

## Factors Influencing Ethics of Marketing Decisions in Lithuanian Media

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*Marketing as a powerful instrument is used differently in practice, the way of using depends on the purposes. But the experience shows that the ways of achieving the purposes or even the purposes themselves are not always ethical, do not always satisfy the true values of society. Cultural, historical, experience differences between countries determine different understanding and development of values. Although ethical questions are topical in all countries, as a bigger problem it remains in the transitional countries, in which the worth and the traditions of using them in every day and business situations are still in process. Although Lithuania already exited from the status of transitional country in economic and political senses, it will stay for a while in this status because of transitioning in values.*

*Marketing ethics is rather widely researched in world dimension. The most salient researches in marketing ethics are Th. W. Dunfee, N. C. Smith, W. T. Ross (1999), O. C. Ferrel (2001, 2002), Ph. Kotler (1993, 1999), G. R. Laczniak (1990, 1993), F. W. Landgrehr (1994), E. J. McCarthy (1993), E. J. McCarthy and W. D. Perreault (1990), P. E. Murphy and G. R. Laczniak (1992), J. Nantel and A. W. Weeks (1996), B. B. Schlegelmich (1998, 2001), D. B. Tinsley (2003), and others. Business, marketing ethics were researched by Lithuanian authors as well. A conception of social ethical marketing in a view of ecology was examined by V. Tamuliene (2002), V. Liesionis (2006). Business ethics like phenomenon existing between Lithuanian businessmen was researched by A. Paulaviciute (2004). Problematics of business and marketing ethics also was researched by N. Vasiljeviene (2000), G. Berzinskas (2002), V. Pruskus (1997, 1998, 2003), D. Vysniauskiene and V. Kundrotas (1999), R. Freitakiene (2001) and others.*

*Although researches in marketing, business ethics both in Lithuania and abroad are comparing numerous, situation in practice of marketing ethics essentially is not getting better. The researches of some authors show that a lot of people still muddle the concepts of "ethics" and "ethiquette", don't realize what ethical norms should be followed, why should be followed (Paulaviciute, 2004).*

*It is noticed; that the decisions made in the various situations differ, as far as ethics is concerned. Having analyzed these situations, it is possible to distinguish recurrent regularity, which is summarized by the authors and submitted as determinant factors of decision making process. Analysis of factors influencing ethics of marketing decisions can help to find out how to encourage ethical decisions in researched business sector.*

*The authors rather widely give different approaches how different factors influence ethicalness of a decision taking process. They give different schemes, models. But authors do not compare factors influencing ethicalness of marketing and conditions when these factors operate. This does not give a full view and determines slower integration of marketing ethical rules to every day life of any business sector, in which following of ethical rules would become "matter-of-course".*

Keywords: *marketing ethics, individual factors, organisational factors, media*

### Introduction

Although discussions about marketing ethics, social responsibility, etc. are more frequent, the issue of ethics in marketing continues to be a concern for both marketing practitioners and researchers. In different situations taken marketing decisions differ in ethical view. After analyzing these situations it is possible to define some consistent pattern which some authors summarize and give as factors influencing ethical decision making. Factors influencing decision making process in ethical view were analyzed by O. C. Ferrel (2001), A. Ferrel, J. Fraedrich ir V. Gresham (1989), L. K. Trevin, M. G. Velazques (1992), R. Semler (2005) N. Vasiljeviene (2002), V. Pruskus (2003), J. Palidauskaite (2001), B. Bitinas (2002) and others. The authors rather widely give different approaches how different factors influence ethicalness of a decision taking process in forms of schemes, models. But authors do not compare factors influencing ethicalness of marketing and conditions when these factors operate. This determines slower integration of marketing rules to every day life of business sector.

Besides, the originality of this paper can be grounded by a fact that the factors influencing marketing ethics in Lithuanian media was not earlier measured.

**The aim** is to identify factors which influence marketing decision making process in Lithuania media.

The aim of the study was achieved through solving the following **objectives**:

1. To overview factors influencing marketing ethics decisions, given by different authors.
2. To form a model of ethical decision making in marketing.
3. To determine working conditions for factors making influence on ethicalness of marketing decisions.

4. To check a model of ethical decision making in marketing in Lithuanian media sector.

**Research methods** include comparative literature analysis, secondary data analysis, quantitative and qualitative studies. The quantitative study is based on the method of e-mail questioning, questionnaire is originally formed. The qualitative study is based on the case study, in which method of dispensed questioning was used.

Results of research enable to apply the checked pattern in the activity of Lithuanian media sector in order to improve the state of ethical decision making.

### **Conception of media marketing ethics**

Media companies' operate in dual product market (Picard, 1989, 2002), create one product but take part in markets of two different products: content product and pulled attention of audience. Taking into consideration operation in dual market media marketing ethics consists of dual professional ethics – marketing ethics and journalism ethics. Journalism ethical norms should be followed by creating content product, marketing ethical norms should be followed by selling attention of audience.

