**OPUS▶**

**RESEARCH ARTICLE**

# Examining Online Comments of Employee Through The Concept of External Whistleblowing: A Study on Restaurants

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## Abstract

*The concept of whistleblowing is very important in revealing all illegal behaviors and negative actions in businesses. Those who disclose these events are called whistleblowers. Whistleblowing has become an increasingly important concept in recent years. The aim of this study is to determine the negative behaviors experienced in restaurant businesses, and to determine the attitudes and behaviors of employees and managers against these negative actions. In this context, this study used employee platform websites to examine employee feedback. The US-based company has had a platform where users can write reviews of companies and job opportunities since 2008. Employees can express their views and feedback about the organization on this platform. 1.250 restaurant reviews in English with searchable comments have been uploaded to the platform. These restaurants have been evaluated for unethical acts such as low pay and overtime, illegal negligence and policies, psychological violence, harassment and discrimination, workplace safety, mismanagement and theft. According to the results obtained, those working in restaurants are exposed to these whistleblowing categories. Employees mostly complain about poor management and lack of support from managers and therefore use external disclosure channels.*

**Keywords:** *Whistleblowing, External Whistleblowing, Restaurants, Employee, Online Comments*

## Öz

*İhbarcılık kavramı, işletmelerdeki tüm yasa dışı davranışların ve olumsuz eylemlerin ortaya çıkarılmasında oldukça önemlidir. Bu olayları ifşa edenlere muhbir denir. İhbarcılık son yıllarda önemi giderek artan bir kavram haline gelmiştir. Bu çalışmanın amacı, restaurant işletmelerinde yaşanan olumsuz davranışları belirlemek ve bu olumsuz davranışlara karşı çalışan ve yöneticilerin tutum ve davranışlarını belirlemektir. Bu bağlamda, bu çalışmada çalışan geri bildirimlerini incelemek için çalışan platformu web siteleri kullanılmıştır. ABD merkezli şirket, 2008 yılından bu yana kullanıcıların şirketler ve iş fırsatları hakkında yorum yazabilecekleri bir platforma sahiptir. Çalışanlar bu platform üzerinden kurumla ilgili görüş ve geri bildirimlerini ifade edebilmektedir. Bu kapsamda, bu platformda toplam 1.250 restaurant çalışanının yorumu incelenmiştir. Bu restaurantlar, düşük ücret ve fazla mesai, yasa dışı ihmal ve politikalar, psikolojik şiddet, taciz ve ayrımcılık, iş yeri güvenliği, kötü yönetim ve hırsızlık gibi etik dışı davranışlar açısından değerlendirilmiştir. İhbarcılıkla ilgili bu kategorilere maruz kalmaktadılar. Elde edilen sonuçlara göre; restaurantlarda çalışanlar ihbarcılık eğilimi göstermektedir ve bunu da dışsal ihbarcılık kanalları ile yapmaktadırlar. Çalışanlar çoğunlukla kötü yönetimden ve yöneticilerin desteğinin olmamasından şikayet etmişlerdir ve bu nedenle dışsal ihbarcılık kanallarını kullandığı görülmüştür.*

**Anahtar Kelimeler**: *İhbarcılık, Dışsal İhbarcılık, Çalışanlar, Restaurantlar, Online Yorumlar*

## Introduction

Today how an organization behaves against the law and ethical principles is gaining more and more importance for both employees and customers (Günay & Özyurt, 2020). Moral rebels operating in the absence of clear protocols or rules are more likely to have worse, stigmatizing experiences due to a lack of protection. Failure of a staff working in a restaurant to wash their hands may require reporting as it violates the hygiene rules and justifies the whistleblower. On the other hand, there is no clear rule prohibiting this, although restaurant employees use nicknames related to their appearance to make it easier for them to remember customers while communicating with each other, even though they act unethically (Chang, 2023).

