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Unethical organizational behavior, subordinate moral disengagement, subordinate unethical behavior, Governance Achievements Consistency, General manager

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Governance Achievements Consistency Model In Improving The Sustainability Performance Of Three-Star Hotel General Managers

Abstract

General managers (GMs) are very decisive in achieving targets agreed upon by the hotel owner and the GM. To achieve these targets, they resort to any means, including engaging in unethical pro-organizational behavior, resulting in moral detachment and unethical behavior among subordinates. The study involved 384 respondents, managers of three-star hotels in Central Java, Indonesia. The concept of Governance Achievements Consistency was developed in this study as a solution to reduce unethical pro-organizational behavior by GMs and as a control for GM behavior to remain authentically transformational. This study used Partial Least Square (PLS) as a data analysis technique with a Structural Equation Modeling (SEM) approach based on variations or basic structural component models. All results support the proposed hypothesis except the hypothesis of the relationship between unethical subordinate behavior and sustainable achievement.

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INTRODUCTION

Hotels were one of the first industries impacted by the COVID-19 pandemic and one of the last to recover. The hospitality industry's greatest resource is its workforce, which is the heart of the hospitality industry. However, in 2020, more than 670,000 direct operational jobs in the hospitality industry and nearly 4 million jobs in the hospitality industry were lost due to the pandemic (Ahla, 2021). It is undeniable that since the beginning of 2020, significant changes have occurred in all areas of life, which will not only impact the operation of the hotel and restaurant industry but will also force hotel and restaurant business owners, entrepreneurs, and management staff in this sector to adapt to new challenges. Scholars have stated that the current COVID-19 crisis has become a major driver for reformatting international and national economies, socio-economic relations, rethinking existing conditions, and creating new opportunities. Consequently, under these conditions, hotels face new challenges, such as restoring activity and ensuring visitor flow in the face of declining demand for accommodation services (Kuzubov & Maksimenko, 2022).

Guest perceptions of a hotel's facilities and services significantly impact its overall rating, leading to the assertion that hotel research is contextual and shows variation in its coverage based on the hotel's star rating (Singgalen, 2024). The official hotel rating system comprises mandatory criteria, sometimes combined with additional criteria, for a hotel to receive a star rating. Compliance with star-rated hotels is checked by auditors or inspectors (Vagena A & Papakonstantinidis LA, 2020). Star ratings aim to provide consumer information to hotel guests based on published criteria and reassure them of the quality of their reservation (Sih Darmi Astuti et al., 2023). Star ratings are based on the physical characteristics and general services of a hotel and reflect

the comfort offered to hotel guests and adherence to safety and hygiene standards. Stars are the most commonly used symbols for classifying hotels, with classifications between one and five stars being the globally recognized form of hotel rating (Koutoulas & Vagena, 2023). Many hotels certify their services internationally, by implementing quality assurance standards based on their respective star categories (e.g. 3, 4, or 5 stars) (Koutoulas & Vagena, 2023).

Unethical pro-organizational behavior by general managers (GMs), especially in star-rated hotels, is carried out for personal gain (Qureshi, 2024). This behavior stems from a professional work contract previously agreed upon with the hotel owner, either individually or as a consortium. The unethical pro-organizational behavior is inconsistent (Mukherjee & SR, 2024a), on hotel governance, resulting in the hotel's sustainable performance being hampered and ultimately the hotel's guest visit rate decreasing and it ceasing operations.

Unethical Pro-Organizational Behavior (UPB) refers to actions intended to promote the effective functioning of the Organization or its members (e.g., leaders) and violate the core values of society, customs, laws, or standards of proper behavior (Tsiavia, 2016). The GM invites employees to do this together with the pretext of achieving hotel visit targets but actually for his own personal goals. The results of research by Amron et al., 2024; Verma & Mohapatra, (2020) show that individuals who have strong organizational identification and a high ethical ideology of relativism can engage in UPB practices. However, idealistic hotel consumers/guests do not support active and passive illegal activities, as their positive relationship with the do-good aspect of ethical beliefs (Gala et al., 2023)

Table 1.1. Cases of Unethical Pro-Organizational Behavior

Year	Star Hotel		Amount	Case description
	3 stars	4 stars		
2023	231	173	404	Inconsistent, cheating
2024	343	160	503	Inconsistent, cheating
2025	111	97	208	Inconsistent, cheating

Source: PHRI, 2025

Inconsistency is an action that does not align with the established service standards for all guests/consumers and the reality that is accepted due to the GM's personal interests. Inconsistent actions, for example; not applying SOP to certain guests, selling rooms more than once a day, turning off the hotel application, hiding reservations. Cheating is a nominal amount of money received by the GM as a result of inconsistent actions that have been carried out previously.