There are different definitions and approaches to the concept of “marketing ethics”. As O. C. Ferrel (2001) says, no one has developed a universally accepted approach for dealing with the controversial and often misunderstood concept of ethics yet, but in this publication the most common and generalized definitions will be used.

“**Ethics** – moral rules or principles of behavior that should guide the members of a profession or organisation and make them deal honestly and fairly with each other and with their customers” (Laczniak, 1990). “Using statistical terminology, **ethics** would be characterized as a latent construct, i.e. something which is not directly measurable but can be represented or measured through other variables” (Schlegelmilch, 2001).

“**Marketing ethics** - moral principles that define right and wrong behavior in marketing. The most basic ethical issues have been formalized through laws and regulations to confirm to the standards of society. At the very least, marketers are expected to obey these laws and regulations. However, it is important to realize that marketing ethics go beyond legal issues” (Ferrel, 2001).

Apart from macro marketing school ascribable to not interactive uneconomic marketing theory (Sheth, Gardner, Garrett, 1988), other marketing theory development schools have paid too less attention to marketing environment, for the reason being it can be concluded that the representatives of this school can be classified as initiators of marketing ethics. Although, since 1990 the interest in marketing only started and marketing is only started to be applied in Lithuania, without distinguishing marketing ethics, marketing ethic researches are becoming ample and more systemic in the world. Traditional ethic rules have been analyzed by marketing researchers (Murphy, Laczniak, 1992; Castleberry, French, Carlin, 2001), marketing ethic use in the international business (Schlegelmilch, 1998, 2001), ethic rules application differences between various level managers (Batory, Neese, Batory, 2005). T. W. Dunfee, N. C. Smith, W. T. Ross (1999) researched coherences of social contract

theory and marketing ethics, R. Karpatkin (1999) researched a moral responsibility of marketing specialists through catholic teaching prism.

There are not a lot of researches on ethical rules which should be followed by selling attention of audience. L. A. Werner (2004) analyzes ethicalness of product placement in media and says that this question is a composite part of problems of ethicalness in media. D. Kruckeberg, K. Stark (2004) research the influence of societies to solving questions of ethicalness in media marketing. M. L. Galician (2004) analyzes the problem of ethicalness of advertisements.

**Journalism ethics** – moral attitudes which are referred to base categories of freedom and responsibility and which should be followed by every journalist in his professional activity (Encyclopedia of Journalism, 1997).

Journalism ethics is widely researched object. Two pairs of scientists - E. E. Dennis, J. C. Merrill (1991) and A. D. Gordon, J. M. Kitross (1996) researched how journalism ethical attitudes are followed in reality by using controversial view. V. E. Limburg (1994) researched necessity of journalism ethics. S. Splichal, A. Ferligoj, V. Batagelj (1980) researched the principles of news selection in media conglomerates. K. Tester (2002) researched the influence of compassion and morality to a journalist like an agent of morality. L. Meskauskaitė (2004) researched journalism ethics as a part of journalism law.

### **Theoretical background of factors influencing ethicalness of marketing decisions**

By analyzing factors which influence marketing decisions in ethical view authors give different approach, but there can be found similarities as well.

According to O. C. Ferrel (2001), the three factors influence the ethical decision-making process: individual factors, organisational relationship and opportunity. Individual factors mean that individuals substantiate their decisions on their own concepts of right/wrong; and act according to their daily lives. “An organisational or corporate culture can be defined as a set of values, beliefs, goals, norms, and rituals that the members or employees of an organisation share (Ferrel, 2001). An opportunity could be described as a favorable set of the conditions that limit barriers or provide rewards. “In management ethics an empirical approach that behaviour of individuals in business practice is influenced by institutional, organisational ethical norms and suitable management exists (Vasiljeviene, 2002). Based on V. Pruskus (2003) affirmation, a quality of decision, in the ethical view, depends on world outlook, moral values and behaviour. V. Pruskus distinguishes four factors which influence person's behaviour: official and ruling (real) ideology, a level of individual's moral development, moral weakness and interpersonal relations. Innovatively in V. Pruskus's model a factor “moral weakness” look like, which author defines according to Aristotle. “Moral weakness – lack of willpower to implement a right act in ethical view” (Pruskus, 2003). L. Zajančauskaitė (1998) explains a connection between knowing and behaviour like ability of a person to realize norms as acceptable personally.

With reference to L. K. Trevin, a model of ethical decision interaction is based on individual's moral development milestones, individual factors, influencing person's behaviour, characteristics of situation.

A. Ferrel, J. Fraedrich and V. Gresham (1989), have summarised earlier discussed models, have created a general ethic decision synthesis model: at the first stage of synthesis model, an individual identifies ethical dilemma (a comprehension of dilemma depends from individual's moral development phase); a possible moral evaluation is ternary - deontological, utilitarian, justice; the other component of synthesis model is designation of individual's intentions – a final decision to act.