Whistleblowing is generally handled from a professional ethical perspective (Bouville, 2008). Because whistleblowing occurs only when an individual observes someone else's misconduct and decides to take action, only some subsets of the organization will experience whistleblowing and retaliation (Near & Miceli, 1996).

One factor that distinguishes whistleblowers from informers and gossipers is that whistleblowers aim to stop something wrong and prevent it from happening again (Near et al., 2004). The literature supports that serious consideration of cultural influences and their impact on individual whistleblowing tendencies are important and cross-cultural differences and that ethical perceptions of whistleblowing also influence whistleblowing tendencies (Chiu, 2003). Passive observers who are aware of the abuse but do not report it claim that the abuse they observe is insignificant, has no direct impact on them, and has much less evidence of the abuse than whistleblowers. In addition, passive observers were found to be less involved in organizations than whistleblowers (Miceli & Near, 1985).

According to Miceli (2004), whistleblowers are moderately strong, relatively experienced and high-income, high-performing, morally motivated, and generally more active in seeing and reacting to problems. Interestingly, it turns out that employees who are significantly less likely to express their concerns in real life are more likely to report hypothetical situations and underestimate retaliation (Oelrich & Erlebach, 2021).

Since the tourism sector has a labor-intensive feature, employees need to notice wrong behaviors and fight against unethical behaviors, since unethical and illegal behaviors between employees and guests, between managers and subordinates, can harm the organization in the long run (Günay & Özyurt, 2020). Recently, the need to understand the existence of whistleblowing in hotel businesses has led to efforts to investigate these activities (Yu et al., 2019).

It is possible to say that tourism sector employees who are generally satisfied with their jobs are more likely to whistle from internal channels (Yu et al., 2019; Srivastava & Gupta, 2022). With the Sarbanes-Oxley Act in the United States and similar laws applied in other countries, public and multinational organizations have recently had to create channels where whistleblowers can report abuse anonymously (Bowen et al., 2010; Ernst & Young, 2009). To avoid harm to whistleblowers and to provide added security to stakeholders and the community, many organizations are turning to increased governance, so it is increasingly important to use the Online Whistleblowing Reporting System (WBRS). Events and setbacks in different markets have increased demand for WBRS and whistleblowing protection, raising public concern about organizational failures. WBRS allows users to submit whistleblowing reports anonymously via the internet and differs from traditional whistleblowing techniques in that it reports to the Supervisor or Ombudsman. Because WBRS requires interaction with computer systems, telephone hotlines, mailboxes, and other internal tools can be used. This complicates the concept of whistleblowing as the user must understand the system to use it successfully (Lowry et al., 2013).

It is thought that this study will contribute to the literature in terms of revealing the channels of disclosure of the restaurant employees' view of whistleblowing on online platforms and how they evaluate these actions.

## Whistleblowing Concept

Whistleblowing refers to an employee reporting illegal, unethical, questionable, or wrong behavior within an organization to the authorities or the public, that is, non-binding disclosure (Jubb, 1999). Near & Miceli (1985), who have many studies on this concept, define whistleblowing as "usually reporting a wrongful act to a person or organization believed to have the authority to stop it". Also, they define whistleblowing in other words and more broadly as "disclosure by members of the organization (former or new) of illegal, immoral or illegitimate practices under the control of their employers to individuals or organizations that may take action."

A whistleblower reports behavior that an employee (or former employee) believes is unethical or illegal to management (internal whistleblowing) or external authorities or the public (external whistleblowing) (Bouville, 2008). The act of whistleblowing consists of four elements (Near & Miceli, 1996):

- the whistleblower or person revealing the abuse,
- the revealed misbehavior
- the organization or employees who show misconduct
- the authority (the recipient of information about the abuse)

Keenan (2002) describes whistleblowing behavior in three categories: "serious", "non-serious" and "harming others". According to the author, examples of serious misconduct include theft of business funds or property, bribery, or kickbacks. Non serious behaviors can be exemplified as abuse by consultants or vendors, unfair advantage, or wasteful use by purchasing unnecessary or inappropriate services or goods. Also, examples of behavior that harms others are discrimination, sexual harassment, and health and safety violations.