Some GMs and hotel employees unethical pro-organizational behavior / Unethical Pro-Organizational

Behavior (UPB) is considered normal, positive and desirable because it provides several benefits to the organization (Tsiavia, 2016), benefits the company (Basaad et al., 2023). The results of Alqhaiwi's research, (2024) showed that UPB is positively related to the fulfillment of psychological needs, especially for employees with a strong sense of work meaningfulness and higher service performance to customers, unethical pro-organizational behavior is often carried out and is considered normal.

Table 1.2. Unethical Pro-Organizational Behavior

No	UPB	Reason
1	Provide Compliment before transaction	Compliments need to be given to invite potential guests to see, enjoy the atmosphere, service and enjoy the menu so that the event is held at the hotel.
2	Provide blank/ up notes budget	This action is considered a mutually beneficial collaboration between the consumer as the person responsible for the event and the hotel.
3	Hiding room sale transactions more than once in 24 hours	This action is carried out jointly with the reason for increasing the service charge results.
4	10% fee commitment	Event payments at the end of the activity with a deduction of 10% of the total payment which is increased in amount.
5	Increase expenditure	All expenses, especially in the kitchen, were increased and the excess was for the GM on the grounds that it was shared with all employees.

Source: Member of IHGMA - Indonesian Hotel General Manager Association, 2025

Different results were shown by Astuti SD, (2023); Schwarz et al., (2024) regarding the relationship between leaders and employees regarding unethical pro-organizational behavior that such behavior violates ethical norms negatively impacts employee performance in their roles due to the potential reputational and economic damage that can be caused by such behavior. Negative leadership styles are also factors that can lead to an increase in followers' tendency to engage in UPB (Ahmad et al., 2024a). For example, authoritarian leadership can increase the likelihood that followers will engage in UPB by shifting their responsibilities to others (W. Liu et al., 2022). Abusive supervision can also cause followers' desire to engage in UPB by encouraging status challenges between them (Xiong et al., 2021). Employees working under abusive supervisors seek to challenge the existing hierarchy due to their insecurity regarding resource allocation. This ability to challenge the hierarchy (status challenge) therefore leads to their involvement in UPB. However, Siti Zulaikha Wulandari, (2024) firmly stated that the role of non-organizational factors in shaping employee unethical behavior.

Inconsistent behavior by the GM has a positive impact in the short term. For example, officials during their tenure will consistently use the hotel for meetings, events, and routine office activities. The process of booking venues, dates, restaurant reservations, and negotiating prices per package is not carried out like first-time guests at the hotel; instead, everyone already knows each other, including the GM and the officials. Another example is word of mouth, from agency to agency, institution to institution, and agency to agency, and it has become common knowledge that wherever the GM (so and so) leads, a hotel becomes a target for event organizers because everything can be "conditioned." This raises the question of whether inconsistent behavior can, under certain circumstances, be considered beneficial (Basaad et al., 2023; Mukherjee & SR, 2024).

Inconsistent hotel service cases often occur, but most are not exposed by the media and are only resolved through communication between the GM and the hotel guest. Most of the resolutions involve inconsistent actions, such as providing return stay vouchers, discounts, and restaurant vouchers. However, the same incidents continue to be carried out by the GM, with inconsistent actions occurring on weekdays. The impact of

inconsistent GM on guest service is unconsciously but certainly a decrease in hotel occupancy rates. According to a BPS report, the room occupancy rate (TPK) of star-rated hotels in Indonesia reached 54.85% in August 2024. This figure decreased by 1.51% (databoks.katadata.co.id, 2024).

This inconsistency negatively impacts the hotel's image externally (guests, consumers, visitors) and internally (employees) (Kanwal & Van Hoyer, 2020a; Meng et al., 2018). A study (Kanwal & Van Hoyer, 2020b) conducted in a five-star hotel in Pakistan, based on individual interviews with 16 employees (front-line and back-line staff), 4 managers, and 2 hospitality experts, found that this external-internal image inconsistency not only plays a major role in shaping employees' perceptions of their hotel's attractiveness as an employer, but also influences their level of organizational attachment (e.g., intention to quit) and recommendation behavior (e.g., not recommending the hotel to others). An annual panel dataset covering 792 hotels in Guangdong province, China, during the period 2010–2020, studied by Yuan et al., (2023) on inconsistencies committed by GMs stated that there is a U-shaped relationship between inconsistency and hotel age, and hotel survival is significantly reduced if the inconsistency rate is in the range of 17.8%–53.6%.