With reference to J. Palidauskaite (2001), factors in a model of ethical decision making are grounded with a statement that moral decision is influenced not only by willpower, courage and personal integrity of a specialist but it is influenced by organisational culture, system of awards and impact, informational system as well.

A. Paulaviciute (2004) questioned businessmen who had an international business experience. From this research she states that five following factors influence the ethical decisions: a development of economy, country cultural level, moral principles of society, traditions and customs. These factors differ from the factors which are given by other authors. This can be explained that businessmen who took part in a research give factors which reflect environment which K. E. Goodpaster (1992) entitles like macro-level, while factors which dominate in theorists works represent micro-level (an individual) and mezzo-level (an enterprise).

Although, basing on the data possessed by this publication author, the authors have not distinguished one particularly important factor, influencing decision morality. It is a publicity fear. Despite the fact that R. Semler (2005) has mentioned the importance of this phenomenon, but he has not distinguished it as a crucial factor and has not analyzed it in details. It can be presumed that a publicity fear has impact on ethical decision doubly: (1) when making maximally ethic decision the person lack of willpower (a moral weakness factor), in such a case a publicity fear does not influence the decision determination, (2) when decided decision is based on minimal ethic norms, a publicity fear will stimulate to make ethical decision.

A publicity fear factor has advantages acting together with moral weakness factor, as it was distinguished by the author – both of them correspond to L. Kohlberg (1984) distinguished pre-moral level, which is grounded on striving for personal use and obedience for the authority, so as to avoid a punishment. However it is impossible to identify factors of a publicity fear and moral weakness, as their functioning is quite contrary: a moral weakness factor acts as a force suppressing ethic decision determination, a public fear factor – as a force stimulating ethic decision determination.

### **A model of ethical decision making in marketing**

Summarizing the authors' works, it can be stated that factors, influencing decision morality can be categorized into individuals and organisational factors. Factors which

influence ethical decision making in marketing are summarized using researches of L. Kohlberg (1984), V. Pruskus (2003), A. Paulaviciute (2004), B. Bitinas (2002), R. Semler (2005), O. C. Ferrel (2001, 2002), N. Vasiljeviene (2002), J. Palidauskaite (2001), etc.. To sum up, eight main factors influencing marketing ethic decision determination can be distinguished: (1) individual's moral development milestone, (2) world-view, (3) moral development of society (this factor is attributed to individual factors because organisation or an individual basically do not have opportunities to influence moral development of society, whereas an individual in his decision making is proximately affected by this factor as each individual is a part of society), (4) motivation, (5) relations between individuals, (6) moral weakness under the sway of publicity fear, (7) rules, allowed/forbidden factors, defining actions prohibited in the organisation, at the state level, (8) informal interaction, organisational relationship.

Some factors, conditioning decision morality, gradation and impact on a quality of solution, are easier measured than the others – it is explicable by the fact, that in the view of community, society's moral development is determined by the major part of society and at the moment of deciding the individual has comparably small influence on this factor, that's why this value is concerned as a constant in this publication. World-view factor is fundamentally grounded on the individual's moral development, for this reason the factor in this research is also concerned as invariable value and it is not analyzed in details. With reference to presented theoretical interpretations, other factors functional conditions are summarized in ethical decision determination model in marketing. Summarizing factors which influence ethical decision making in marketing a model of ethical decision making in marketing is formed. This model contains factors influencing marketing ethical decision making and their working conditions (Table 1). Factors positively influencing ethical decision making are signed with plus sign (+), factors negatively influencing are signed with minus sign (–).

In the model illustrated in Table 1, the provided factors are divided into two groups: influencing marketing ethical decision making process positively and negatively. By forming a model of ethical decision making in marketing it was made reference to Aristotle: "every person naturally is seeking for good". This means that factors which have potential to raise ethicalness of a decision, it does that – other possible directions are not analyzed in this publication. With reference to theoretical interpretations, it can be presumed that, individual's moral development factor functions as a positive factor during deciding process, if the individual, who according to L. Kohlberg model (1969, 1976, 1984), is not lower than third individual's moral development stage. This stage characterizes a situation when a person is living according to expectations of a group, seeks for social recognition is caring about others and following "a Golden Rule". Motivation factor stimulates moral-ethical decision determination, when the individual has satisfied physiological needs, whereas organisation, in which he/she is making a decision, works profitable (Abromaityte-

Sereikiene, 2007). Ethical decisions are positively influenced by a fear of an individual that his unethical action can be made public. The analogically stated influence also has organisation internal regulations, based on moral-ethical norms, positive managers' example.

Meanwhile, corruption scale both in Lithuania and in the other countries allows declaring that relations between individuals and person moral weakness, lack of will to resist possibility of making unethical decision stimulate to make unethical decision.

