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University of Arkansas, Fayetteville

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Fast Food Industry Ethics: Can Employee's Ethical Awareness Be Improved?

An Honors Thesis in partial fulfillment of the requirements for the degree of Bachelor of Science
in Business Administration in Accounting

By

Joanna Lorene Moore

Advisor: Dr. Karen Pincus

Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas

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ABSTRACT

There has been recent evidence that the fast food industry is unethical. Training helps employees learn what they are responsible for doing. Can training on ethics increase ethical awareness? To determine if this can happen, a study was done with the local Taco Bueno employees. The workers were given a pre-training survey, then participated in a case study training session, and finally took a post-training survey. Ethical awareness increased, but the results were not statistically significant in the small study sample. Further study is recommended to learn how long the increase of ethical awareness will last and if future training is necessary.

Fast Food Industry, Employees, Ethical Awareness, Training

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INTRODUCTION

There is a problem in the fast food industry. Recently there has been evidence of unethical behavior occurring in this field. Not long ago, a Taco Bell employee posted a picture on the company's Facebook page of an employee licking a stack of taco shells. Though the company has stated that they believe the photo is a prank, will consumers believe them, or will they wonder what else is going on behind the scenes? ("Taco Shell-Licking Photo," 2013). In another case, a group of young McDonald's employees was arrested in Louisiana for stealing from customers. One employee skimmed credit card numbers while working in the drive-thru. He then gave the numbers to other employees who used them to create fake credit cards. The group then went on a shopping spree with the counterfeit credit cards, racking up totals of almost \$50,000 ("Fast food worker," 2011). One more example is in Fayetteville, Arkansas, an employee at U.S. Pizza called the police to report a robbery. However the police were able to determine that the employee making the report staged the robbery with the help of his friend ("Pizza Restaurant Employee," 2011).

From these examples it is evident that there are ethical issues within the fast food industry. From working in fast food as a manager, I have personally seen some of the problems employees face with ethical behavior. The high turnover and the young average age of the employees in the industry could be part of the problem.

According to the Bureau of Labor Statistics, turnover is considered the total number of separations from the job, which includes quits, layoffs and discharges, and other separations (USBLS, 2013a). In July 2013, the turnover rate for the accommodations and food services industry was 5%. This is third only to "arts, entertainment, and recreation" and "construction" (USBLS, 2013b). When an industry has high turnover it is difficult to make sure that every

employee is aware of the ethical standards and the behavioral expectations of the company. Many times employers are focused on getting their new employees trained in the tasks of the day. This can cause other important aspects of the job, such as ethical standards, to be pushed aside.

Typically, when someone thinks about the employees who work in the fast food industry they think of teenagers. Many times fast food is the first job of those in the workforce. However, recently, the age of employees who work in this industry has increased. In 2012, the average age of the “combined food preparation and serving workers, including fast food” was 29.2 (USBLS, 29 May 2013b). According to Sung Soo Lim, a staff writer for the Federal Reserve Bank of Minneapolis, the state of the economy has affected jobs across all industries (2011, 18-19). With the downturn of the economy many people who were employed elsewhere lost their jobs and turned to fast food as a source of income; not only teenagers or people in their early twenties are working in this sector. However, in 2012, the majority of employees in the fast food industry were between the ages of 20 and 24 and over half of the labor force was under the age of 35 (USBLS, 2013b). Therefore, the population of fast food employees is still young.

The fact that the work force is younger means that employees may not be aware of what is ethical or unethical. Certain standards are common sense; however, if the employees are not aware of what is considered to be unethical, they will not think twice about performing an unethical action. According to a survey of 431 human resource officials, a problem among young workers is the lack of skills such as professionalism and work ethic. Forty percent of those surveyed said that high school graduates are deficiently prepared (“Most Young People,” 2006, 1-8).

Many believe that a job while in high school will teach teenagers how to manage time and to develop a strong work ethic. Dr. Laurence Steinberg, a Temple University professor, feels differently. His research shows that the typical adolescent jobs actually disengage students from school and many times causes them to develop a cynical attitude towards work in general (Graham, 1994). This could be, in part from the differences between generations. According to a Foodservice Director 2012 survey, 79% of operators agree that younger employees do not have the same strong and dedicated work ethic as employees did ten years ago (“Younger Employees,” 2012, 52).

Differences between generations produce different values. According to Saba, Generation Y is considered the most supervised generation. They are well protected by their parents since their parents were part of Generation X, which is considered to be the “abandoned generation.” Due to this over-protectiveness, Saba claims that when Generation Y enters a job, they expect something different than their predecessors. Many of them demand respect and also have a “take-it-or-leave-it attitude” (Saba, 2006, 13-14).

With the majority of employees being young adults and having to deal with high turnover rates, managers in the fast food industry may have a difficult time with training—not only training them to perform on their job, but also training them to be ethical while they are working. The high turnover rate of the fast food industry means there are constantly employees leaving from and being added to the work force. This causes training to be difficult. Employers who want to save money will tend to train them in the necessities of performing their job, but may only mention the ethical standards of the company. However, as it is evident that the younger work force is not ready to perform ethically, training in this area is a necessity. When dealing

with a younger workforce, Saba states that companies need to “plan on spending more time with training” (Saba, 2006, 13-14).

What are the ethical issues that the fast food industry faces? As a manager in a local fast food restaurant, I have been told to look out for the following:

- Arguing with, cursing at, or being discourteous to a customer.
- Requesting time off for fraudulent reasons, or the use of fraudulent excuses for being absent from a scheduled shift.
- Falsifying information on an employment application, resume, personnel form, and company records.
- Theft or unauthorized removal of company property, including, but not limited to money, equipment, food, supplies or product, or property of those who perform business with the company.

(“Employee Handbook,” 2010)

These are all aspects of ethical decisions that the fast food industry deals with on a daily basis.

Employees are not aware that some of their decisions are unethical. If employers in the fast food industry would spend more time training employees on these ethical issues, it is possible that many of the issues would not be as prevalent as they currently are.

Can employee awareness of ethical issues be improved with increased training?

Employers can use case studies to show the importance of ethics in their stores. They can implement the use of case studies when an employee is first hired and throughout the time the employee is employed by the company. In order to investigate this further, I am going to implement training with the employees at the Taco Bueno where I work. The employees will be given a pre-training survey, which will be kept anonymous, to gauge how ethical their decisions

are. Then the workers will attend training sessions with a couple different case studies to work through. After the training, the employees will be given an additional survey to see if their decisions have changed as a result of the training. I believe that by training employees in ethical behaviors, the unethical decisions will diminish.