A study in a five-star hotel on inconsistent, changing policies implemented by GMs with four contextual experiments involving 810 participants conducted by Zhang et al., (2024) found that inconsistent information had a significant negative impact on hotel booking intentions. Perceived risk and negative emotions mediated the effects of inconsistent content and color, respectively. When price preferences were high (vs. low), the effect of inconsistent information on booking intentions was stronger. Tight competition requires a tight strategy, but if the policy is inconsistent and reduces the rights granted by visitors, it will have an impact on visitors not returning to stay or hold events at the hotel. GMs are accustomed to reducing the quality or portion that guests/visitors should receive (e.g., lowering package prices but also reducing package menus, lowering room rates but also reducing room facilities). For GMs, this is normal, but guests consider this a cunning strategy.

Hotel employees who feel exploited by the GM will become morally disengaged and engage in inconsistent

behavior. Inconsistency is essentially characterized by an inherent conflict between an organization's performance and its ethical ideals, where ethical ideals are compromised to prioritize ethical ideals. For example, employees improve the quality of products or services to consumers and hide negative information about the organization from the public (Singh et al., 2023).

UPB GM has an impact on subordinate moral disengagement (Wen et al., 2020a). Leaders are important social actors and ethical role models who influence the attitudes and behaviors of subordinates (Jin et al., 2022). Examining the influence of UPB implemented by leaders on subordinates will improve understanding of the function or role of UPB in the organizational context, and provide appropriate implications for effective UPB management. Based on a three-wave survey of 204 supervisor-subordinate pairs in a financial organization, conducted by Jin et al., (2022) stated that UPB is positively related to subordinate unethical behavior through subordinate moral disengagement. In contrast, research by OR Syed et al., (2024), on 329 supervisors and employees working in various hotels and restaurants, the findings suggest a negative relationship between ethical leadership and counterproductive work behavior. Subordinate moral disengagement occurs due to the GM's frequent unethical behavior, so that subordinates consider it normal and tolerated by them (Ahmad et al., 2024b). The moral disengagement of subordinates in hotel employees is a trigger for subordinates to act unethically. Gupta et al., (2024) survey of a sample of 316 front office employees in the hotel industry, stated that subordinates act unethically because they indirectly follow the behavior exemplified by the GM. Burhan & Malik, (2025) study of 132 SME sector personnel, stated that employee exploitation by superiors has a strong positive impact on subordinates' unethical behavior in the form of shortcuts. This effect is progressively mediated by negative emotions (hate, sadness, frustration), as well as moral disengagement.

The difference between authentic and pseudo-transformational leaders lies in their behavior in achieving goals. Ethical behavior is a characteristic of authentic transformational leaders (Abdillah Ingsun Teduh Pangayom & Amiartuti Kusmaningtyas, 2023; Bass & Steidlmeier, 1999; Sosik & Cameron, 2010; Stenmark, 2024). Meanwhile, unethical behavior is a habit of pseudo-transformational leaders (Barling et al., 2008; Chandler, 2009; Lin et al., 2019; Raoush, 2023) and pro-organizational leaders (UPB) (Linder & Haan, 2022). However, to the researcher's knowledge, no research has discussed how leaders who were initially authentic transformational leaders can remain authentic in their journey to achieving their goals and not turn into pseudo-transformational leaders?

Unethical pro-organizational behavior (UPB)

Unethical pro-organizational behavior (UPB) is defined as "actions intended to promote the effective functioning of an organization or its members and violate societal core values, customs, laws, or standards of proper behavior" (Mishra et al., 2025; Umphress et al., 2010). UPB is frequently used by leaders and employees to help organizations win under intense market competition

(Kelebek & Alniacik, 2022). Previous research has primarily focused on predictors of UPB, such as individual characteristics, leadership style, and organizational context (F. Jiang et al., 2024a; L. Liu, 2024). However, little is known about the consequences of UPB; in particular, how leaders' UPB influences their subordinates. Leaders are important social actors and ethical role models who influence subordinates' attitudes and behaviors (Ho, 2025; Teixeira et al., 2024). Examining the influence of leaders' UPB on subordinates will enhance understanding of the function or role of UPB in an organizational context, and provide appropriate implications for effective UPB management (Wen et al., 2020b).

