry companies were asked in 2014.

2. Formalized structured interview. 483 respondents include 64 members of management staff and 419 employees were interviewed in 2015-2016.

Data processing was conducted during 2017.

The study was conducted in accordance with the Code of ethics of the sociologist of the Russian Society of Sociologists (http://www.ssa-rss.ru/index.php?pageid=84).

Research results.

A small-scale preliminary study was conducted in the year 2014 with the participation of 135 respondents. The respondents were selected by random sample.

As a result of the study, the following questions were edited, i. e., the questionnaire was improved and more options were provided for some answers:

1. An additional option, "difficult to answer", was provided in respect of the questions "Does the management take any measures to construct the behavior ethics for the company?" and "Do you think it is necessary to create conditions in your company for the construction of behavior ethics for service sector employees?" as some of the respondents could not give straightforward answers to those questions.

2. The wording of the question "Evaluate the ethical conditions in your company" was changed to: "Do you think your company has provided all the necessary conditions for the construction and further development of behaviour ethics?"

3. Additional options were added for the question "Evaluate the behavior of your manager in the company". They are following: "I am very dissatisfied with the behavior of my senior officer and sometimes even feel ashamed for them", "I never judge the behavior of the management".

The structured interview was held in the period from 2015 to 2016. 483 respondents, including 64 managers and 419 employees of the company participated in the interview. 81.25% of the managers were men, and 18.75% were women, where as 29.59% of the employees were men and 70.41% were women. 100% of the managers included 7.81% aged 23-30, 29.69% aged 31-40, 42.19% aged 41-54, and 20.31% aged 55-70. Among 100% of the employees, 34.61% were aged 16-22 years, 25.78% were 23-30 years old, 19.57% were aged 31-40, 12.65% were 41-54 and 7.39 % were 55-70. Among 100% of the managers, 6.25% have a postgraduate degree, 12.50% have two or more higher education diplomas, 79.69% have higher education and 1.56% have secondary vocational education.

Among 100% of the surveyed employees, the vast majority, namely, 56.56% have higher education, 35.80 % have incomplete higher education, 2.15 % have two or more higher education diplomas, and 5.49% have secondary vocational education.

The answers to the questions are presented in three sections: the first section includes the answers of all the respondents; that is, both employees and managers; the second section includes only the answers given by managers, and the third, only by the employees.

The answers of all the respondents, including managers.

Respondents were asked whether they thought that their company had provided all the necessary conditions for the construction and further development of behaviour ethics. The following answers were received: "no, these conditions are not provided or only a part of the conditions has been created", it was selected by 78.9% of the respondents, while "to the fullest extent" option was chosen by 21.1% of the respondents (See Table 10).

Table 1. Do you think your company has provided all the necessary conditions for the construction and further development of behaviour ethics?

Are there conditions for the development and construction of behavioral ethics?	%
"no, these conditions are not provided or only a part of the conditions has been created".	78.9
Yes, to the fullest extent.	21.1
	100

The next question concerned the opinion of the respondents regarding the need to create conditions in their enterprise for the construction of behaviour ethics for the employees of the service sector. The following responses were received: the majority of the respondents, 55.7 %, believe that such conditions are necessary for many reasons. A smaller proportion of the respondents, 26.5%, believe that such conditions are necessary to a certain extent, and 17.8% found it difficult to answer this question (See Table 2).

Table 2. Do you think it is necessary to create conditions in your company for the construction of behavior ethics for service sector employees?

Are the appropriate conditions necessary?	%
They are needed for many reasons	55.7
Such conditions are necessary to a certain extent	26.5
I find it difficult to answer this question	17.8
	100

Then, we asked the following question: "Are you interested in the problems of behaviour ethics in professional activity?" The following results were received: Yes, I work on my development in this direction (I attend seminars and read the literature on the subject) - 22.7%; Yes, I would like to understand this problems better, because I do not have sufficient knowledge – 27.4%; I feel that my knowledge is insufficient and I make mistakes in my behavior, but I do not know what to do about that – 20.3%; I discuss these problems with colleagues and management, and this is enough for me – 12.4%; I am not interested in it - 17.2% (See Table 3).

Table 3. Are you interested in the problems of behaviour ethics in professional activity?

Are you interested in the problems of behaviour ethics in professional activity?	%
Yes, I work on my development in this direction (I attend seminars and read the literature on the subject).	22.7
Yes, I would like to understand this problem better, because I do not have sufficient knowledge.	27.4
I discuss these with problems colleagues and management, and this is enough for me.	12.4
I feel that my knowledge is insufficient and I make mistakes in my behavior, but I do not know what to do about that.	20.3
I'm not interested.	17.2
	100

In this connection, the respondents were asked the following question intended to characterize the reasons why they do not acquire additional knowledge in the field of behaviour ethics construction. The following answers were received: 56.7% of respondents do not have time for that; 23.0% believe they need to acquire knowledge in this area; 10.4% of the respondents do not consider it important to

gain more knowledge in this area, and 9.9% believe that they have enough knowledge in this sphere.