EXPERIMENTAL DESIGN

In order to test this hypothesis, I implemented training at the local Taco Bueno where I work. Table 1 shows the number of participants in the experimental group and the control group.

Table 1: Participants

	Experimental Group	Control Group
Number of Participants	12	7
Store #	#8001	#8036

Participants were given a survey to assess ethical behaviors. At store #8036 the employees were given a pre-test survey. They did not receive any additional training. This store is used as the control group to represent ethical behaviors that occur naturally.

The employees at store #8001 were given a pre-training survey. After completing this survey they attended training sessions where two case studies were used. These were made up of small groups of two employees. Following the training, a post-training survey was administered to the participants. See Table 2 for the dates in which these occurred.

Table 2: Dates

	#8001	#8036
Pre-training Survey	February 2, 2014 – February 8, 2014	February 2, 2014 – February 8, 2014
Training	February 9, 2014 – February 22, 2014	NA
Post-training Survey	February 23, 2014 – March 1, 2014	NA

Surveys:

The pre-training survey consisted of the nine questions, shown in Table 3, to assess ethical beliefs of participants. The post-training survey contained the same nine questions with an additional three questions and a place for comments. The additional questions are shown in Table 4.

Table 3: Pre-training Survey

Questions	Answers					
1. How many times in the last year have you taken something that did not belong to you, without the proper permission?	None	Once or Twice	Three or Four times	Five or more		
Please indicate how often the following is acceptable:						
2. Arguing with or being discourteous to customers	Never	Always	Sometimes	Often	Not Sure	
3. It's ok to call in sick just because I want the day off	Never	Always	Sometimes	Often	Not Sure	
4. Lying on forms or to customers	Never	Always	Sometimes	Often	Not Sure	
5. Taking food or items without permission	Never	Always	Sometimes	Often	Not Sure	
6. When do you think arguing with or being discourteous to customers is acceptable?	The customer is in the wrong	They are being argumentative	The customer was not considerate of the workers	Some other reason	I don't know	It's never acceptable
7. Why do you think requesting time off for dishonest reasons or calling in just because you want the day off is acceptable?	I deserve/want the time off	Something important came up	I don't feel like working	Some other reason	I don't know	It's never acceptable
8. Why do you think lying on forms or to customers is acceptable?	If I tell the truth I could lose my job	The customer doesn't need to know the complete truth	Not everybody needs to know everything about me	Some other reason	I don't know	It's never acceptable
9. Why do you think taking food or items without permission is acceptable?	They will never notice I took it	I don't have the money to pay for it	I'm hungry	Some other reason	I don't know	It's never acceptable

Table 4: Additional Questions

Questions	Answers				
The ethics training was very informative	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
This kind of training should be implemented more frequently	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Training is useful in my job	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

To determine whether the questions on the surveys would be beneficial to the study, I pilot tested both the pre-training survey and the post-training survey with both general managers and my faculty advisor. The surveys were anonymous. They will in no way affect the job status of the employees who participated. To ensure anonymity, the general manager of each store was given the pre-training and post-training surveys in envelopes. It was then requested that the participants seal the answered surveys in the envelopes and return them to their general manager. After all the surveys were collected, I received the sealed envelopes from the general managers, having no knowledge of who answered each survey.

Cases:

In the process of researching, I have found four ethical issues that employees should be aware of. I wrote four case studies, based on these issues, to use as the method to train the participants. In order to determine which cases to use for the training, I pilot tested the cases with my faculty advisor and the general manager of the store.

PILOT TESTS

In order to make sure I was on the right track with the surveys and the case studies, I used a pilot test with my faculty advisor and the general managers of the Taco Bueno's in Fayetteville, Arkansas. For the pre and post-training surveys, a few minor changes to question

wording were suggested. The general managers also suggested translating the questions into Spanish. For help with this, I contacted a former Spanish teacher.

After having them read the surveys, I had the general manager at the training store and my faculty advisor read through the four cases I had written. After reading them, they suggested a few minor changes in wording. After discussing the cases, the general manager decided he would like to see case one and case two used for the training because he felt that the issues addressed in those cases, absenteeism and attitude, were the most relevant to the crew that we currently had. In addition to minor word changes, the pilot testers suggested making the case responses less obvious. To do this, I added an extra response to the cases that the general manager had chosen. Because a number of employees are more comfortable using Spanish than English, I translated the two cases which will be used.

The final version of the four cases in English are both included in the appendix. Also the Spanish language cases that will be used as well as the survey questions are included in the appendix.

HUMAN SUBJECTS PERMISSION

On November 26, 2013, I submitted the humans as subjects protocol form to the University of Arkansas Institutional Review Board. A couple of weeks later I received a response letter approving the research study. This letter is included in the appendix.

ANALYSIS PROCEDURE

After receiving the pre-training and post-training surveys, I documented the results, which are included in the appendix. I first compared the control group to the experimental group. I then looked at each question to see if there was a visible difference in the responses between pre-training and post-training. Is the visible difference significant? To determine if

there is indeed a significant difference between the pre-training and post-training survey results, I performed a comparison of two proportions test on each of the questions I identified as having a visible difference.

RESULTS

When looking at the control group versus the experimental group, it appears as though the two groups are different in a number of the questions. This is unexpected, as the control group should be representative of the experimental group. As there were several questions in which there appeared to be a large difference in the percent of respondents answering that a certain activity is never acceptable, I did a comparison test of proportions to determine if there was a significant difference between the proportions. I performed this test on questions five through nine of the survey.

There was only one question in which there is actually a significant difference between the control group and the pre-training group; question five. The results are in Table 5.

Table 5: Question 5 Results – Control vs. Pre-training

	Control	Pre-training
Never	42.86%	88.89%
Other	57.14%	11.11%

As only one question had a significant difference, the control group and the experimental group are generally representative of each other. The analysis of question five is included in the appendix. This question asks the respondents to indicate how often it is acceptable to take food or items without permission. 42.86% of the control group answered that this is never acceptable, but 88.89% of the experimental responded that it was never acceptable. There could be a number of reason for the fact that the two groups are different. One possible reason could be the policies of the individual stores. It could be that the managers have a different policy

regarding what is done with food that is a mistake. If it is well known at one store that the employees are not to eat items made by mistake without permission, but not well known in another store, this could lead to a difference between the two groups. Another reason could simply be the beliefs of the respondents are different. No two stores are going to have the same number of people who act or react the same exact way. However, overall the two groups are reasonably similar

Comparing the pre-training results with the post-training results, there were changes in the expected direction of increased ethical awareness and intentions. However, the change is not large enough for there to be a significant difference. This may be due to weak power of tests due the fact that the sample sizes were very small. Questions six through nine were the questions in which there appeared to be a difference between responses. These questions ask the respondents when or why it is acceptable to do a certain unethical action. Even though there is not a significant difference, the responses moved in the correct direction. (Refer to Significance Tests in the appendix for an example of the comparisons tests performed on the survey results). A greater percentage of participants responded with it never being acceptable to perform an unethical action after being involved in the case study training, than had responded in that manner before the training. This implies that the training had some effect on the employees who participated.