SUBORDINATE MORAL DISENGAGEMENT

Moral disengagement refers to the process of demonstrating unethical behavior due to following a leader by altering the person's moral awareness of the behavior (Ali et al., 2022). Moral disengagement has several negative consequences for those who feel pressured and those affected (J. Wu et al., 2025). Disengagement procedures play a role in daily work, and people can engage in these actions. This violates their moral standards. Sometimes when someone is underestimated, they may show a lack of moral commitment (Entwistle et al., 2024). Moral disengagement is a recognized reason in past investigations of workers' poor information security activities. Moral disengagement reveals a set of cognitive mechanisms that disrupt the process of moral self-regulation. This helps explain why people make bad decisions without being proven guilty, and people will not follow sustainable ethical behavior and standards (Wismantoro et al., 2022).

SUBORDINATE UNETHICAL BEHAVIOR

Subordinate Unethical Behavior is the conscious involvement of subordinates in unethical behavior for organizational or personal gain (Schwarz et al., 2025a). Employees often feel compelled to engage in unethical behavior to benefit their organization (L. Chen & Zhang, 2025). In contrast to counterproductive or deviant behavior intended to harm the organization (Abas, 2024), pro-organizational unethical behavior (UPB) is defined as "actions intended to promote the effective functioning of the organization or its members and [yet] violate the community's core values, customs, laws, or standards of proper behavior" (Umphress et al., 2010).

ACHIEVING SUSTAINABILITY

Several studies have identified various dimensions of hotel customer choice criteria, such as factors influencing customer hotel selection decisions (Bela, 2024; Kalnaovakul & Promsivapallop, 2023) and service behavior (X. Chen et al., 2022; Mechta et al., 2024); attitudes toward hotel guests (Jung & Baloglu, 2025; Sarkodie et al., 2023); hotel location (Faizal et al., 2024); hotel room price (Pişirgen et al., 2024); cleanliness (Khairy et al., 2023); environmental concern (Jacob et al., 2025); and value for money (Callan and Bowman 2000). However, because these studies focused on the aspects of concern and attitudes toward employee behavior, the

number of studies found on the attribution of practices as choice criteria when choosing a hotel is less.

THEORY AND HYPOTHESES

Leadership, as the metaphorical “backbone” of an organization, is crucial and deserves greater research attention to understand how it helps set the ethical tone of an organization (Ahmad et al., 2024c; Pandey, 2023). Given the authority inherent in their role, leaders play a crucial role in shaping organizational culture and codes of ethics (Li et al., 2022). Leaders’ personal characteristics (Ishaq et al., 2022; Li et al., 2022) and their reciprocal relationships with employees (W. Jiang et al., 2023) significantly determine organizational culture and employee behavior. Even with the best intentions, leaders’ actions can deter subordinates from engaging in ethical behavior (Wang et al., 2023). Leaders serve as the primary point of contact between the organization and employees, and they influence employee behavior through reward and punishment systems (Kamran et al., 2025). Because the nature of UPB differs from other forms of unethical employee behavior, having both positive (pro-organizational) and negative (unethical) aspects, leadership can act as a double-edged sword in addressing such behavior. Based on this explanation, this study proposes the following hypothesis:

H1: UPB GM has a significant positive effect on Achieving Sustainability

A survey conducted by S. Chen et al., (2024) of a sample of 304 leader-subordinate pairs in a hospitality company, argued that leader UPB can reduce subordinate moral ownership, which in turn can trigger subordinate silence. The impact of subordinate silence, Masood et al., (2024b) conducted further research on 378 employees from a technology services company, empirical findings confirmed that leader UPB is related to increased follower self-management and knowledge hiding, as well as decreased moral self-efficacy. Instrumental thinking moderates these effects, strengthening knowledge hiding and reducing moral self-efficacy while reducing knowledge sharing.

H2: UPB GM has a significant positive effect on Subordinate Moral Disengagement

General managers are often held accountable for ethical violations committed by their subordinates. We argue that leaders can explain their subordinates’ unethical behavior by using language consistent with a moral disengagement strategy (Amore et al., 2023). Moral disengagement language conveys that a leader diminishes the ethicality of their subordinates’ unethical behavior and minimizes the importance of moral principles. We expect observers to respond negatively to leaders who use moral disengagement language in their social stories about employee unethical behavior because such stories are inconsistent with moral principles (Mitchell et al., 2023). Furthermore, we predict that individual differences in moral disengagement tendencies—the tendency to use moral disengagement strategies when facing ethically demanding decisions (Dang et al., 2017)—will moderate the effect. Based on these explanations, this study proposes the following hypotheses:

H4: Subordinate Moral Disengagement has a positive effect on Subordinate Unethical Behavior