**Table 1**

Model of ethical decision making in marketing\* (Abromaityte-Sereikiene, 2007)

Individual factor and direction of action	Condition of a factor	Organisation factor and direction of action
Individual's moral development milestone (+)	Not below than 3rd stage of individual's moral development, when an individual lives according the expectations of a group looking-for social recognition, bothering about others and living according "Golden Rule".	
World-view	Constant	
Moral development of society	Constant	
Motivation (+)	If physiological needs of an individual are satisfied	
	If an enterprise is profitable, feels safety because is working according the law	Motivation (+)
Relations between individuals (-)	Any relationships and interests between individuals exist	
Moral weakness (-)	Existing of willpower	
Publicity fear (+)	Fear that unethical action could be publicized	
	An ethical codex, internal rules relating with ethical norms exist in an enterprise	Rules, allowed/forbidden factors, defining actions prohibited in the organisation (+)
	Leadership stimulates the employees to behave ethically	Informal interaction, organisational relationship (+)

\* Factors positively influencing ethical decision making are signed with plus sign (+), factors negatively influencing are signed with minus sign (-).

Summing up, it can be concluded that more positive factors have influenced the person while making decision, the bigger possibility is that ethical decision will be made, and vice versus the less factors meet the raised their conditions at the moment of decision, and the more negative factors influence, the bigger is probability that the decision will be unethical.

Model of ethical decision making in marketing is checked in Lithuanian media sector.

### Empirical research: factors influencing marketing ethics decision in Lithuanian media

**Research methods.** In order to attain the raised aim two different method types were used: descriptive quantitative and descriptive qualitative. For a descriptive quantitative part of research a representative questioning by e-mail was chosen. For a descriptive qualitative part of research a case study, using dispensed questioning, was chosen.

An original questionnaire was used in quantitative research. Adapted questionnaires originally created by P. Sharma, K. T. Bhal (2004) and E. Majercsik (2005) were used in qualitative research.

Two groups of hypothetical situations in which respondents faced ethical dilemma and two groups of ethical norms were used to identify the influence of motivation factor to marketing ethics in Lithuanian media. Hypothetical situations were adapted from questionnaires which quality was previously proved. Ethical norms were picked using universal ethical rules and codexes of ethics. In order to prove influence of factors to marketing ethics

decision in Lithuanian media statistical methods were used (correlation, factor of  $\chi^2$ ).

#### Research time, sampling frame and respondents.

The quantitative research took place in November-December of 2006. Taking into consideration media companies' operation in dual product market (Picard, 1989, 2002), two elements were researched: (1) persons responsible for media content (element "A"), (2) persons responsible for media marketing (element "B"). Researched entity – all media companies operating in Lithuania. In this research sampling frame is equal to the entity. There were sent 591 questionnaires. Returned questionnaires - 19.8 %.

The qualitative research took place in May of 2007. Respondents were all personnel working with media content and marketing in two Lithuanian media companies. There were dispensed 57 questionnaires. Returned questionnaires - 87.7 %.

**Analysis of results.** During research the influence of factors to ethicalness of marketing decisions in Lithuanian media were analyzed through hypothetical situations which let to observe how respondents would behave in similar situation (Table 2) and measuring of understanding of ethical norms through facing a list of ethical norms (Table 3).

Using hypothetical situations and measuring of understanding ethical norms let to evaluate the influence of factors to ethicalness of marketing ethics in Lithuanian media. The connection between hypothetical situations, understanding ethical norms and answers proving the significance of factor to ethical behaviour was measured by using correlation coefficient,  $\chi^2$ , T-test.

97% respondents from group "A" and 97.1% respondents from group "B" say that breeding, education,

world-view of a person always or most frequently influence the ethicalness of decision. By analyzing a connection between hypothetical behaviour and answers of analyzed question criterion of  $\chi^2$  is used. It was determined

a significant connection in two out of four situations. The results let make conclusion that individual factor “world-view” influences ethicalness of marketing decision in Lithuanian media.

**Table 2**

A summary of answers in hypothetical situations in which respondents faced ethical dilemma

Situation	Valid answers	Mean	Conclusion about behaviour
Situation 1: relations between individuals (representative study)	104	2.03	Unethical
Situation 2: nepotism and humanity (representative study)	104	1.9	Unethical
Situation 3: profit of an enterprise (representative study)	103	1.92	Ethical
Situation 4: obeying the superior (representative study)	104	1.06	Ethical
Situation 1: new and improved (case study)	49	2.02	Ethical
Situation 2: gifts and bribes (case study)	49	2.55	Neutral
Situation 3: padding up of the expense bills (case study)	49	2.43	Ethical
Situation 4: nepotism (case study)	49	2.41	Ethical
Situation 5: insider trading (case study)	49	2.51	Neutral

**Table 3**

A summary of answers which show the understanding of ethical norms: comparing results of respondent groups „A“ and „B“

	Universal ethical norms			Professional ethical norms		
	A+B	A	B	A+B	A	B
Number of answers (N)	104	69	35	104	69	35
Mean	8.32	8.45	8.06	8.88	10.19	6.29
Mode	10	11.00	12.00	12	10	6
Percent of possible correct answers	69.2	70.4	67.2	74	84.9	52.4

Considering that moral development of society in a view of any community is conditioned by bigger part of society and any individual has less influence to this factor, factor “moral development of society” was measured using question “thinking that it is fair to behave like that”. 52.9% respondents from group “A” and 48.6% respondents from group “B” say that “thinking that it is fair to behave like that” most frequently influence their decision making. Using criterion of  $\chi^2$  was checked if answers to analyzed question are connected to understanding of ethical norms. It was not determined a significant connection. This does not let make a conclusion that moral development of society influences ethical decision taking in Lithuanian media marketing.