Another interesting result came from the follow up questions that were included on the post-training survey. These questions asked the participants to indicate how they felt about the ethics training and training in general. When participants were asked if the ethical training was informative, 90.9% indicated that they either agreed or strongly agreed that it was informative. When asked if ethical training should be implemented more frequently, 100% of the participants

either agreed or strongly agreed. Finally, when asked if training in general is useful in their job, 100% indicated that they either agreed or strongly agreed. These results could be skewed, as at this point in the process, the employees knew what the surveys were for. However, the yearning for training appeared evident with these responses as well as with the attitudes during the case study training.

IMPLICATIONS/RECOMMENDATIONS

The fact that there was movement among the survey responses implies training was beneficial in improving ethical awareness, even though the results were not a significant change. How long will this ethical awareness remain? This is a question that is yet to be answered. As this was only one study on the ethical awareness of fast employees there is still much to examine. Training is important because it teaches the participants what they need to know for their position. However, for training to be efficient, bestselling author, Bob Nelson states the skills and knowledge learned during training needs to be reinforced on the job, rather than just in the training session. (Nelson, 2013, 43)

There is also the question of whether or not the ethical training will improve actions. Did the training just give the participants an example of the correct way to respond, or do they truly believe that a certain action is now unethical? Will training on a more frequent basis reinforce the proper ethical actions that should be performed? All of these questions were not able to be answered with a single study.

From looking at the post-training survey results, particularly the training follow-up questions, I believe that the employees felt the importance of the training. Due to this, I recommend starting to implement this form of training on a more regular basis. To determine how often this should be done, I would recommend another research study to determine how

long the improvement of ethical awareness lasts. Once this amount of time is determined, the company can better gauge how often the training needs to be completed. Currently employees are trained on a regular basis on the basic functions of their jobs, however, there is minimal training on ethical actions. To me, it seems as though everyone just expects employees to know what is right and wrong, and to act upon these choices in the correct manner. Imagine how behaviors could be improved if an ethics training was incorporated into the regular training that employees receive.

As it will take time to determine how often the training would be necessary, I recommend that in the meantime, the general managers become vigilant in recognizing unethical behavior that is occurring and consistently enforce penalties. If the general managers are more aware of what is going on in their stores, the likelihood of unethical actions recurring would decline if it was known that they would not be tolerated. As author, Bob Nelson, states “the more the learning from the training can be discussed, shared, and practiced, the greater the chance learning transfer will take place.” (Nelson, 2013, 43) If policies to encourage the use of new knowledge, gained during training, are reinforced, the likelihood of the training being effect would increase.

Overall from performing this study on ethical awareness, I have learned that in general employees know what they are supposed to do or not supposed to do. However, the question we need to focus on is whether they actually make the decision to act appropriately. Within a week a performing the training with the employees, our company still had two people no-call-no-show for their shifts. This indicated to me that even though the employees showed on the follow-up survey that the training had changed their ethical awareness, they still chose not to do the ethical action. Based on this, I recommend looking into a way of doing training that would implement consequences to cause the employees not to act in an unethical manner.

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APPENDIX

Cases in English

Case One.

Ally is a young worker at a local burger shack. She usually works front of the house, running front counter or drive-thru. This particular burger shack stays busy. With this, they deal with all kinds of customers. Customers who are in a big hurry, and those who have all the time in the world. There are also customers who are in cheerful moods, and those who act like they hate everyone and everything.

Today is Saturday, the busiest day of the week. Ally is working front counter. There is a constant flow of customers. With this constant flow of customers, it has been difficult for Ally to keep up with making sure the lobby is clean and fully stocked. She knows that this is important, but at the same time she knows that if there is a customer at the front counter, she needs to take their order. So Ally does the best she can. Every chance she gets, she grabs a cleaning rag to clean some tables or works at stacking napkins, lids, condiments and straws.

After a large group of people left, an irate customer comes up to the counter. It is obvious that he is angry about something. "How can I help you?" Ally questions the customer.

"All the tables are dirty and these fries are cold!" He yells as he throws the fries down on the counter in front of Ally.

Ally immediately becomes defensive. To herself she thinks, "How could I possibly have kept all the tables clean with the rush that we just dealt with?"

Ally now has to make a decision on how to respond to the irate customer. Should she yell back at him saying that she deserves better? Or should she be patient and calmly explain to the customer that she just has not had a chance to get to the tables and offer to replace the fries?

Response #1.

Ally is angry. She knows that she has worked as hard as she could during the rush to satisfy all the customers.

“I have done the best I can! I am only one person. Did you not see the number of people who just left as you walked in? I will get to the tables when I get to them! As for the fries, they are only cold because you have wandered around the lobby multiple times. That is not our fault!” Ally shouts.

The customer has a look of shock on his face. “I am going to report you to your corporate office. That is not how you should treat a paying customer!” He then storms out of the building.

Response #2.

Ally is upset, but she knows that there are sometimes that customers do just not understand. “Sir, I am sorry about the tables. We just got done with a large rush, with a lot of large groups. I am on my way out to get the tables clean. Do you have a preference where you would like to sit? I will clean that one for you first.”

“Any would work, but what about the fries? I paid good money for this meal, and cold fries are not worth it! I want them replaced immediately!” The customer grunts.

“Let me get you a fresh order. Give us just a minute and we will cook them fresh for you!” Ally responds with a smile. Ally then turns around and requests for his entire order to be remade. She then grabs a towel and gets a couple of the tables cleaned. When the order is complete she brings it to the table the customer is now sitting at.

“Sir, I would like to apologize for the messy tables and the cold fries. We should have kept up better with the lobby and made sure our food was served at the proper temperature. Again I am very sorry for the inconvenience.”

“It’s ok. Thank you for your quick response,” replies the customer.

Response #3.

Ally is upset. "Sorry sir," she mumbles. She roughly grabs a rag and quickly cleans a few tables. Then she returns behind the counter and tells the person making the orders that she needs another side of fries. Ally takes the fries to where the customer is now sitting.