## Types of Whistleblowing

Park et al. (2008) examine types of whistleblowing in three dimensions. Each dimension represents an employee choice: "formal versus informal, identified versus anonymous, internal versus external".

**Table 1.** *Types of Whistleblowing*

| Whistleblowing Types | Formal | Informal |
|---|---|---|
| | Identified | Anonymous |
| | Internal | External |

*Source: Park et. al. (2008)*

Park et. al. (2008) explains formal whistleblowing as "an institutional form of reporting wrongdoing, following the standard lines of communication or a formal organizational protocol for whistleblowing and cultural orientation such reporting, whereas informal whistleblowing is done by the employee personally telling close associates or someone s/he trusts about the wrongdoing". Also they define identified whistleblowing as "an employee's reporting of a wrongdoing using his or her real name (or in some other form giving information which might identify him or her) whereas in anonymous whistleblowing the employee gives no information about himself or herself, and may use an assumed name".

Çolak & Genç (2018) state that the internal and external whistleblowing patterns vary according to the employees' feelings of hope or anger, their seniority, the evidence they have, and their individualism and idealistic levels. Also, Oelrich (2021) stataes that personal and organizational factors affect internal or external whistleblowing behavior. Table 2 demonstrates these differences.

**Table 2.** *Internal and External Whistleblowing Behaviors*

| Internal Whistleblowing | External Whistleblowing |
|---|---|
| Feeling of hope feeling of anger | Feeling of anger |
| High seniority Low seniority | Low seniority |
| Weak evidence or no evidence | Strong evidence |
| Low individualism and idealism | High individualism and idealism |
| Personal and organizational factors | Personal and organizational factors |

*Source: Barnett, Cochran & Taylor, 1993; Henik, 2015; Dworkin & Baucus, 1998, Nayir & Herzig, 2012, Colak & Genc, 2018, Oelrich, 2021.*

Internal whistleblowing occurs when a whistleblower reports that an employee in an organization has committed misconduct. On the contrary, external whistleblowing occurs when a whistleblower reports misconduct to a person or institution outside of the organization, such as law enforcement or the media (Caillier, 2015). In external whistleblowing, fraud is reported to an external organization believed to have the necessary authority to correct the fraud (Park et al., 2008).

Intention to internal whistleblowing is the act of an individual to report unethical behavior to the top management of an organization (Nisar et al., 2019). Internal whistleblowing is defined as the insider disclosure of unfair or suspicious activities within an organization to detect and address workplace abuse (Near & Miceli, 1985). For this reason, it is important to encourage employees to internal whistleblowing to adopt ethical standards of behavior in the tourism sector, protect the image of the business, and fulfill responsibilities toward stakeholders (Cheng et al., 2017).

This study is about external whistleblowing, as employees examine the reports they have expressed on an online platform open to everyone outside the organization. Since there is no other study examining the external whistleblowing behavior of tourism workers on an online platform, it can be said that this study is the first study on this subject. In addition, examining the external whistleblowing of the employees is important in terms of preventing external whistleblowing and encouraging the employees to internal whistleblowing.

**Studies in the Literature on Whistleblowing**

Some studies in the literature on Whistleblowing, which has become a very popular topic in the field of organizational behavior in recent years, are as follows;

Çekiç et al. (2023) analyzed nurses' ethical attitudes, whistleblowing intentions and reasons, and the relationship between them. According to the result obtained, nurses mostly encounter unethical events related to management. It has been observed that the reporting rates of unethical incidents are high and they do not hesitate to

report, but try to keep the incidents within the institution. Also, idealistic nurses are more likely to whistleblowing, and the reasons for whistleblowing are mostly associated with moral and professional values. It is recommended that the ethical position of Nurses in Clinical Practice and their whistleblowing intentions and motives be supported and developed through the corporate culture.