Referring to theoretical analysis, the motivation factor makes influence to decision making on both levels of marketing ethics – individual and organisational. That is why the influence was measured on both levels.

In order to find out whether a relation between individual motivation level and ethical behaviour in marketing ethics exist a correlation was measured. The results show that in two out five hypothetical situations the correlation is significant. That means that in some situations an ethical behaviour in marketing of Lithuanian media depends on the motivation level of an individual.

The influence of motivation factor on organisational level was measured using fact of enterprise’s profitability and obeying the law. Seeking to research the influence of enterprise profitability to marketing ethics in Lithuanian media there was a relation between the answers about profitability of representing enterprise and the behaviour in hypothetical situations on the organisational level measured. 77.9% of respondents say the enterprises they represent are working profitably. It was found a significant statistical difference between profitability of an enterprise

and one out of four hypothetical situations (“nepotism and humanity”) in which a respondent faced ethical dilemma. This means that in analogical situations a taken decision will depend on the fact of company’s financial results.

During the analysis of theoretical sources it was made a precondition that the motivation on the organisational level was related with obeying the law as well. 42.7% respondents say that the companies they represent always obey the law, 46.6% of them – mostly obey the law.  $\chi^2$  value shows the statistical relation between obeying the law and behaviour in situation “profit of an enterprise”. This let make a conclusion that in some situations obeying the law makes influence to the ethicalness of marketing decisions in Lithuanian media companies. Summarizing, motivation factor on organisational makes influence to ethicalness of marketing decisions in Lithuanian media sector.

During research it was determined that individual factor „publicity fear“ is significant in both research elements. 42.6% of element „A“ and 42.9% of element „B“ say that most frequently the decision taking is influenced by fear that unethical behavior can be made public. After analyzing a connection between a question which measures “publicity fear” and taking decisions in hypothetical situations, it was determined a correlation between this question and one hypothetical situation. This let make a conclusion that a publicity fear makes influence to ethicalness of marketing decisions in Lithuanian media.

By researching the influence of individual factor “moral weakness” to ethical decision making in Lithuanian media marketing, respondents were asked of two questions. It was inquired how their decision would change if it was not influenced by (1) head or/and owner of a company, (2) colleagues and other persons. Most of respondents in both research groups (75-76%) answered

that their decisions would be “the same like now”. Using criterion of  $\chi^2$  it was not determined a statistical connection between behaviour in hypothetical situations and influence of other persons to decision making in both cases. So, a conclusion that individual factor “moral weakness” makes influence to ethicalness of decision making in marketing of Lithuanian media can not be done.

Influence on ethicalness of marketing decision of an individual factor “relations between individuals” is evaluated using answers in hypothetical situations. Frequencies of answers show that only 18.8% respondents from element “A” and 28.6% respondents from element “B” chose ethical decision in situation “relation between individuals”, in situation “nepotism and humanity” - 18.8% from element “A” and 17.1% from research element “B”. It was researched a connection between behaviour in hypothetical situations and declaration about personal ethical behaviour. Using criterion of  $\chi^2$  it was determined a statistical connection between answers in one hypothetical situation. According to these data a conclusion that factor “relations between individuals” make influence to ethicalness of decisions in Lithuanian media marketing can be done.

Significance of organisational factor „rules, allowed/forbidden factors, defining actions prohibited in the organisation“ was measured with two questions: „ethical decisions are determined by requirements raised in an organisation“ and „ethical decisions are determined by an example of an executive“. Mode of answers of both questions in both research elements is „4“, which match an answer of „frequently it makes influence“. For evaluating interface between this factor and understanding of ethical rules criterion of  $\chi^2$  was used. It was determined that a significant statistical connection exists. This means that understanding of universal ethical norms depend on “an example of an executive”. This let make a conclusion that organisational factor „rules, allowed/ forbidden factors, defining actions prohibited in the organisation“ make influence to ethicalness of decisions in Lithuanian media marketing.

By analyzing the influence of organisational factor “informal interaction, organisational relationship” in marketing decision taking, it was a connection between question groups which reflected behaviour in hypothetical situations on both individual and organisational levels researched. Using correlation coefficient it was determined that in three out of five situations a weak correlation exists. This means that behaviour of respondents in hypothetical situations on individual level depends on behaviour on organisational level, and conversely. This let make a conclusion that organisational factor “informal interaction, organisational relationship” influences ethicalness of decisions in Lithuanian media marketing.