"Here are some more fries. Have a good day." Ally says quickly to the customer.

Ally returns to her position behind the counter and starts talking to her coworker in tones where customers should not be able to hear her. "We've been really busy today. Can you believe what that man just did? He came up here complaining that all the tables were dirty. I think he just needs to get over himself. I'm just one person. I can't keep everything caught up when it has been like this."

"I know. Customers are just so frustrating! We can never do enough to satisfy them," replies her coworker.

"I just get so irritated that they expect so much out of us," Ally expresses her frustration.

Which response was the appropriate response? Why?

Ally should choose to respond to the customer with option two. Though at times it is difficult to do, as a public service employee it is essential not to argue with or be discourteous to customers. In option three, Ally provided the customer with what he needed. She cleaned the tables and got him another side of fries. However, Ally proceeded to complain about the customers and customers in general. Though she thought she was talking at tones where

customers could not hear her, there is always the possibility that a customer could hear what they were saying. Even though customers can be irritating and frustrating, it is wrong to complain about them while on the clock, as they are the ones keeping you in a job. When a key point of business for a company is customer service, it is unethical to provide any kind of service that is not excellent.

Case Two.

Zechariah receives a call from his friend about an hour before he had to be at work at Chicken Nugget, a local chicken restaurant.

“Hello,” Zechariah answers.

“Hey man, what’s up?” His friend Bill responds.

“Not much, not much. What are you up to?” Zechariah says wondering why Bill has called him on this Friday afternoon.

“Dude, there’s this new movie out. It’s about this guy who goes on an adventure to another world. It sounds awesome! There’s one playing at 7:30. We should go see it. What do you think?”

“Bill that sounds great, but I can’t. I work five to twelve tonight. We will have to do it some other time.”

“Zechariah, man, come on - don’t leave me hanging. This movie is going to be awesome. Just call in, and tell them you are sick, they won’t know any different. You work all the time anyways. You need a night off.”

“It sounds like a good idea, but I just don’t know. Give me a few minutes to think about it, and I will call you back with my decision.”

Now Zechariah is in a predicament. Should he call into work with a lame excuse? Or should he just go to work like he is scheduled, and have his buddy get irritated with him?

Response #1.

Zechariah takes a few minutes to think. He knows how hard it is when somebody calls in on a closing shift. He doesn't want to be one of those kind of people.

He picks up his phone and dials Bill's number.

"So tell me man, are you going to go to the movie with me?"

"Sorry, Bill. I am not going to call in, just to get the night off. I am going to go in and work the shift that I was scheduled. Sorry man."

"Man. I really think you should just call in. But if I can't convince you otherwise, have a good night at work. I will find someone else to go with me tonight. Your loss," Bill whines.

"I am going to work. Have a good night," Zechariah hangs up the phone. He then goes to work and works his shift.

Response #2.

Zechariah thinks about what he should do. He decides that if he goes into work for a little bit and then plays sick he could still go to the movie with Bill. Then he would not feel bad about going to the movie, as he worked part of his shift.

Zechariah picks up his phone and calls Bill. "Bill, I am going to go to the movie with you, but I am going to work the first part of my shift. I will go in acting like I am sick, then ask to go home early."

"Man that's what I'm talking about." responds Bill. "I will see you at the theater."

Zechariah goes in to work. When he walks in he starts to cough. "I'm just not feeling good at all today," he says to the manager on duty. "I will try to make it through my shift." As

the shift continues he makes it evident that he is "not feeling well". Around 6:45 he pulls his manager aside and tells her, "I don't think I can make it through the night. I feel like I have a fever and am about to throw-up. Can I go home? I hate to do this to you, but I really don't think I can work any longer"

"Are you sure you can't make it? It's a Friday night. It will be really rough on us if you go home early. Can you make it a few more hours?" She questions.

"I'm sorry, but I can't," he moans. So Zechariah's manager sends him home and tells him to get feeling better.

Zechariah leaves and immediately calls Bill. "Man it worked like a charm! She believed I was really sick. I am on my way to the theater. See you there."

Response #3.

Zechariah thinks about his options for a couple of minutes. It doesn't take him long to decide that going to the movie with Bill sounds like it would be more fun.

He picks up his phone. He dials Chicken Nugget.

"Thank you for calling Chicken Nugget, how may I help you?"

"Hey, it's Zechariah." Zechariah coughs a couple times. "I can't come in. I am not feeling well." He coughs a couple more times to emphasize that he his sick, even though he is not.

Zechariah then calls Bill and tells him he will go to the movie with him. "I do deserve a night off!" he exclaims.

What choice should Zechariah make? Why?

Zechariah should choose to do response #1. Though at times, everybody feels like they need a day off. However, one single person is not better than any other. Why should the other

employees suffer, just because one employee decides to call in because they want a day off? The right thing to do is work the scheduled shifts. If a day off is necessary, request it off with the appropriate amount of time given beforehand. Don't call in the day of, unless it is due to legitimate illness or emergency. Many may believe that if they come in and work part of their shift that they have done enough. It will be alright if they play sick in order to go home early. This is not ethical. If you are not truly sick, then there is not reason for you to try to go home early by acting like you are sick.

Case Three.

Eddy is 23 years old. He has been married for a year and a half. Eddy is extremely excited because his beautiful wife has just found out that she is pregnant with their first child.

Eddy needs a job. He has only been casually looking, as his wife has a good paying job. However, Eddy is now desperate to find a job in order to care for his coming baby. He knows that his wife will get maternity leave, but he wants to be able to provide the best for his child. Eddy has had a sketchy background. As a young teenager he got into some trouble for illegal drugs and the judge wanted him to learn from his mistakes and decided to have him tried as an adult. Eddy has now been clean for eight years.

As Eddy has been filling out applications, he has noticed a question that asks, "Have you ever been convicted or plead guilty before a court of any federal, state or municipal criminal offenses, excluding minor traffic violations?" Eddy is afraid that if he answers yes to this question he will not get a job. "What if they look at the application and immediately discard it, because they do not want to deal with a criminal?" Eddy thinks to himself as he is filling out the applications.

Eddy has a decision to make. Should he answer the question honestly and risk not getting a job, or should he not answer the question at all in hopes that it will never come up and he will get a job? Another choice Eddy could make would be to answer the question with a lie.

Response #1.

Eddy thinks about what could happen. He is in such a need of a job that he is afraid of not getting one. Eddy decides that if they don't know about his past convictions they will give him a chance based on his credentials. What they don't know, can't hurt. So Eddy decides to not answer the question at all.

Response #2.

