VIOLATION OF THE CORPORATE TRAVEL POLICY: AN EXPLORATION OF UNDERLYING VALUE - RELATED FACTORS

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ABSTRACT

A travel management programme allows an organisation to manage corporate travel expenditure, and through a well-formulated travel policy, to control its travel expenses. However, traveller non-compliance of the travel policy is an increasing area of concern with surveys conducted amongst travellers showing various reasons for non-compliance, both deliberate and unknowing. The purpose of this article is to look beyond the reasons and identify underlying factors that influence travel policy compliance. Two broad categories of factors that lead to non-compliance are distinguished: those related to the corporate travel policy as formulated and communicated by the organisation, referred to as corporate-related factors and including issues of corporate culture and business ethics; and those related to the person of the corporate traveller, referred to as personal-related factors and including issues of personal ethics. This paper makes a first attempt at identifying factors that have not previously been recognised in those industry or academic studies done on non-compliance or violation of the corporate travel policy.

Key words: compliance, corporate - related factors, corporate travel, corporate travellers, corporate travel management, personal - related factors, travel policy.

Introduction

The high cost of business travel today is forcing organisations to find new ways to reduce travel expenses. One solution to reduce expenses may be to decrease the amount of travel done. However, this may reduce expenses but may have a negative impact on a company's ability to service, sell or maintain a presence with their customer base. Egan (2002) suggests that this may become a self-defeating initiative. Another solution is proper planning and management of the travel programme through the development of an effective travel policy. Very few scientific studies have focussed on aspects related to corporate travel policies and compliance (Douglas & Lubbe, 2006; Lubbe, 2003; Mason, 2002), while industry has recognised this need and increased their surveys substantially in the last number of years (Airplus, 2006; Institute of Travel Management, 2006; Kirchner, 2005). This paper takes a scientific approach by proposing a theoretical foundation which argues for a deeper analysis of the problem of traveller non-compliance. It goes beyond established reasons and argues that non-compliance may also be the result of underlying factors not yet fully investigated or recognised by management and industry in general. It suggests that before effective long-term measures can be taken to combat non-compliance, these factors need to be researched. Two broad categories of factors are identified and discussed from a theoretical perspective as a first step towards formulating a model against which non-compliance of the corporate travel policy can be empirically tested within organisations. The first broad category is termed corporate-related factors and the second, personal-related factors. For the purpose of this paper, those factors that can lead to non-compliance but over which the traveller has little control can be regarded as corporate-related factors and generally include the travel policy

stipulations and requirements. On the other hand, factors that lie within the personal control of the traveller can be regarded as personal-related factors. These can include the traveller's disposition towards ethical behaviour in specific situations, his or her ethical standards, the inherent honesty of the traveller as well as aspects such as the level of satisfaction that the traveller has with his or her job, and even with his or her life in general, and the conditions under which he or she has to travel for business purposes.

The paper begins with a brief overview of the purpose of the travel policy as a tool to manage travel expenses and discusses the extent and cost of non-compliance. Thereafter the two categories of underlying factors are discussed in some depth, and the paper concludes with suggestions for future research in this area.

The corporate travel policy and non-compliance

There are two main reasons why companies have travel policies. The first is to prevent travellers from over spending. The second is to demonstrate that the company has the mechanism to deliver spending commitments to preferred suppliers (Airplus, 2006). Rothschild (1988) explains that a written travel policy provides the framework for the way in which a company manages its travel. The policy document conveys a company's philosophy and its ground rules concerning travel – how it balances service for travellers on the one hand and cost efficiency on the other. Lubbe (2000) adds that the major purpose of the travel policy is to keep the cost of corporate travel within predictable and realistic parameters and to save the corporation money. According to business consultant - Caroline Ravenall - (personal