Summarizing, it has been established that from 10 factors included into the pattern of ethical decision making in marketing 6 factors influence manifestation moral-ethical attitudes in Lithuanian media sector. Operating conditions for factors making influence to ethicalness of marketing ethics in Lithuania was not researched in this paper.

## Conclusions:

1. Upon carrying on analysis of theoretical sources of application of moral-ethical attitudes in marketing factors influencing application of moral-ethical attitudes in marketing decisions have been distinguished. It has been established that ethical decision making in marketing is influenced by two groups of factors: individual and organisational factors. 8 main factors influencing ethical decision making in marketing have been distinguished. Individual factors: (a) stages of moral development of an individual, (b) world-view, (c) moral development of society (this factor is attributed to individual factors because organisation or an individual basically do not have opportunities to influence moral development of society, whereas an individual in his decision making is proximately affected by this factor as each individual is a part of society), (d) motivation, (e) relations among individuals, (f) moral weakness affected by fear of publicity. 2 organisational factors influencing ethical decision making in marketing have been distinguished: (g) rules, order, permitted/not permitted factors defining forbidden factors on the level of organisation, state, (h) informal communication, and organisational relations.

2. Operating conditions and directions (factor increases or decreases ethicality of decision) of individual and organisational factors influencing ethicality of marketing decisions have been distinguished. Summarizing, factor of moral development stages of an individual acts as positive factor in decision making process if a decision making individual is not lower than in the 3 stage of moral development of an individual. Motivation factor encourages moral-ethical decision making when an individual has satisfied physiological needs and organisation where he makes marketing decision works profitably. Ethical decisions as well are encouraged by fear of an individual that unethical action can go public. Parallel positive influence is also made by existing in organisation inner rules based on moral-ethical norms, informal communication, and organisational relations. Probability of making ethical marketing decision is reduced by a factor of relations among individuals the operation condition of which is existence of any relations among individuals, interest in their respect. Negative influence on ethicality of decisions is also made by a factor of moral weakness which manifests itself as lack of will.

3. Upon investigating of the state of marketing ethics in Lithuanian media sector operation of a pattern of ethical decision making in marketing in Lithuanian media sector has been checked, factors determining manifestation of moral-ethical attitudes in Lithuanian media companies have been established. It has been established that from 10 factors included into the pattern of ethical decision making in marketing 6 factors influence manifestation moral-ethical attitudes in Lithuanian media sector. Influence of the rest factors could not be statistically grounded. Summarizing, the following factors determine manifestation of moral-ethical attitudes in Lithuanian media companies: (a) world-view; (b) motivation on individual level, (c) motivation on organisational level, (d) fear of publicity: upon investigating connection between question measuring “fear of publicity” and decision

making in hypothetical situations connection of one question with situation has been established, therefore a conclusion is made that this factor influences ethicality of decisions in some situations, (e) relations among individuals, (f) rules, order, permitted/not permitted criteria.

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## Veiksniai, daranys įtaką marketingo sprendimų etiškumui Lietuvos žiniasklaidoje

Santrauka

Marketingas – galingas instrumentas, padedantis pasiekti tikslų. Tačiau patirtis rodo, kad šių tikslų siekimas, o ir patys tikslai, ne visuomet yra etiški. Nors diskusijų apie marketingo etika, verslo socialinę atsakomybę tiek teoriniu, tiek ir praktiniu lygmeniu daugėja, ši problema tebėlieka aktuali. Įvairiose situacijose priimami marketingo sprendimai etiniu požiūriu skiriasi, tačiau išanalizavus šias situacijas galima išskirti tam tikrus pasikartojančius dėsningumus, kuriuos kai kurie autoriai apibendrina ir pateikia kaip sprendimų priėmimo procesą lemiančius veiksnius. Sprendimų priėmimo procesą lemiančius veiksnius etiniu požiūriu analizavę autoriai O. C. Ferrel (2001); A. Ferrel, J. Fraedrich ir V. Gresham (1989); L. K. Trevin, M. G. Velazques (1992); R. Semler (2005); N. Vasiljeviene (2002); V. Pruskus (2003); J. Palidaukaitė (2001); B. Bitinas (2002) ir kiti pateikia skirtingus veiksnų, darančių įtaką sprendimų etiškumui, traktavimus, schemas, modelius, tačiau iš esmės menkai analizuoja veiksnų veikimo sąlygas, negretina modelių ir veiksnų veikimo sąlygų. Tai apunkina marketingo etikos normų diegimą kasdieninėje verslo veikloje.

Be to, publikacijos naujumą pagrindžia ir faktas, kad veiksnų, darančių įtaką marketingo sprendimų etiškumui, poveikis Lietuvos žiniasklaidos sektoriuje lig šiol tirtas nebuvo.