Eddy thinks about the choices he has. He knows he needs a job, but wants to get the job in the right way. He decides that he should be completely honest on the job applications. So as he fill out the applications, Eddy answers yes to the question. He then explains the situation and how he has been clean for eight years. Eddy turns in the applications with hope that he will soon find a job.

Response #3.

Eddy thinks about what he should do. Eddy thinks that if the question is left blank, it will cause them to question why he did not answer it. This could lead to them discovering his criminal history. Eddy decides to lie. He will answer the question, but it will not be answered truthfully.

Eddy fills out the applications by answering no the question about criminal history. He thinks that if the question is answered as they would want it to be answered he will have no problem finding a job.

How should Eddy decide to fill out his applications? Why?

Eddy should choose response #2. The best choice is to be honest. If Eddy decides to not disclose his past criminal history, it could be found out through background checks. Most companies perform a background check when they decide to hire an applicant. If the company discovers that Eddy was not completely honest, they will then wonder what else he is not honest about. Eddy will get better opportunities if he stays completely honest about who he is.

Case Four.

Leona works at a taco restaurant. She works strictly in the back. While working, Leona makes the customers' orders. Typically, Leona and her co-workers start making the orders as they appear on the screen. The orders start to appear as the front counter employee takes the order. Occasionally the customer changes their mind on an item that Leona has already started to make. When this happens, the employees typically try to use the items in the order that follows it. However, if it can't be used the manager will allow employees to eat it, if it is evident that the mistake was not made on purpose.

Recently Leona has been dealing with family illnesses. She has had to cover some bills that she was not expecting to have to pay. So much of her money, that she uses to pay for meals, has gone to covering these bills.

Today is a Saturday, the busiest day of the week. On Saturdays mistakes happen more frequently than they do on other days. Leona is extremely hungry. She has not eaten more than a couple slices of bread in the last few days. She starts to think about purposely messing up on some items so that she can have something to eat. She knows that their manager is pretty easy going and hates seeing food go to waste. So if some items got made incorrectly, Leona could probably claim them and get a decent meal for the day.

What should Leona do?

Response #1.

Leona decides that it would not be right for her to mess up on some items on purpose. Though she is extremely hungry, she thinks that she would feel guilty about doing this on purpose. So Leona continues to work hard like she usually does. Maybe she will talk to her manager in a bit and tell them her current situation. Somebody else may make a mistake at some point today, as it is Saturday.

Response #2.

Leona decides to make some mistakes on purpose. She says to herself, "It's Saturday. It's busy. Nobody will notice a few mistakes. They will just think it is a typical Saturday." Leona decides to wait until almost the middle of her shift to make the mistakes, that way she can ask for a break. So around one o' clock, Leona messes up on a taco here and a burrito there.

After she has a decent sized meal of "mistakes" she asks her manager, "Can I take a quick lunch break? I will just eat these items that got messed up. I don't want them to go to waste."

"Sure, go ahead," the manager responds, even though he thinks that there was a large number of mistakes in the last few minutes compared to the rest of the day.

What should Leona decide to do?

Leona should decide to do response #1. The right thing to do is be honest. Being deceitful is not the right thing to do. In a situation like this, where it is not an everyday thing asking for a handout is not a bad thing, If Leona just talks to her manager about what has happened, it is likely that her manager will help her out. If Leona chooses to be deceitful more harm can be done. Making mistakes on purpose just so you can eat them can be considered

stealing. If caught, Leona could lose her job, which then would put her in a worse situation than she is currently in.

Cases in Spanish

Ejemplo Uno.

Juana es una trabajadora joven en la choza de hamburguesas local. Ella por lo general trabaja en la parte principal del restaurante, en la drive-thru o en el mostrador de enfrente. Esta choza de hamburguesas, en particular, queda ocupada. Con esto, ellos encuentran todos tipos de clientes. Hay clientes que van de prisa, y aquellos que tienen todo el tiempo del mundo. También hay clientes que están felices y aquellos que se comportan como si ellos odiaran todos y todo.

Hoy es sábado, el más ocupado de la semana. Juana está trabajando en el mostrador de enfrente. Hay un flujo constante de clientes. Con este flujo constante, ha sido difícil para Juana seguir el ritmo de limpiar y reponer el recibidor. Ella sabe que esto es importante, pero al mismo tiempo, ella sabe que si hay un cliente en el mostrador de enfrente, ella necesitará tomar sus órdenes. Así que Juana hace que lo puede. A cada oportunidad, que ella agarra un trapo para limpiar las mesas o repone las servilletas, los condimentos, o los popotes.

Después de que un grupo grande sale, un cliente furioso viene al mostrador. Es obvio que él está enojado sobre algo. < ¿Puedo ayudarlo? > Juana le pregunta al cliente.

“¡Todas las mesas están sucias y las papas fritas están frías!” El hombre grita y tira las papas fritas en el mostrador en frente de Juana.

Juana inmediatamente se pone defensiva. Ella se piensa, “¿Cómo sería posible mantener limpia todas las mesas con lo ocupado que estamos?”

Juana tiene que hacer una decisión cómo responder al cliente furioso. ¿Debe ella gritarle a él que ella merece mejor tratamiento? ¿O debe ella quedarse paciente y explicarle

tranquilamente al cliente que ella no tiene la oportunidad de limpiar las mesas y ofrecer reemplazar las papas fritas?

Respuesta #1.

Juana está enojada. Ella sabe que ha trabajado muy duro durante el ajetreo de satisfacerles a todos los clientes.

“¡Hago que lo puedo! Soy solo una persona. ¿No vio el número de personas que salían cuando usted entró por la puerta? ¡Limpiaré las mesas cuando puedo! Y para las papas fritas, solo están frías porque usted ha rondado por el recibidor múltiple veces. ¡Esto no es nuestra culpa!” Juana grita.

El cliente tiene una expresión de estupefacto en su cara. “Voy a reportarle a su oficina corporativa. ¡Eso no es como se debe tratar a un cliente!” Entonces él se va enfurecido del edificio.

Respuesta #2.

Juana está descontenta, pero ella sabe que hay algunas veces que los clientes no entienden. “Señor, lo siento por las mesas. Acabamos de terminar con muchos grupos grandes. Ya voy a limpiar las mesas. ¿Dónde quiere sentarse Ud.? Limpiaré esa mesa primera.”

“No me importa, ¿pero qué de las papas fritas? ¡Pagué buen dinero por esta comida, y papas fritas frías no tienen el valor! ¡Quiero las papas fritas reemplazadas inmediatamente!” El cliente gruñe.