Callahan & Dworkin (1994) argue that when employees fail to get results in internal whistleblowing or when they believe that senior management is involved in wrongdoing or they fear the employer, they are more likely to use mass media as an external whistleblowing channel.

Lin et al. (2022) emphasized that whistleblowing has an important role in preventing corporate misconduct. He investigated the effect of internal whistleblowing on the risk of stock price collapse in China. It shows that internal whistleblowing reduces companies' accounting violations and fraud risk. Rorthschild & Miethe (1999) found that 44% of malpractices changed as a result of external whistleblowing and 27% as a result of internal whistleblowing.

Smaili et al. (2022) argued that businesses increasingly have special systems and personnel (receivers) to receive and process internal whistleblowing reports, and it is important to establish and improve internal whistleblowing channels. Nielsen (1996) considers why and how external whistleblowing should be implemented in the absence of an effective internal whistleblowing system

Indari et al. (2022) found that the sense of organizational support affects the relationship between organizational commitment and whistleblowing intention. Saygan (2011); Lindblom (2007); Yılmaz (2015 and Ray (2006) stated that there is a relationship between whistleblowing and organizational ethical climate and ethical dilemma. Atalay (2017) found that the perception of organizational justice plays a role in reporting ethical violations. Seifert et al. (2014) suggested that trust is a mechanism that connects whistleblowing with organizational justice.

Çetinel & Taslak (2019) found that there is a relationship between the personality traits of the employees and their whistleblowing tendency. He

found that perceived organizational justice had an effect on whistleblowing tendency. He concluded that perceived organizational justice does not have a mediating role in the relationship between personality traits and whistleblowing tendency. Iwai (2021) found that fear of retaliation has a mediating role in the effect of peer ethical behavior on whistleblowing intentions in organizations.

Scheetz et al., (2021) discussed the relationship between perceived power of internal control and whistleblowing intentions in non-profit and operating organizations. In conclusion, he stated that the use of an anonymous website for whistleblowing in a non-profit organization may require additional attention and resources if employees in nonprofit organizations use this medium to the extent that it is used in a for-profit organization. Lee et al., (2021) found that the more ways of protection against whistleblower are available at key reference points, the higher their intention to disclose wrongdoing and whistleblowing.

Srivastava et al., (2023) investigated the direct effects of workplace bullying on internal whistleblowing and workplace withdrawal in the hospitality industry, as well as indirect effects, including the mediating role of moral injury and the moderator role of inclusive leadership. According to author's findings harassment in an organization has a direct impact on internal whistleblowing and dismissal from the workplace. Moral harm plays a mediating role in the relationship between workplace harassment and whistleblowing, workplace harassment and workplace withdrawal.

Mkheimer et al., (2023), in the study on hotel workers, has examined the relationship between the ethical behavior of managers and the internal monitoring of hotel staff through its role as a mediator of organizational virtue. According to the findings ethical leadership has a positive effect on organizational virtues and thus has a significant impact on whistleblower intentions. Intention of moral subordinate leaders to denounce associations mediated in part by organizational virtues. To help them report ethical violations, most hotel employees need organizational characteristics (such as organizational climate and psychological empowerment) as well as personal characteristics (such as moral courage and moral efficacy).

According to Rabiul et al. (2021) reports are very important, especially in the hotel industry. Mesmer-Magnus and Viswesvaran (2005) note that, to the authors' surprise, a strong positive relationship was found between proximity to the offender and intention to report. Yu et al. (2019), draw attention to the need to understand why whistleblowing occurs in hospitality establishments drives recent efforts to investigate some of the whistleblowing activities.

Srivastava & Gupta (2022) found that there is a positive relationship between workplace spirituality and internal whistleblowing in hotel operations. They found that employee moral courage and ethical leadership had a parallel mediating effect on the relationship between workplace spirituality and internal whistleblowing.