communication), a regularly updated and enforceable travel policy can reduce overall travel and entertainment expenditure by between 20 % – 30 %. Ravenall (personal communication) further argues that a 5 % increase in policy compliance relates to a 10 % reduction in travel costs. Thus, as compliance with the travel policy increases, travel expenditure will decrease. It also serves a secondary purpose of allowing travellers to understand exactly what the limitations are in terms of choices and alternatives. Travel policies provide the traveller with the financial security of knowing what will be reimbursed and what is allowed in terms of expenditure. More recently, Kirshner (2005) suggested that establishing, communicating and reviewing the corporate travel policy remains essential to creating a successful travel programme, but that a more stringent negotiating environment and continued security concerns have brought policy compliance to the top of the list of travel management priorities. Tracking compliance is an integral part of any policy. Containing costs often becomes as simple as communicating with travellers about doing the right thing (American Express, 2007).

A corporate travel policy is an essential tool for controlling both direct and indirect travel and entertainment (T&E) expenditure, yet industry experience suggests that a significant number of companies are failing to implement adequate policies, or are failing to enforce a policy where it is in place (Sauser, 2003). According to Campbell (2002) there are always exceptions that could be found for not complying with the corporate travel policy and travellers are starting to find more of them. He notes that as policies are becoming more restrictive, they become more difficult to comply with all the time. A global survey by flight schedule publisher OAG Worldwide showed that, on average, employees violate the corporate travel policy on

one trip in six (Cohen, 2000). A survey on corporate travel management in selected South African organisations found that only 22 % of organisations surveyed reported that travellers comply with the travel policy all the time (Lubbe, 2003). Reasons for traveller non-compliance range from deliberate infringement as a result of last-minute bookings, the use of personal loyalty cards, to unknowing infringement of the policy due to a lack of knowledge on its conditions (Douglas & Lubbe, 2006). Recent studies, in the USA, have estimated the average compliance cost for companies at about $3 million a year (Hulett, 2005). In North America, more than 55 % of business travellers said they book outside of their company's travel policy at least once a year (Btt Bulletin, 2006). A research study undertaken by ACTE and KDS in 2006 estimates that almost one in five T&E expenses is non-compliant with company policy (Association of Corporate Travel Executives, 2006). The Institute of Travel Management (2006) found that non-compliance also has a significant impact on travellers. These impacts include reduced security and no access to 24-hour service as well as self-payment by travellers for corporate travel expenses. Travellers are generally oblivious to the costs of non-compliance and are generally unaware of the ramifications (Btt Bulletin, 2006). In the Btt Bulletin study (2006) travellers were asked if there are ramifications to their company if they consistently booked outside of the corporate travel policy conditions. Almost half of the respondents indicated that they believed there were no ramifications. When asked about specific ramifications, responses varied as shown in figure 1. Specific ramifications to travellers of non-compliance include: they cannot be reimbursed for travel and entertainment expenses; they face discipline or outright termination; the company will not be able to track traveller whereabouts in an emergency; and, the company loses data for better rates with travel suppliers.

Figure 1: Ramifications for non-compliance

A number of studies, both internationally and in South Africa have identified some of the most important reasons for non-compliance. Business travellers who book outside of the corporate travel policy responding to an American Express (2007) survey cite many reasons for doing so, but the reason most commonly indicated is that the preferred airline's scheduled flight times do not meet the traveller's business needs (24 percent), followed by "the preferred airline causes the traveller to take specific connections", and "the preferred hotel is not close enough to where the traveller is doing business" (both at 12 percent). In South Africa seventy eight percent of organisations are of the opinion that last minute bookings are a reason for non-compliance, 69 % agreed that unknowing infringement by travellers is a reason while 54 % indicated the use of personal loyalty cards (Lubbe, 2003). The survey done by Douglas & Swart (2003) supports these results, with 61.9 % of respondents agreeing that last minute bookings are the main reason for non – compliance, as shown in figure 2. In 2006, Douglas and Lubbe reported the following as reasons why travellers do not comply with the travel policy: last minute bookings by travellers, followed by personal loyalty cards held by travellers, and unknowing infringement of the travel policy by travellers (indicated in figure 2).