Specifically, researchers argue that the positive influence of ethical leadership on ethical behavior will be increased among subordinates with a high moral identity. This expectation is based on the view that subordinates are more likely to pay attention to behavior exemplified by ethical leaders (Xu & Ju, 2024), which is thought to underlie the effectiveness of ethical leadership (Wang et al., 2021). It is also based on the idea that ethical leadership should motivate subordinates who see themselves as moral people because it will encourage them to be consistent in their self-concept (Alhaidan, 2025). Finally, this expectation is consistent with social cognitive theory (Bandura, 1991), which states that the moral self-influence exerted by moral identity and its regulatory function on moral behavior (Wang et al., 2021) can be strengthened by a series of cognitive mechanisms elicited by contextual demands (e.g., ethical leadership) that cause individuals to behave in a manner consistent with their moral standards (Chen et al., 2022). A review of relevant literature regarding the ambiguity of research results on the correlation between Subordinate Moral Disengagement and Governance Achievements Consistency led us to formulate the following hypothesis:

H5: Subordinate Moral Disengagement has a negative effect on Governance Achievements Consistency

The relationship between ethical leadership and UPB can be observed using the theory of planned behavior and leadership. Based on this theory, employees can learn which behaviors are appropriate by observing and imitating the behavior of their leaders (Peng et al., 2021). Recent research has established a negative relationship between ethical leadership and UPB, stating that ethical leadership has the potential to avoid unethical behavior and imitate the behavior of ethical leaders (Antunez et al., 2024; Khan et al., 2024; Y. Liu et al., 2024; W. Wu et al., 2024). Ethical leaders encourage members to act ethically with rewards and punishments by providing examples of ethical behavior. A review of relevant literature regarding the ambiguity of research results on the correlation between Subordinate unethical behavior and Governance Achievements Consistency led us to formulate the following hypothesis:

H6: Subordinate Unethical Behavior has a negative effect on Governance Achievements Consistency

Other findings demonstrate the impact of transformational leadership on employee engagement in UPB. The results indicate that if superiors encourage emotional engagement in employees, there is a risk that they will achieve company goals in an unethical manner (C. Kim et al., 2023; Saleem et al., 2024). Researchers J. Kim et al., (2023); X. Zhang et al., (2020) observed the influence of two components of transformational leadership, namely inspirational motivation and charisma, on unethical pro-organizational behavior among subordinates, which was found to be higher than that in the case of transactional leaders. Unethical behavior of leaders will be followed by unethical behavior of subordinates (L. Chen & Zhang, 2024). However,

unethical behavior of leaders is not followed by subordinates due to the high awareness of subordinates regarding the sustainability of their workplace (Hassan et al., 2023). A review of relevant literature regarding the ambiguity of research results on the correlation between Subordinate Unethical Behavior and Hotel Sustainability led us to formulate the following hypothesis:

H7: Subordinate Unethical Behavior has a positive influence on Achieving Sustainability

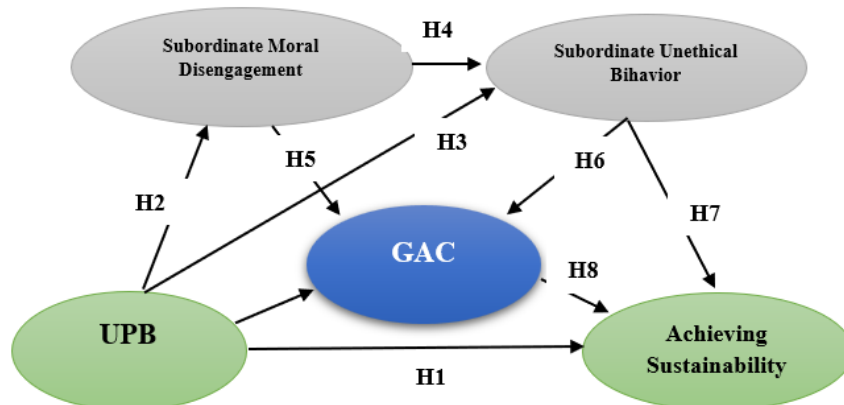
The influence of subordinates' unethical behavior caused by unethical behavior taught by leaders impacts subsequent moral behavior (Wang et al., 2021) can be strengthened by a series of cognitive mechanisms elicited

by contextual demands (e.g., ethical leadership) that cause individuals to behave in a manner consistent with their moral standards (Chen et al., 2022). Recent research has established a negative relationship between ethical leadership and UPB, stating that ethical leadership has the potential to avoid unethical behavior and imitate the behavior of ethical leaders (Antunez et al., 2024; Khan et al., 2024; Y. Liu et al., 2024; W. Wu et al., 2024). Ethical leaders encourage members to act ethically with rewards and punishments by providing examples of ethical behavior.