Abdelaal & Nafei (2022) found that there is a significant relationship between ethical awareness in hotel employees and external whistleblowing, anonymous, and internal whistleblowing intentions. Also they found that cultural values have a moderator role on the impact of ethical awareness only through internal and anonymous whistleblowing intent.

In the light of these studies, it can be stated that whistleblowing has an important place in businesses. If whistleblowers perceive that they will not be punished or faced with retaliation, they can report the actions that have occurred or may occur in the enterprises to the relevant units, and this ensures that possible mistakes are prevented in the enterprises.

## Method

### Research Design

The "indeed"website for the human resources platform was used in this study to examine the employee comments. This company, which is based in the US, has a platform where users can post reviews of businesses and job openings since 2008. Employees can express their opinions and assessments of institutions on this platform. On this platform, 1.250 restaurants reviews in the

English language with comments were downloaded for the study. A web-scraping programme was used to collect comments between March and May 2023. The data was obtained using the WebHarvy 5.0 program. Orange program was used to create word clouds. The comments gathered span the period from May 2023 through the end of 2008, when the platform first began accepting comments. The data were moved into the context of Excel.

Online whistle-blowing reviews were looked for and learned about using the content analysis technique. The study subjects and online reviews that emerged in the first stage are correctly categorised by "manual content analysis". The hidden message content, which consists of ideas that cannot be measured, can be found using this technique (Neuendorf, 2002)[1]. Three researchers looked at online comments independently and produced precoding classifications to identify statements. To avoid overlaps in the themes and key ideas discovered, the researchers collectively discussed the data.

The 1.250 comments were initially coded and examined by the researchers. The content analysis involves two steps, which are as follows:

**Step 1:** The researchers chose words or phrases from the descriptions that were connected with the whistle-blowing characteristics based on their definitions.

After generalising the assertions from Step 1, the researchers divided them into a number of distinct qualities. A word cloud of the dimensions obtained from the comments was created.

The purpose of the research was to acquire a thorough understanding of how restaurant employees thought about whistleblowing; hence the research methodology was created within an interpretative paradigm that used a broad inductive qualitative technique. In Figure 1, the research procedure is depicted.



- •Problem Statement
- •Content Analysis
- •Create a structure for online review categories
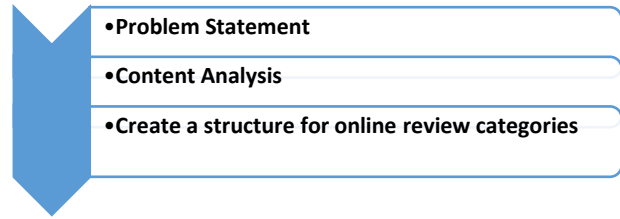
*Fig. 1.* Research Process

Each researcher evaluated the content of the sample individually. The early findings were contrasted. The researchers jointly examined the context when differences arose, analysed them, and came to their conclusions. To prove the validity and reliability of the content analysis, interrater reliability was investigated. The rate of coding consistency was 89%.

## Results

### Results on Whistleblowing Dimensions

Six dimensions were chosen as a consequence of the content analysis. The analysis unit consists of sentences assembled from complaints made by restaurant staff members and explanations of whistleblowing. Following that, the researchers used qualitative analysis to group the sentences. Table 3 provides a summary of the content analysis' findings. The following is a thorough explanation of some of the major conclusions:

*Table 3:* Dimensions and Keywords of Whistleblowing

| | Dimension | Keywords |
|---|---|---|
| Whistle-Blowing | 1. Low wages and overwork | Hours,work, long, pay, low, time, management |
| | 2. İllegal omissions and policies | Work, policy, managers, employees, company |
| | 3. Psychological violence, harassment and discrimination | Harrasment, management, sexual, discrimination |
| | 4. Workplace safety | Stressful, work, environment, busy, times, safety |
| | 5. Poor management | Management, bad, poor, work, pay, rude, low, time |
| | 6. Theft | Horrible, rude, burglarly, wrong, food, place, stealing |

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[1] Neuendorf, K. A. (2002). The content analysis guidebook. Thousand Oaks: Sage Publications

**Low Wages and Overwork**

In Figure 2, the word cloud regarding the comments made by the employees about low wages and overtime is presented.