“Déjame obtenerse una orden fresca. Dénos un minuto y cocinaremos las papas fritas frescas para Ud.” Juana responde con una sonrisa. Juana entonces vuelve a la cocina y pide de nuevo la orden completa. Ella agarra un trapo y limpia algunas de las mesas. Cuando la orden está completa, ella la lleva a la mesa donde el cliente está sentado ahora.

“Señor, yo quiero pedirle disculpas por las mesas sucias. Y para las papas fritas frías. Nosotros debemos mantener mejor el recibidor y no debemos servir comida fría. Otra vez lo siento mucho para la inconveniencia.”

“Está bien. Gracias para su respuesta rápida.” responde el cliente.

Respuesta #3.

Juana está descontenta. “Lo siento señor.” Ella murmura. Ella agarra un trapo bruscamente y limpia algunas mesas rápidamente. Entonces vuelve detrás del mostrador y le dice a la persona que está haciendo las órdenes que necesita otra orden de papas fritas. Juana toma las papas fritas a donde el cliente está sentado ahora.

“Aquí hay más papas fritas. Tenga un buen día.” Juan dice rápidamente al cliente.

Juana regresa a su posición detrás del mostrador y comienza a hablar a su colega en tonos donde los clientes no deberían ser capaces de oírlas. “Hemos estado muy ocupados hoy. ¿Puedes creer le que el hombre hizo? El vino aquí para quejarse de las mesas sucias. Pienso que ese hombre se concentra demasiado en sí mismo. Solo soy una persona. No puedo mantener todo cuando estamos tan ocupados”

“Yo sé. ¡Los clientes están muy frustrantes! Nunca podemos hacer lo suficiente para satisfacerlos.” responde la colega.

“Me pongo irritada que esperan tanto de nosotros.” Juana expresa sus frustraciones.

¿Cuál respuesta era la respuesta más apropiada? ¿Por qué?

Juana debe elegir para responder al cliente con la opción número dos. Aunque a veces es difícil de hacer, como un empleado de servicio público es esencial no discutir con o ser descortés con los clientes. En la opción tres, Juana proporcionó al cliente lo que él necesitaba. Ella limpió las mesas y le consiguió otra orden de papas fritas. Sin embargo, Juana procedió a quejarse del

cliente y de los clientes en general. Aunque ella pensó que estaba hablando en tonos donde los clientes no podían oírla, siempre existe la posibilidad de que un cliente podía oír lo que decían. A pesar de que los clientes pueden ser irritantes y frustrante, no es correcto quejarse de ellos, mientras estás en las horas de trabajo, ya que son los que le mantienen en un puesto de trabajo. Cuando un objetivo clave de negocio para una empresa es el servicio al cliente, no es ético para ofrecer cualquier tipo de servicio que no sea excelente.

Ejemplo Dos.

Eduardo recibe una llamada de su amigo aproximadamente una hora antes que él tenga que estar en su trabajo a La Pepita de Pollo, un restaurante local de pollo.

“Hola” Eduardo contesta.

“Hola hombre, ¿Qué pasa?” Su amigo José responde.

“No mucho, no mucho. ¿Qué vas a hacer?” Eduardo dice preguntándose por qué José lo ha llamado en esta tarde de viernes.

“Hombre, hay una película nueva en estreno. Se trata de un hombre que va a una aventura a otro mundo. ¡Suena padrísimo! La película empieza las siete y media. Debemos ir a verla. ¿Qué piensas?”

“José eso suena fabuloso, pero no puedo. Trabajo de las cinco a la medianoche. Tendremos que hacerlo otro día.”

“Eduardo, hombre, vamos – no me dejes colgado. Esta película va a ser padrísimo. Solo tienes que llamar a tu jefe, y dígame que tú estás enfermo, no sabrá nada diferente. Trabajas todo el tiempo de todos modos. Necesitas una noche libre.”

“Suena como un buen idea, pero no sé. Dame unos minutos a pensarlo, y te llamaré con mi decisión.”

Ahora Eduardo tiene un dilema. ¿Debe él llamar a su trabajo, con una excusa pobre? ¿O debe él ir al trabajo como está planeado, y tener a su camarada molesto con él?

Respuesta #1.

Eduardo piensa por unos minutos. Él sabe cómo tan duro es cuando alguien llama para disculparse en un turno nocturno cuando tienen que cerrar el negocio. Él no quiere ser uno de esos tipos de personas.

Él coge el teléfono y marca el número de José.

“Así que, dígame hombre, ¿Vas a ir a la película conmigo?”

“Lo siento José. No voy a llamar a mi jefe, solo porque quiero una noche libre. Voy a ir al trabajo y trabajaré el turno que yo estaba planeado. Lo siento.”

“Hombre, realmente creo que deberías de llamar a tu jefe. Pero, si no puedo convencerte diferente, que tengas una buena noche trabajando. Encontraré a alguien diferente para ir conmigo esta noche. Tu pérdida.” José se queja.

“Voy a trabajar. Que tenga una buena noche.” Eduardo cuelga el teléfono. Él entonces va a trabajar y trabaja su turno.

Respuesta #2.

Eduardo piensa sobre lo que él debe de hacer. Él decide que si él va al trabajo por un rato y luego finge estar enfermo aún podría ir al cine con José. Entonces no se siente mal de ir al cine, porque él ha trabajado parte de su turno.

Eduardo coge su teléfono y marca el número de José. “José, voy al cine contigo, pero voy a trabajar la primera parte de mi turno. Entraré fingiendo estar enfermo, entonces pido salir temprano.”

“¡De eso es lo que estoy hablando!” responde José. “Te veo al cine.”

Eduardo va a su trabajo. Cuando entra, él comienza a toser. “No me siento bien hoy.” Él dice a su jefa. “Trataré de aguantarlo hasta el término de mi turno.” Mientras el turno continuo, él lo hace muy obvio que él “no se siente bien”. A las seis y cuarenta y cinco, él jala su jefe a un lado y le dice “No pienso que puedo aguantar hasta la noche. Me siento como si tengo fiebre y estoy a punto de vomitar. ¿Puedo ir a casa? Odio hacer esto, pero la verdad es que no creo que pueda trabajar más tiempo.”

“¿Estás seguro que no puedes hacerlo? Es viernes. Nos va a ir muy mal si tú vas a casa temprano. ¿Te puedes aguantar un par de horas?” Ella cuestiona.

"Lo siento, pero no lo puedo." Él gime. Así que la jefa le manda a casa y le dice que se sienta mejor.

Eduardo sale e inmediatamente llama a José. “¡Hombre, lo funciona como un encanto! Ella creía que estaba realmente enfermo. Voy de camino al cine. Nos vemos allí.”