H8: UPB has a positive and significant effect on Achieving Sustainability moderated by Governance Achievements Consistency

METHODS

In this study, we present the empirical model that will be proposed in this study as follows:



PARTICIPANTS

Using a cross-sectional survey research design, 384 participants were practically selected for this study from six residencies in Central Java, Indonesia. Non-probability sampling technique. Respondents were managers at ***-star hotels (finance, marketing and operational managers), ***-star hotel managers were chosen, for the following reasons: first, because this hotel is the limit for determining GM careers, if GMs do a lot of UPB then they will not be able to level up to ****-star hotels or *****-star hotels. Second, three-star hotels have Meetings, incentives, conferences and exhibitions tourism (MICE tourism) facilities. Third, with the efficiency program implemented by the government, ***-star hotels are the most impacted. Fourth, many ***-star hotels are still owned by individuals so the system can still be manipulated.

PROCEDURE

Researchers visited each department's hotel association directly during a sharing session. Managers who agreed to participate were then given questionnaires to complete. The questionnaires were collected after approximately 60 minutes. Overall, 500 questionnaires were distributed, but only 384 were received and met the requirements for use in the study, resulting in a response rate of 76.8% (rounded to 77%).

MEASUREMENT

The questionnaire consists of five sections: Unethical pro-organizational behavior (UPB), Subordinate Moral Disengagement (SMD), Subordinate Unethical behavior (SUB), Achieving Sustainability (AS), and Governance Achievements Consistency (GAC). Responses are measured on a seven-point Likert scale, ranging from 1 (disagree) to 5 (strongly agree).

DATA ANALYSIS

This study uses Partial Least Square (PLS) as a data analysis technique with the form of Structural Equation Modeling (SEM) whose approach is based on variations or basic structural component models. This PLS-SEM has the aim of predicting and testing the existence of a relationship between constructs. A prediction can be seen through the value of the Coefficient of Determination (R-square) (Haji-Othman et al., 2024), although the use of PLS-SEM without being based on theory can strengthen and ignore the accuracy parameters of the prediction model in research (Henseler et al., 2025). The outer model is one of the models that shows how the manifest variable or observed variable re-presents the latent variable that will later be measured.

The approach used in evaluating the measurement model can be through Multi-Trait-Multi Method, where validity testing uses two tests: Convergent Validity and Discriminant Validity (Lim, 2024). Meanwhile, reliability testing can be carried out in two ways: using

Cronbach's Alpha and Composite Reliability. (Shafie Rosli et al., 2021). The results of the validity test (Table 4.1) show that all indicators in each variable have values

above 0.7 (> 0.7). It can be said that none of the indicators have values below 0.7 (< 0.7), so there is no need to remove indicators with low validity level.

Table 4.1. Cross Loading

	UPB			SMD			SUB			US			GAC	
X1.1	0.825	Valid	X2.1	0.760	Valid	X3.1	0.844	Valid	X4.1	0.873	Valid	Y1	0.832	Valid
X1.2	0.755	Valid	X2.2	0.811	Valid	X3.2	0.890	Valid	X4.2	0.874	Valid	Y2	0.859	Valid
X1.3	0.811	Valid	X2.3	0.853	Valid	X3.3	0.891	Valid	X4.3	0.915	Valid	Y3	0.895	Valid
X1.4	0.853	Valid	X2.4	0.848	Valid	X3.4	0.870	Valid	X4.4	0.935	Valid	Y4	0.912	Valid
X1.5	0.864	Valid	X2.5	0.844	Valid	X3.5	0.848	Valid	X4.5	0.820	Valid	Y5	0.737	Valid
X1.6	0.827	Valid	X2.6	0.762	Valid	X3.6	0.903	Valid	X4.6	0.909	Valid	Y6	0.847	Valid
X1.7	0.871	Valid	X2.7	0.871	Valid	X3.7	0.899	Valid	X4.7	0.896	Valid	Y7	0.771	Valid
			X2.8	0.901	Valid	X3.8	0.876	Valid	X4.8	0.861	Valid	Y8	0.831	Valid
			X2.9	0.884	Valid	X3.9	0.792	Valid						
			X2.10	0.850	Valid	X3.10	0.891	Valid						

Average Variance Extracted (AVE) value is considered valid if the Average Variance Extracted value for each variable is greater than 0.5 (> 0.5) (Dos Santos & Cirillo, 2023). Based on the research results, it can be stated that all variables have met the validity level requirements. The validity level of the discriminant validity test in the form of cross loading is declared valid.