*Fig. 2. Word Cloud of Comments on Low Wages and Overwork*

When the comments were examined, the employees stated that they received low wages despite the difficult working conditions. They also stated that they were uncomfortable with long working hours. Some of the original comments made by employees on the online platform are presented below::

-"*micro aggressive supervisors if you don't give up social life you won't succeed sexual misconduct gets swept under the rug if anyone above you has a grudge you'll never succeed*"-"*Low pay for difficult work*"-"*Intense customers made it terrible - Low pay - Never given a break and always standing on my feet*"-"*Incredibly hectic, high expectations yet low pay*"-"*low pay, long hours, employee treatment*"-"*Long hours. Low pay lots of chopped onions. So many tears. That was the worst.*"

**llegal Omissions and Policies**

In Figure 3, the word cloud regarding the comments made by the employees about legal omissions and policies is presented.



*Fig. 3. Word Cloud of Legal Omissions and Policy Comments*

When the comments were examined, it was concluded that the legal leave of the employees was not given, there was no forgiveness policy for the sick days, and more work was done with less labor. In addition, it was stated that the negativities experienced due to too many working hours are normalized and not reflected in the salary. It has also been stated that breaks are not used in long shifts and vacation wages cannot be collected. Some of the original comments made by employees on the online platform are presented below:

- "*Always covering other peoples work especially power tripping managers. A zero-forgiveness policy for sick days. Delaying promised raises. Being forced to do the work of 3 people because of labor-interested scheduling.*"-"*They claim to offer sick days and vacation too but i tried to use my vacation for a whole year two years ago and they kept on saying that they didn't have enough managers to cover so I ended up loosing all two weeks of vacation that year! and also its impossible to use sick days! I worked a closing shift and the opening manager didn't show up to open the store a couple hours later so they made me come in and open and pull a double so i ended up working 22 hours in a row and on my way home I fell asleep and totaled my car and had to go to the hospital so my wife called to tell them that I couldn't come in the next day because I had been in a bad wreck so they said that they were going to write me up and that I couldn't use the sick days so I could still get paid which I had built up 6 sick days over the years and they said that I could not use them.*"-"*There aren't even benefits to make up for the low pay. Even when you work long shifts you rarely get a break. We never get*

*holiday pay and apparently there is a new policy in place that only allows managers to get vacation pay. We also don't get raises often; I've only gotten one in three years here."-*

## Psychological Violence, Harassment and Discrimination

In Figure 4, the word cloud regarding the comments made by the employees about psychological violence, harassment and discrimination is presented.



*Fig. 4. Word Cloud for Comments on Psychological Violence, Harassment and Discrimination*

Examining the comments, it was seen that there were cases of sexual harassment against employees in restaurants, but nothing was done to prevent this. It was stated that negative practices such as humiliation, threats, racism and harassment were made by the management. It is seen that there are discriminations such as gender discrimination and weight. Some of the original comments made by employees on the online platform are presented below:

*-"Harassment from management, unsanitary workspace, incompetent coworkers"-"Management doesn't pull their weight Retaliation from corporate Harassment from managers"-"Sexual harassment. I was a minor, working 45-50 hours a week in the summer. It's basically locking a bunch of college age dudes plus some older ones up with me, a 16yr old for 8hrs a day..... I have had my rear end grabbed, creepy creepy things said about me, I've had a coworker try to take advantage of me. My manager got sexually assaulted and almost raped and management didn't do a THING about it because he threatened with lawyers. I had a girl steal from my register several times. She never got fired. I left because it was too much stress and the*