Respuesta #3.

Eduardo piensa en sus opciones para un par de minutos. No le tomó mucho tiempo decidir que ir a la película con José suena como que sería más divertido.

Coge el teléfono. El marca La Pepita de Pollo.

“Gracias por llamar La Pepita de Pollo, ¿en qué puedo ayudarle?”

“Hola, es Eduardo.” Eduardo tose un par de veces. “No puedo venir al trabajo. No me siento bien.” Él tose un par de veces más para enfatizar que está enfermo, a pesar de que no lo es.

Eduardo entonces llama a José y le dice que irá a la película con él. “¡Yo merezco una noche libre!” Él exclama.

¿Cuál respuesta debe Eduardo hacer? ¿Por qué?

Eduardo debe escoger hacer respuesta #1. Aunque a veces, todo el mundo se siente como la necesidad de un día de descanso. Sin embargo, no persona individual es mejor de cualquier otra. ¿Por qué deben sufrir los otros empleados, solo porque un empleado decide disculparse del trabajo porque quiere un día de descanso? La cosa correcta de hacer es trabajar los turnos planeados. Si un día de descanso es necesario, pide una cantidad apropiada de antemano. No llama disculpándose al trabajo el mero día del turno, a menos que haya una enfermedad legítima o una emergencia. Muchos pueden creer que si vienen y trabajan parte de su turno es lo suficiente. Será buena si fingen estar enfermo para que pueden ir a casa temprano. No es ético. Si tú no estás enferma en realidad, entonces no hay razones para ti a tratar de ir a casa temprano por fingir estar enfermo.

Surveys in Spanish

Sondeo Uno.

Al siguiente, encontrarás un sondeo adjunto para completar. NO puse tu nombre en este sondeo. Por favor sella el sondeo finalizado en el sobre para confidencialidad. Entonces regresa el sobre sellado al gerente general.

Por favor contesta las preguntas en la próxima página completamente y honestamente.

¿Cuántas veces, en el año pasado, has tomado algo, que no era tuyo, sin permiso adecuado?

- a) Nunca
- b) Una vez o dos veces
- c) Tres o cuatro veces
- d) Cinco o más veces

Por favor indica cuántas veces el siguiente es aceptable:

Discutir con o ser grosero a los clientes

Nunca Siempre A veces Frecuentemente No sé

Es aceptable ausentarse del trabajo como enfermo porque quiere un día de descanso

Nunca Siempre A veces Frecuentemente No sé

Mentir en solicitudes o a los clientes

Nunca Siempre A veces Frecuentemente No sé

Tomar comida o cosas sin permiso

Nunca Siempre A veces Frecuentemente No sé

¿Cuándo piensas que discutir con o ser grosero a los clientes es aceptable? (Marque todos los que se aplican)

- El cliente es incorrecto
- El cliente está contencioso o bravucón
- El cliente no se porta bien con los trabajadores
- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas que pedir días de descanso dando razones deshonestas o que ausentarse del trabajo porque quieres un día de descanso es aceptable? (Marque todos los que se aplican)

- Lo merezco/Quiero un día de descanso
- Algo importante ocurrió
- No tengo ganas de trabajar
- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas que mentir en las solicitudes o a los clientes es aceptable? (Marque todos los que se aplican)

- Si yo dijera la verdad, perdería mi trabajo
- El cliente no necesita saber la verdad absoluta
- Todos no necesitan saber todo de mi

- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas tomar comida o cosas sin permiso es aceptable? (Marque todos los que se aplican)

- Ellos nunca notarán que yo lo tomé
- No tengo el dinero para pagarlo
- Tengo hambre
- Otra razón: _____
- No sé
- Nunca aceptable

Sondeo Dos,

Al siguiente, encontrarás un sondeo adjunto para completar. NO puse tu nombre en este sondeo. Por favor sella el sondeo finalizado en el sobre para confidencialidad. Entonces regresa el sobre sellado al gerente general.

Por favor contesta las preguntas en la próxima página completamente y honestamente.

¿Cuántas veces, en el año pasado, has tomado algo, que no era tuyo, sin la permiso adecuado?

- a) Nunca
- b) Una vez o dos veces
- c) Tres o cuatro veces
- d) Cinco o más veces

Por favor indica cuantas veces el siguiente es aceptable:

Discutir con o ser grosero a los clientes

Nunca Siempre A veces Frecuentemente No sé

Es aceptable ausentarse del trabajo como enfermo porque quiere un día de descanso

Nunca Siempre A veces Frecuentemente No sé

Mentir en solicitudes o a los clientes

Nunca Siempre A veces Frecuentemente No sé

Tomar comida o cosas sin permiso

Nunca Siempre A veces Frecuentemente No sé

¿Cuándo piensas que discutir con o ser grosero a los clientes es aceptable? (Marque todos los que se aplican)

- El cliente es incorrecto
- El cliente está contencioso o bravucón
- El cliente no se porta bien con los trabajadores
- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas que pedir días de descanso dando razones deshonestas o que llamar a trabajo porque quieres un día de descanso es aceptable? (Marque todos los que se aplican)

- Lo merezco/Quiero un día de descanso
- Algo importante ocurrió
- No tengo ganas de trabajar
- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas que mentir en las solicitudes o a los clientes es aceptable? (Marque todos los que se aplican)

- Si yo dijera la verdad, perdería mi trabajo
- El cliente no necesita saber la verdad absoluta
- Todos no necesitan saber todo de mi
- Otra razón: _____
- No sé
- Nunca aceptable

¿Por qué piensas tomar comida o cosas sin permiso es aceptable? (Marque todos los que se aplican)

- Ellos nunca notarán que yo lo tomé
- No tengo el dinero para pagarlo
- Tengo hambre
- Otra razón: _____
- No sé
- Nunca aceptable

Por favor indica qué opinión tienes de las siguientes declaraciones:

El entrenamiento de ética era muy informativo

Completamente de acuerdo De acuerdo Neutral En desacuerdo Completamente en desacuerdo

Esto tipo de entrenamiento debe ser implementado más frecuentemente

Completamente de acuerdo De acuerdo Neutral En desacuerdo Completamente en desacuerdo

Entrenamiento es útil en mi trabajo

Completamente de acuerdo De acuerdo Neutral En desacuerdo Completamente en desacuerdo

Por favor provee cualquier comentario adicional que le gustaría:

Protocol Approval Letter



UNIVERSITY OF
ARKANSAS

Office of Research Compliance
Institutional Review Board

December 13, 2013

MEMORANDUM

TO: Joanna Moore
Karen Pincus

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 13-11-323

Protocol Title: *Fast Food Industry Ethics: Can Employee's Ethical Awareness Be Improved?*

Review Type: EXEMPT EXPEDITED FULL IRB

Approved Project Period: Start Date: 12/13/2013 Expiration Date: 12/12/2014

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form *Continuing Review for IRB Approved Projects*, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<http://vpred.uark.edu/210.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 30 participants. If you wish to make any modifications in the approved protocol, including enrolling more than this number, you must seek approval prior to implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 210 Administration Building, 5-2208, or irb@uark.edu.