To test the level of reliability of a variable using PLS-SEM analysis, the results can be seen based on the Cronbach's alpha value and the composite reliability value (Leguina, 2015). Where there is a requirement to pass reliability if the Cronbach's alpha value and the composite reliability value for each variable have a total of more than 0.7 (> 0.7) (Taber, 2018). Based on the results of the study (Table 4.2), it can be stated that all indicators are reliable. This can occur because the Cronbach's alpha value for each variable is greater than 0.7 (> 0.7).

Table 4.2. Cronbach's Alpha

Variables	Cronbach's Alpha	Information
UPB	0.924	Reliable
SMD	0.953	Reliable
SUB	0.964	Reliable
US	0.939	Reliable
GAC	0.961	Reliable

composite reliability results indicate that all indicators in the variables are reliable (Table 4.3). This is demonstrated by the composite reliability value for each variable, which is greater than 0.7 (> 0.7).

Table 4.3. Composite Reliability

Variables	Composite Reliability	Information
UPB	0.939	Reliable
SMD	0.960	Reliable
SUB	0.969	Reliable
US	0.949	Reliable
GAC	0.967	Reliable

R-square value of the model can be said to be strong if it is 0.75, it can be said to be moderate if it is 0.50, while the model can also be weak if the model has a value of 0.25. (Gao, 2024). Based on the results of the study (Table 4.3), it shows that the price variable has an R-square value of (0.851), this can be said that the model is in the strong category.

Table 4.3. R-square value

Variables	R-square value
GAC	0.851
US	0.840

F-square test was conducted in this study to determine the magnitude of the influence and whether there is a significant relationship between the research variables. Based on the research (Table 4.4), it can be seen that the effect of product taste on price has an F-square value of 0.091, which is categorized as having a weak influence. An F-square value of 0.02 indicates a weak influence (Hair et al., 2021) .

Table 4.4. F-square value

Variables	UPB	SMD	SUB	GAC	Buying decision
UPB				0.091	0.079
SMD				0.195	0.024
SUB				0.127	0.009
GAC					0.397
US					

path coefficient test is conducted to determine whether the relationship between variables in a study is positive or negative. A relationship between variables is considered significant and influential if the p-value is <0.05 (W. Zhang, 2022) . The results of the study indicate that all variables have a positive relationship. A relationship is considered positive if the path coefficient value for each variable is in the range of 0 to 1 (Hair et al., 2021) .

Table 4.5. Path Coefficient (Direct Effect)

Variables	UPB	SMD	SUB	GAC	US
UPB				0.217	0.219
SMD				0.428	0.169
SUB				0.322	-0.094
GAC					0.653

Table 4.6. P-Value (Direct Effect)

Variables	UPB	SMD	SUB	GAC	US
UPB				0.000	0.000
SMD				0.000	0.020
SUB				0.000	0.190
GAC					0.000

The Indirect Effect Test , results from Table 4.7, show that the UPB variable has a path coefficient of 0.142 when it passes through the GAC before influencing the AS. Meanwhile, the SMD variable has a path coefficient of 0.279 when it passes through the GAC before influencing the GAC. And the SUB variable has a path coefficient of 0.210 when it passes through the GAC before influencing the AS. This can be stated that all have a positive relationship.

Table 4.7. Path Coefficient (Indirect Effect)

Variables	Path Coefficient
UPB -> GAC -> AS	0.142
SMD -> GAC -> AS	0.279
SUB -> GAC -> AS	0.210

The results of Table 4.8 show that the UPB variable on purchasing decisions through GAC has a P-value of 0.000, indicating an influence. The SMD variable on AS through GAC has a P-value of 0.000, also indicating an influence. And the SUB variable on AS through GAC has a P-value of 0.000, indicating an influence.

Table 4.8 P-Value (Indirect Effect)

Variables	P- Value
UPB -> GAC -> AS	0.000
SMD -> GAC -> AS	0.000
SUB -> GAC -> AS	0.000

The technique for hypothesis testing is PLS with bootstrapping. This calculation will produce a P-value , which determines whether each path has an influence between variables. This hypothesis testing uses a two-tailed method . A hypothesis is accepted if its P-value is less than 0.05. The following is a table of hypothesis testing in this study:

Table 4.16 1of Hypothesis Test Analysis

Hypothesis	Variable Relationship	Path Coefficient	P-Value	Information
H1	Influence of UPB against the AS	0.217	0.000	Influential
H2	The influence of UPB on SMD	0.428	0.000	Influential