Publikacijos **tikslas** – nustatyti veiksnius, kurie daro įtaką marketingo sprendimų etiškumui Lietuvos žiniasklaidoje. Tyrimo tikslo siekiama sprendžiant šiuos **uždavinius**: (1) apžvelgti autorių išskiriamus veiksnius, darančius įtaką marketingo sprendimų etiškumui, (2) remiantis autorių nuomonėmis, suformuoti veiksnų, darančių įtaką marketingo sprendimų etiškumui, modelį, (3) remiantis autorių nuomonėmis, apibrėžti veiksnų, darančių įtaką marketingo sprendimų etiškumui, veikimo sąlygas, (4) patikrinti veiksnų, darančių įtaką marketingo sprendimų etiškumui, modelio veikimą Lietuvos žiniasklaidoje.

**Tyrimo metodai** apima sisteminę literatūros analizę, antrinių duomenų analizę, kiekybinių ir kokybinių tyrimus. Kiekybinis tyrimas paremtas apklausa, atlikta elektroniniu paštu. Šiame tyrime naudotas originaliai sukonstruotas klausimynas. Kokybiniam tyrimui pasirinktas situacijų analizės metodas. Šiame tyrime naudoti adaptuoti klausimynai.

Tyrimo rezultatai leidžia pasitelkti veiksnų, darančių įtaką marketingo sprendimų etiškumui, modelį situacijai etiniu požiūriu Lietuvos žiniasklaidos įmonių marketingui gerinti.

Straipsnio pirmojoje dalyje pateikiama „marketingo etikos“ samprata, apibendrinama marketingo etikos tyrinėjimų raida.

Antroje straipsnio dalyje pateikiami autorių išskiriami veiksniai, darantys įtaką marketingo sprendimų etiškumui. Apžvelgiami O. C. Ferrel (2001), N. Vasiljevienės (2002), V. Pruskaus (2003), L. Zajančauskaitės (1998), A. Ferrel, J. Fraedrich ir V. Gresham (1989), J. Paliduskaitės (2001), A. Paulavičiūtės (2004), K. E. Goodpaster (1992), R. Semler (2005), L. Kollhberg (1984) tyrinėjimai, gvildenami skiriamų veiksmų, darančių įtaką marketingo sprendimo etiškumui, panašumai ir skirtumai. Remiantis K. E. Goodpaster (1992) skirstymu, dauguma autorių skiria veiksmus, reprezentuojančius mikrolygmenį (individas) ir mezzolygmenį (įmonė).

Remiantis apibendrintais autorių tyrinėjimais, publikacijos autorės pastebėjimais, trečioje straipsnio dalyje suformuojamas Etinio sprendimo priėmimo marketinge modelis. Remiantis O. C. Ferrel (2001), laikomasi nuostatos, kad sprendimų etiškumą marketinge veikia ir individualūs, ir organizaciniai veiksniai. Atsižvelgiant į tai, kad ligi šiol dauguma autorių nagrinėjo tik veiksmus, darančius įtaką marketingo, verslo sprendimams Etinio sprendimo priėmimo marketinge modelyje, suformuotame šioje straipsnio dalyje, pateikiamas naujoviškas požiūris – modelyje derinami veiksniai ir veiksmų veikimo sąlygos. Veiksniai modelyje skirstomi į teigiamą ir negiamą įtaką sprendimo etiškumui darančius veiksmus.

Ketvirtojoje straipsnio dalyje įvertintas kiekvieno veiksnio, įtraukto į Etinio sprendimo priėmimo marketinge modelį, įtaka sprendimų priėmimo marketinge procese Lietuvos žiniasklaidos įmonių sektoriuje. Analizei naudotas dviejų etapų tyrimas. Kiekybinis tyrimas paremtas apklausa, atlikta elektroniniu paštu. Šiame tyrime naudotas originaliai sukonstruotas klausimynas. Kokybiniam tyrimui pasirinktas situacijų analizės metodas. Šiame tyrime naudoti adaptuoti P. Sharma, K. T. Bhal (2004) and E. Majercsik (2005) klausimynai.

Kadangi žiniasklaidos įmonės veikia dvigubo produkto rinkoje (Picard, 1989, 2002), suformuoti du tyrimo elementai, naudoti abiejuose tyrimo etapuose: (A) asmenys, atsakingi už turinio produktą, (B) asmenys, atsakingi už marketingą/ pardavimus.

Kiekybinis tyrimas atliktas 2006 metų lapkričio – gruodžio mėnesiais. Tyrimo visuma ir imtis – visų Lietuvoje veikiančių žiniasklaidos įmonių vadovai. Išsiųsta 591 anketa. Anketų grįžtamumas – 19,8 %.

Kokybinis tyrimas atliktas 2007 m. gegužės mėnesį. Tyrimo imtis – visi dviejose Lietuvoje veikiančiose žiniasklaidos priemonėse dirbantys darbuotojai. Išdalyta 57 anketos. Anketų grįžtamumas – 87,7 %.