*doctor told me the effects of all those little sexual harassments were adding up to a huge cortisol issue. I left and have never been happier."-"Gossip is rampant and rules the schedule. If you are not friends with people who do the schedule you will get very little hours. Other than the hours you will get screwed over, yelled at, stuff thrown at you and degraded and threatened by management. Also Racism and harassment is rampant."-"There was an insane amount of racial and gender discrimination. Mid management created a culture that was daunting—miserable work environment"-"Poor management, discrimination on weight, makes you feel like you don't belong there"-*

## Workplace Safety

In Figure 5, the word cloud regarding the comments made by the employees about workplace safety is presented.



*Fig. 5. Word Cloud of Comments on Workplace Safety*

When the comments were examined, it was stated that the workplace safety was insufficient in the restaurants, there were small working areas and insufficient staff. It has been determined that worker violations and unnecessary standardization and inspections have a negative impact on both employees and customers and cause an unsafe environment. Some of the original comments made by employees on the online platform are presented below:

*-"understaffed, not enough safety, small working space, stressed out management, benefits take 4-6 months to get, went against my requested schedule"-"Quality of training can vary greatly. High standards but low compensation. Really fast-paced. Unrealistic timeframe to reach goals. Hard to achieve goals while maintaining safety and sanitation standards. Unrealistic and overly focused on production. Can be*

*very physically demanding."-"frequent workplace safety and labor violations lots of added responsibility and titles will not actually improve pay food standards only matter when inspections are approaching frequently understaffed expectation to work whenever called upon, regardless of agreed upon availability schedules will release as late as 12 hours of notice odd and counterintuitive company policies that both inhibit workers and negatively impact guest experience high manager turnover"-*

### Mismanagement

In Figure 6, the word cloud regarding the comments made by the employees about the mismanagement is presented.



**Fig. 6**. *Word Cloud of Bad Management Reviews*

When the comments were examined, it was stated that the management in the restaurants was conducted poorly, there was a stressful work environment, there were deficiencies in teamwork, incomplete feedback, inadequate staff and a disrespectful manner of communication. Some of the original comments made by employees on the online platform are presented below:

*-"Fair pay, poor management, repetitive work, stress"- "Lack of breaks Poor Management Lack of teamwork"- "Poor management overworked poorly paid"-Some stores have poor management that ruin the whole experience."-"poor management, lack of labor, high expectations"-"Poor management, unforgiving/inflexible scheduling, zero feedback whether positive or constructive, dramatic and disrespectful language, understaffed 90% of the time."*

### Theft

In Figure 7, the word cloud regarding the comments made by the employees about theft is presented.



**Fig. 7**. *Word Cloud of Theft-Related Comments*

Examining the comments, it has been determined that there are types of theft such as theft of safes and theft of food in restaurants. It has been stated that the bad practices and unsystematicity of the management generally cause such thefts. Some of the original comments made by employees on the online platform are presented below:

*-"My manager actually pulled me into the office at one point to tell me she wasn't going to fire me, but I should strongly consider quitting. I found out a year later that her and her boyfriend, who was a manager there as well, were each caught separately stealing from the cash registers. Quality hires Chipotle." -"management at store was poorly trained and stealing food then blaming it on everyone else in the store so that was pretty awful"- "Employees have historically sued for abusive working conditions and unethical time theft from the company itself."-"Horrible management Bad customer service Toxic employees Dirty employees Drug addicts as co-wokers Lots of theft of both tips and food Illiterate co-wokers Felons."-"hard manual labor, poor pay, short breaks, wage theft"-"Lack of structural organization makes it very easy for management to destroy a store systematically and encourages theft, often letting lower level crew members get blamed."-*

### Conclusion

Since whistleblowing refers to the sharing with the relevant authority or the public of some mistakes that have occurred or may occur within the organization in order for the enterprises to achieve

their goals, it also reveals a number of activities in order to prevent mistakes in the enterprises and to take the necessary measures.