H3	Influence of UPB against SUB	0.322	0.000	Influential
H4	Influence of SMD against SUB	0.653	0.000	Influential
H5	The effect of SMD on GAC	0.219	0.000	Influential
H6	SUB Influence against GAC	0.169	0.020	Influential
H7	The influence of SUB on the AS	-0.094	0.190	No Effect
H8	UPB's influence on the AS through GAC	0.142	0.000	Influential

The results of the hypothesis testing, state that all hypotheses have variables that influence each other except Hypothesis 7 (H7). The P-Value of hypothesis 1 (H1) resulting from testing the Path Coefficient of UPB against AS is (0.000). Hypothesis 2 (H2) P-Value resulting from testing the Path Coefficient of UPB against SMD is (0.000). Hypothesis 3 (H3) P-Value resulting from testing the Path Coefficient of UPB against SUB is (0.000). Hypothesis 4 (H4) P-Value resulting from testing the Path Coefficient of SMD against SUB is (0.000). Hypothesis 5 (H5) P-Value resulting from testing the Path Coefficient SMD against GAC is (0.000). Hypothesis 6 (H6) P-Value resulting from testing the Path Coefficient SUB against GAC is (0.020). However, Hypothesis 7 (H7) P-Value resulting from testing the Path Coefficient SUB against AS is (0.190). The P-Value has a value of more than 0.05 (> 0.05). Therefore, testing of Hypothesis 7 can be declared not accepted or rejected in this study. Meanwhile, Hypothesis 8 (H8) P-Value resulting from testing the Path Coefficient UPB against AS through GAC is (0.000). Therefore, testing of Hypothesis 6 can be declared accepted in this study.

DISCUSSION AND IMPLICATIONS

Theoretical implications

These findings have several theoretical implications. First, research on unethical pro-organizational behavior has been focused on actions by general managers that are detrimental to the hotel (Mukherjee & SR, 2024c; Schwarz et al., 2025b). However, no research has addressed the relationship with the achievement of sustainability in the field of hotel human resources, especially the career sustainability of hotel general managers. Second, unethical pro-organizational behavior by leaders will be imitated by subordinates (Alqhaiwi, 2024b; Schwarz et al., 2025c). However, the results of the study indicate that unethical behavior by subordinates does not affect the achievement of sustainability, thus strengthening hypothesis two that the achievement of sustainability is related to the career of hotel general managers. Third, governance achievement consistency mediates the relationship between unethical pro-organizational behavior and the achievement of sustainability.

Fourth, this study reinforces previous findings, the research of Jiang et al., (2024) that the moral disengagement of subordinates is caused by the unethical behavior of leaders. If unethical behavior is carried out repeatedly, subordinates will unconsciously disengage their morals for various reasons of self-defense and assume that this is justified by organizational culture. The moral disengagement of subordinates is followed by unethical behavior of subordinates (Xia et al., 2024). This relationship is said by Buyukyilmaz & Kara, (2024) to be

caused and supported by the attitude of the leader's tolerance.

PRACTICAL IMPLICATIONS AND CONCLUSION

A hotel general manager (GM) plays a crucial role in the operations and determines the success of the hotel. If unethical pro-organizational behavior by the GM persists, the hotel's long-term sustainability may be threatened. Firm action is needed by the hotel owner to limit or enforce compliance with established governance guidelines. Meeting hotel occupancy targets is crucial for surviving difficult situations, but long-term goals should not be neglected.

Unethical behavior of subordinates is triggered by unethical behavior of leaders, but it turns out that this does not impact the achievement of sustainability. This fact likely proves that; first, unethical behavior of subordinates is carried out individually, not pro-organizational, so the impact on achieving sustainability is insignificant. Second, unethical behavior of subordinates is not directly related to activities involving finances (e.g., arriving late, gossiping, leaving early). And finally, the achievement of sustainability has a direct impact on the GM's career and is not directly related to the careers of subordinates. Subordinates only carry out orders from the GM without being able to refuse them because subordinates only have two choices, obey the GM's orders or be willing to be fired if they refuse, according to the results of research by Mirowska et al., (2022) that the characteristics of despotic leaders are they cruelly treat employees. Abusive leaders behave unethically (Wen et al., 2020c). Destructive leaders treat subordinates inhumanely and kill subordinates' careers (Emblemsvåg & Emblemsvåg, 2023).

Further research will focus on the relationship between leaders and subordinates in five-star hotels or other locations, but still in the service sector related to tourism accommodation. Results may differ by adding attitudinal and career variables. Unethical behavior among subordinates needs further investigation, but with the addition of financial variables or respondents in front office positions.

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