(See Table 4)

Table 4. Specify the reasons why you are not acquiring additional knowledge in the field of constructing behavior ethics.

The reasons:	%
I do not have time for learning.	56.7
I think it is necessary for me to acquire additional knowledge in this area in the nearest future.	23.0
I do not think it is important for me to acquire additional knowledge in this area.	10.4
I believe that the knowledge I have in this area is absolutely sufficient for me.	9.9
	100

The next question was the following: Does the success of an organization's interaction with the external environment depend on the ethics of employee behavior? The following answers were received: 59.7% of respondents answered that there is direct dependence. The answer «more likely yes than no» were chosen by 35.8% of respondents while the answer «more likely, no, or the dependence is indirect» was chosen by 3.3%. 1.2% was selected «it does not depend on it to any extent» (See Table 5).

Table 5. Does the success of an organization's interaction with the external environment depend on the ethics of employee behavior?

Does the success of interaction with the external environment depend on the ethics of behavior?	%
Yes, it depends directly.	59.7
More likely yes than no.	35.8
More likely, no, or the dependence is indirect.	3.3
It does not depend on it to any extent.	1.2
	100

The next question was "What, in your opinion, can be the reason for an ethical conflict or ethical uncertainty?" The majority of the respondents 57.4%, believes that ethical conflict situations can be caused by a selective approach to observing the ethical norms of behavior due to personal perception, which is subjective. A smaller proportion of the respondents, 21.9%, believe that ethical conflict situations can be caused by the temptation to use any means to reach a goal associated with vested interests. Another part of the respondents 12.1%, believes that situations of ethical conflict can be caused by personal relationships that affect the results of professional activity. And 8.6% responded that can be the reason for an ethical conflict or ethical uncertainty was the desire of other persons who want the employee to act in the violation of his or her duties, in connection with vested interests (See Table 6).

Table 6. What, in your opinion, can be the reason for an ethical conflict or ethical uncertainty?

The causes of ethical conflicts.	%
By a selective approach to observing the ethical norms of behavior due to personal perception, which is subjective.	57.4
The temptation to use any means to reach a goal associated with vested interests.	21.9
Personal relationships that affect the results of professional activity.	12.1
The desire of other persons who want the employee to act in the violation of his or her duties, in connection with vested interests.	8.6
	100

The answers of managers.

The following question was addressed only to the managers of enterprises and concerned their evaluation of the knowledge that the employees of the service sector have or acquired in the field of constructing the behavior ethics.

According to the results of the interview, the majority of managers 54.4%, believe that they do not have enough knowledge in the field of ethics, while 25.3% of respondents believe that they have basic knowledge, but need to learn more, and only 20.3% believe that they have a comprehensive base of theoretical knowledge in the field of ethics (See Table 7).

Table 7. Do you have enough theoretical knowledge for the transition to a management system based on the construction of behaviour ethics?

Do you have enough theoretical knowledge?	%
No, not enough.	54.4
I have basic knowledge, but I need to learn more.	25.3
Yes, I believe I have absolutely enough.	20.3
	100

The answers of employees.

This group of questions was addressed only to employees. The first question had the following: "Does the management take any actions to construct the behavior ethics for the company?" The following responses were received: "The company's management does not take any actions to construct behavior ethics for the employees" was the opinion of 48.9% of the respondents; «Yes, the management takes some actions to construct the behavior ethics for the company» 35.5 %; 15.6% of respondents found it difficult to answer this question (See Table 8).

Table 8. Does the management take any actions to construct the behavior ethics for the company?

Does the management take any actions to construct the behavior ethics for the company?	%
"The company's management does not take any actions to construct behavior ethics for the employee".	48.9
Yes, the management takes some actions to construct the behavior ethics for the company.	35.5
Not sure.	15.6
	100

The respondents were asked to assess the role of their manager in the process of constructing the behaviour ethics in the enterprise. The following responses were received: 45.3% of the respondents were very satisfied or satisfied with the behavior of their manager. 41.0% of respondents were not very satisfied or very dissatisfied with the role of their manager in the process of the construction of behaviour ethics. 4.8% never evaluate the behavior of their managers, and 14.3% of the respondents found it difficult to answer this question (See Table 9).

Table 9. Evaluate the role of your manager in the process of constructing the behaviour ethics in the enterprise.

The evaluation of the behaviour of managers.