210 Administration Building • 1 University of Arkansas • Fayetteville, AR 72701
Voice (479) 575-2208 • Fax (479) 575-3846 • Email irb@uark.edu

The University of Arkansas is an equal opportunity/affirmative action institution.

Survey Results

Table 6: Question 1 – How many times in the last year have you taken something without permission?

	Control	Pre-training	Post-training
Never	57.14%	77.78%	70.00%
1 or 2	28.57%	11.11%	20.00%
3 or 4	14.29%	11.11%	0.00%
5 or more	0.00%	0.00%	10.00%

Table 7: Question 2 – How often is arguing or being discourteous to customers acceptable?

	Control	Pre-training	Post-training
Never	100.00%	100.00%	100.00%
Other	0.00%	0.00%	0.00%

Table 8: Question 3 – How often is it ok to call in sick just because you want the day off?

	Control	Pre-training	Post-training
Never	83.33%	100.00%	100.00%
Other	16.67%	0.00%	0.00%

Table 9: Question 4 – How often is it acceptable to lie on forms or to customers?

	Control	Pre-training	Post-training
Never	100.00%	100.00%	100.00%
Other	0.00%	0.00%	0.00%

Table 10: Question 5 – How often is it acceptable to take food or other items without permission?

	Control	Pre-training	Post-training
Never	42.86%	88.89%	90.91%
Other	57.14%	11.11%	9.09%

Table 11: Question 6 – When do you think arguing with or being discourteous to customers is acceptable?

	Control	Pre-training	Post-training
Never	77.78%	90.00%	100.00%
Other	22.22%	10.00%	0.00%

Table 12: Question 7 – Why do you think requesting time off for dishonest reasons or calling in just because you want the day off is acceptable?

	Control	Pre-training	Post-training
Never	33.33%	70.00%	90.91%
Other	66.67%	30.00%	9.09%

Table 13: Question 8 – Why do you think lying on forms or to customers is acceptable?

	Control	Pre-training	Post-training
Never	44.44%	77.78%	100.00%
Other	55.56%	22.22%	0.00%

Table 14: Question 9 – Why do you think taking food or items without permission is acceptable?

	Control	Pre-training	Post-training
Never	37.50%	72.73%	90.91%
Other	62.50%	27.27%	9.09%

Significant Difference Tests

Comparison test of proportions – Control vs. Pre-training

Table 15: Analysis of Question 5 – Control vs. Pre-training

Control	Pre-training
$N_1 = 7$	$N_2 = 9$
$X_1 = 3$ said never	$X_2 = 8$ said never
$\hat{p}_1 = 3/7 = 0.43$	$\hat{p}_2 = 8/9 = 0.89$

Null: $H_0 = p_1 = p_2$

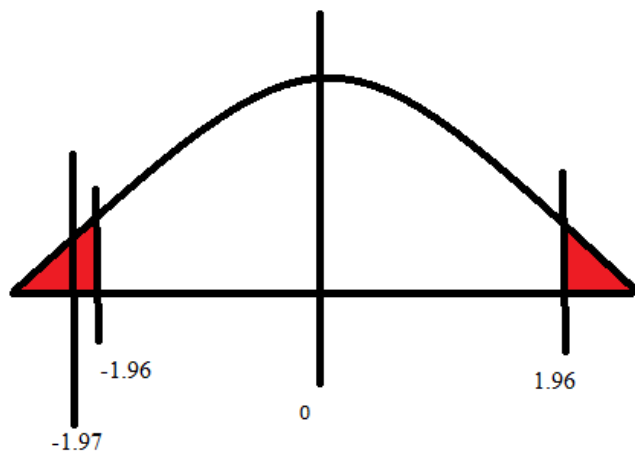
$$\hat{p} = (3+8) / (7+9) = 11/16 = 0.69$$

Alternative: $H_A = p_1 \neq p_2$

$\alpha = 0.05$

$$z = (0.43 - 0.89) / \sqrt{0.69(0.31)(1/7 + 1/9)} = -1.97$$

Figure 1: Rejection Region



Reject H_0 : The control group does not equal the pre-training group.

Comparison test of proportions – Pre-training vs. Post-training

Table 16: Analysis of Question 6 – Pre-training vs. post-training

Pre-training	Post-training
$N_1 = 10$	$N_2 = 11$
$X_1 = 9$ said never	$X_2 = 11$ said never
$\hat{p}_1 = 9/10 = 0.90$	$\hat{p}_2 = 11/11 = 1$

Null: $H_0 = p_1 = p_2$

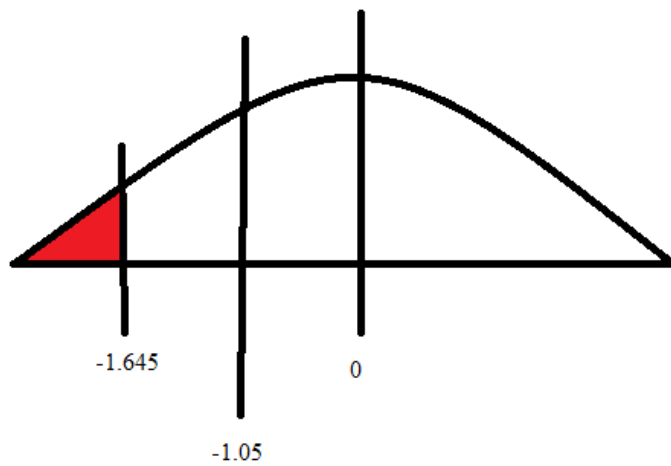
$$\hat{p} = (9+11) / (10+11) = 20/21 = 0.95$$

Alternative: $H_A = p_1 < p_2$

$\alpha = 0.05$

$$z = (0.90 - 1) / \sqrt{0.95(0.05)(1/10 + 1/11)} = -1.05$$

Figure 2: Rejection Region



Fail to reject H_0 : z is not in the rejection region, therefore there is not a significant difference to provide evidence that $p_2 > p_1$