Atsižvelgiant į tyrimo objektą – marketingo etikos nuostatų laikymąsi, veiksmų įtaka sprendimo etiškumui vertinta naudojant dvi grupes hipotetinių situacijų, kuriose respondentai susidūrė su etine dilema, ir dvi grupes etinių nuostatų. Statistinė duomenų analizė atlikta aprašomosios statistikos (modos, procentinio dažnio,  $\chi^2$  suderinamumo kriterijaus taikymas) ir daugiamečių statistikos - koreliacijos koeficiento metodais.

Nustatyta, kad iš 10-ies į Etinio sprendimo priėmimo marketinge modelį įtrauktų veiksmų moralinių-etinių nuostatoms Lietuvos

žiniasklaidos sektoriuje įtaką daro 6 veiksniai. Likusių veiksmų įtakos statistikai pagrįsti nepavyko.

#### Tyrimo išvados:

1. Teorinių šaltinių analizė rodo, kad sprendimų etiškumui įtakos turi dvi grupės veiksmų: individualūs ir organizaciniai. Pagrindiniai veiksniai, darantys įtaką marketingo sprendimo etiškumui, yra šie individualūs: (1) individo moralinio vystymosi etapiškumas, (2) pasaulėžiūra, (3) visuomenės moralinis išsivystymas (šis veiksnys priskiriamas prie individualių veiksmų, nes organizacija ar individas iš esmės neturi galimybių paveikti visuomenės moralinio išsivystymo, tuo tarpu individas, priimdamas sprendimą, yra betarpiškai veikiamas šio veiksnio, nes kiekvienas individas yra visuomenės dalis), (4) motyvacija, (5) santykiai tarp individų, (6) moralinis silpnumas, veikiamas viešumo baimės; ir organizaciniai: (7) taisyklės, tvarkos, galima/ negalima faktoriai, apibrėžiantys draudžiamus veiksmus organizacijos, valstybės lygmeniu, (8) neformalus bendravimas, organizaciniai santykiai.

2. Naudojant sistemingą literatūros šaltinių analizę, nustatyti veiksmų, darančių įtaką marketingo sprendimo etiškumui, veikimo sąlygos. Apibendrinus individo moralinio vystymosi etapiškumo veiksmų veikia kaip teigiamas veiksnys sprendimų priėmimo procese, jei individas, kuris priima sprendimą, yra ne žemesnėje nei 3-ioje individo moralinio vystymosi raidos stadijoje. Motyvacijos veiksnys skatina moralinių-etinių sprendimų priėmimą tuomet, kai individas yra patenkinęs fiziologinius poreikius, o organizacija, kurioje jis priima marketingo sprendimą, dirba pelningai. Etiškus sprendimus skatina ir individo baimė, kad neetiškas veiksmas gali būti paviešintas. Analogišką teigiamą įtaką turi ir organizacijos vidaus taisyklės, paremtos moralinėmis-etinėmis normomis, neformalus bendravimas, organizaciniai santykiai. Tikimybę priimti etišką marketingo sprendimą mažina santykių tarp individų veiksnys, kurio veikimo sąlyga – bet kokių santykių tarp individų, intereso jų atžvilgiu egzistavimas. Neigiamą įtaką sprendimų etiškumui marketinge daro ir moralinio silpnumo veiksnys, kuris pasireiškia kaip valios stoka. Visuomenės moralinio išsivystymo ir pasaulėžiūros veiksmų sąlygos šiame darbe laikomos nekintamomis ir detaliau neanalizuojamos.

3. Ištyrus marketingo etikos padėtį Lietuvos žiniasklaidos sektoriuje, patikrintas Etinio sprendimo priėmimo marketinge modelio veikimas Lietuvos žiniasklaidos sektoriuje, nustatyti veiksniai, lemiantys moralinių-etinių nuostatų pasireiškimą Lietuvos žiniasklaidos įmonėse. Nustatyta, jog iš 10-ies į Etinio sprendimo priėmimo marketinge modelį įtrauktų veiksmų moralinių-etinių nuostatoms Lietuvos žiniasklaidos sektoriuje įtaką daro 6 veiksniai. Likusių veiksmų įtakos statistikai pagrįsti nepavyko. Apibendrinant - šie veiksniai lemia moralinių-etinių nuostatų pasireiškimą Lietuvos žiniasklaidos įmonėse: (1) asmens išsiauklėjimas, išsilavinimas, pasaulėžiūra; (2) motyvacija individualiame lygmenyje, (3) motyvacija organizaciniame lygmenyje, (4) viešumo baimė, (5) santykiai tarp individų, (6) taisyklės, tvarka, galima/negalima kriterijai.

Raktažodžiai: *marketingo etika, individualūs veiksniai, organizaciniai veiksniai, žiniasklaida.*

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