Response options	%
Very satisfied with the behavior of their manager	9.5
Satisfied with the behavior of their manager	35.8
Not very satisfied with the behavior of their manager	23.9
I am very dissatisfied with the behavior of my senior officer and sometimes even feel ashamed for them	11.7
I never judge the behavior of the management	4.8
Found it difficult to answer the question	14.3
	100

The respondents were asked: "When an ethical conflict arises, does your senior manager try to find out the essence of the conflict?" The responses were distributed as follows: 47.5% of the respondents stated that their manager does not try to find out the essence of the matter and immediately don't approve the persons involved; 30.5% of respondents said their manager tries to find out about the

essence of the conflict; 21.7% of the respondents found it difficult to answer this question (See Table 10)

Table 10. When an ethical conflict arises, does your senior manager try to find out the essence of the conflict?

When a conflict arises, does your senior manager try to find out the essence of the conflict?	%
No, he/she does not try to find out the essence of the matter and immediately don't approve the persons involved.	47.8
Yes, he/she tries to find out about the essence of the conflict.	30.5
Not sure	21.7
	100

CONCLUSIONS.

The studies of ethical conflict or ethical uncertainty are usually conducted in Russia in connection with the analysis of social unrest or ethnic tensions in various regions of the country.

There are only a few works that are devoted to ethical conflicts in a business organization. Therefore, we can compare these results with the study of Rubtcova and Usiaeva conducted in 2016 (Usiaeva, Rubtcova et al, 2016). The study by Rubtcova and Usiaeva revealed the presence of ethical conflicts in the organization and showed that various groups of personnel can violate the standards in from 13% to 50% of cases. Our research actually uses a similar approach, but the authors use a structured interview rather than the method of observation, so that it is possible clarify the reasons for such disagreement with the corporate ethical standards.

As the studies by Yadov (Yadov, 1998) and Levada (Levada, 1993) showed, even when employees had significant merits, the authoritarian system limited their initiative in the construction of ethics. The consumer was not seen as the main actor in the market, as a hierarchical system was established, in which the staff used to focus on the requirements of their manager and not on those of the consumer. In this connection, we ask questions concerning personal involvement in the construction of ethics and the need for the manager's participation in this process.

We see that employees are quite critical of the behavior of their managers, however, they are not eager to take personal responsibility, mentioning lack of time or they state that they have no interest in the construction of behaviour ethics. We think that this is a result off to the influence of the experience of the Soviet period and the fact that the market economy has not yet been fully accepted by the population. The post-Soviet experience was also not very favorable for the construction of ethics in commercial organizations. (Kyloe, 1995)

Based on the results of our study, the main factors affecting the construction of behavior ethics of service sector employees were identified, such as organizational culture, professional level of the managers, high organizational level of the enterprise (Petrunin, 2000; Esipova et al., 2017; Zaitsev, 2016).

Only 20.3% of the managers believe that they have enough knowledge for the transition to a managerial system which takes into account the design of behavior ethics. It is important to note that 79.7% of the respondents mentioned that they needed additional knowledge. We notice the weaknesses of corporate regulatory acts in commercial organizations: The Codes of Ethics, which exist nominally but are not actually used to regulate relations within the organization and with the consumer. Other studies also confirm the gap between the ethical standards of managers and employees due to the lack of clear description of the standards and the differences in their

interpretations (Esipova et al, 2017). The management of an organization prefers the liberal model, as the organization has to compete, and they expect the personnel to contribute to the efforts made by the company in the contest of market competition.

Having studied the works of other researchers in the field of corporate culture and ethics, we concluded that the majority of researchers consider it is necessary to have certain activities arranged related to the improvement of the constuction of behaviour ethics in the company (Eliseeva, 2009; Gordov, 2014); therefore, we recommend to initiate the construction of ethics behavior directly from the management, who will create favorable conditions for the support and development of ethical behavior in the organization. This can best be done by creating a code of ethics for the organization or by improving the existing code. A Code of Ethics is intended to define the company's policy in relation to the personnel behaviour in sensitive situations that are beyond legal regulation, although often a violation of the Code of Ethics of the enterprise may lead to dismissal.

A Code of Ethics can regulate the following aspects of activity:

- Equal opportunities for all employees of the organization (no discrimination on any grounds).

- Confidentiality of information concerning the employees and the customers.

- Protection of the interests of the company's employees and customers (Eliseeva, 2009).

The main task of a code of ethics is to guide the employee in making a choice in a difficult situation from the point of view of morals. For example, a client offers an employee a very expensive souvenir as a gift. Can the employee accept it, and is it possible that such a gift will be considered as a corruption? The code of ethics of an organization has to provide guidance on actions in that particular situation. Thus, a code of ethics is the basis for morally acceptable behavior in an organization.

Most often, Russian enterprises do not have a Code of Ethics. The reasons for that are explained above. At the same time, a recent trend is to develop and adopt codes of professional ethics. The development of any set of rules for a particular organization should be based on the awareness of the need to change something. The code of ethics is no exception. However, it is not enough just to have a Code of Ethics in a paper. It should be emphasized that both employees and managers have to learn to follow its recommendation. In further research based on this range of social indices, special aspects of behavioral ethics of employees of certain service industry companies can be estimated as well as compared to relevant results of other organizations in service industry.

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