Mistakes in businesses are reported through internal and external whistleblowing channels. It is expressed as a person who has the right to access information, although there is no obligation, voluntarily, to a person or institution outside or inside the organization that has the authority to correct the injustice, a real or anticipated injustice or an illegality that can be considered important within the scope of the organization, to the relevant channels. . For employees, this may not be as easy a process as it seems, and sometimes retaliatory actions may be encountered.

Thanks to "whistleblower", many unethical activities such as cheating, extravagance, mismanagement, workplace safety problems, psychological violence, discrimination, harassment and abuses, neglect and theft are uncovered and the relevant institutions are provided to take measures against them.

In this study, the comments of restaurant employees on the online platform, where they disclose their approaches to the business they work and the negative actions experienced in the businesses were examined. According to the findings obtained from the research, the employees disclosed that they received low wages despite the difficult working conditions. They also stated that they were uncomfortable with long working hours. It has been stated that the employees are not given legal leave, that there is no forgiveness policy for the sick days, which a lot of work is done with less labor, and that the negativities experienced due to too many working hours are normalized and are not reflected in the salary. It was also stated that breaks were not used during long shifts and vacation wages could not be collected.

Employees were able to easily share their thoughts on this issue on the online platform. It can be said that voicing this on such a platform enables the employee to easily express the negativities in the workplace. Using external whistleblowing channels is important because it enables the employee to express their feelings and thoughts without being exposed to fear and retaliation.

Another finding obtained from the research is that there are sexual harassment incidents against employees, but nothing is done to prevent this, and even negative practices such as humiliation, threats, racism and harassment are made by the management. It has been observed that there are discriminations such as gender discrimination and weight. The management should take the necessary measures in this regard as soon as possible, legal actions should be initiated to protect the legal and legal rights and the mobbing applied to the employees should be eliminated.

In the research, it was stated that workplace safety was insufficient in restaurants, there were small working areas and insufficient staff. It has been determined that worker violations and unnecessary standardization and inspections have a negative impact on both employees and customers and cause an unsafe environment. In such a business environment, it will be very low to ensure employee satisfaction. The top management of the enterprise should take urgent measures to provide a safe and peaceful working environment to the employees and to balance the workload of the employees. It is very important to create a safe workplace environment in order to ensure the well-being of the employees and increase their motivation.

In the research, it has been determined that there are types of theft such as theft of safes and theft of food in restaurants. Whistleblowers have reported that theft is often caused by management bad practices and lack of system. Also, it has been found that whistleblowers use external disclosure channels as a result of bad management in restaurant businesses, the management does not take the necessary measures in case of negativities in the enterprises, and as a result, whistleblowers prefer directly external disclosure channels.

This research revealed the importance of business management. The company needs to support its employees and take the necessary measures quickly in the face of adverse events. The most important resource that helps businesses reach their goals is human resources. Open communication channels should be established in the business. Employees should be able to report negative actions to the senior management and relevant authorities without fear and thinking that

they will be exposed to any retaliation. If negative events in businesses are not resolved, these unethical events affect both employees and businesses. For this reason, it is important that negative actions in whistleblowing businesses are identified and shared with the relevant institution, organization and public vote in order to take the necessary precautions.

The research includes the attitudes and behaviors of restaurant business employees towards negative events. In this context, it can be said that the study contributes to the public, businesses, employees and managers. Preventing such negative events will contribute to the expansion of the fields of the enterprises and their longevity. The reasons such as the closed communication channels in the restaurants discussed in the research and the lack of awareness about ethical values do not constitute a healthy basis for internal disclosure channels. In this context, the importance of creating more open communication channels for restaurant businesses has emerged.

This study is limited to restaurant employees only. And the limitation of the research is that it only includes 1250 reviews of restaurants on the Indeed platform. In future studies, the whistleblowing behaviors of employees in different organizations in the tourism sector can be examined. In addition, the tourism sector can be compared with different sectors.

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