Figure 2: Reasons for non-compliance with the policy (2003 and 2006)

The reasons provided are important and valid but do not necessarily reflect all the motives for non-compliance. Non-compliance may also be the result of underlying factors not yet fully explored or recognised by management and in this paper it is argued that before effective long-term measures can be taken to combat non-compliance, these factors need to be

identified.   In the next two sections, these underlying factors that may influence corporate travellers' compliance with the travel policy will be proposed. As explained in the introduction these factors are broadly classified into two categories: corporate-related factors and personal-related factors.

Corporate-Related Factors

For the purpose of this paper, corporate related factors that influence the corporate traveller's compliance with the travel policy can be explained as organisational factors or rules and regulations imparted by a company as set out in the travel policy, over which the employee has little control. Three important concepts are identified which relate to the formulation and "spirit" of the travel policy. These are an organisations business ethics as reflected through the organisational culture, the content and communication of the travel policy and the monitoring of business travellers' behaviour. In the discussion on the first concept, business ethics, the relationship between organisational culture and individual behaviour is highlighted and five types of companies as proposed by Rossouw and Van Vuuren (2003) are identified according to their management of business ethics. From this it is postulated that different types of companies will probably have different types of travel policies. The second concept, travel policy and non-compliance will be viewed from the perspectives of clarity, communication and senior management commitment to its effective implementation. The final concept, the monitoring of traveller behaviour will be discussed in terms of reporting measures.

Business ethics

Typical definitions of business ethics refer to the rightness and wrongness of behaviour, but not everyone agrees on what is morally right or wrong, good or bad, ethical or unethical. According to Lewis (1986) business ethics are moral rules, standards, codes or principles, which provide guidelines for right and truthful behaviour in specific situations. In the context of this study this would be reflected in the behaviour of the corporate traveller in a business travel situation. Scott (2003) argues that many models of behaviour in organisations suggest that there are both organisational and personal reasons for individuals' behaviours. However, these models depict the person and organisation as independent variables, suggesting that employees and organisations are randomly assigned to each other. Scott (2000) says that employees choose organisations, often based on the fit of their moral values with those of the organisation. This means that the values of employees are not independent of those of the organisation even from the point of initial application decisions. This initial sorting is further refined because organisations also choose employees. Recruitment and socialization techniques result in some degree of homogeneity in organisations' employees (Schneider, 1987; Chatman, 1991). This suggests that the characteristics, views, values, and capabilities of the employees are, at least in part, selected, trained, or encouraged by organisational values and characteristics. Behaviour by employees, at least as part of their organisational roles, may thus be partly dependent upon organisational characteristics. The persons engaging in dishonesty, the types of dishonesty they engage in, the potential consequences, and the potential victims of dishonesty all are not necessarily *caused* by the organisation, but they are not completely independent, either. According to Sinclair (1993) an examination of

organisational culture offers a plausible explanation for the incidence of unethical behaviour. Unethical behaviour is often attributed to the defective moral upbringing of an individual. Such individuals are termed "bad apples" as it is believed that their upbringing has determined their moral character and they cannot be changed into morally sensitive individuals (good apples). Individuals are affected by their social setting in the same ways as apples may be placed in different barrels. Apart from upbringing, the social settings or organisations (barrels) that individuals work in can also have either a good or corrupting influence on their moral character. People with dubious or even good moral characters can turn to unethical behaviour if they find themselves in organisations where unethical conduct is the norm. Thus, bad barrels can corrupt dubious or even good apples. The opposite is equally true. Dubious or even bad apples can be restrained from unethical behaviour should they find themselves in organisations that do no tolerate unethical behaviour, but reward ethical behaviour (Rossouw, 2006).

Rossouw and Van Vuuren (2003) identify five categories of organisations according to their modes of managing morality. They call this the "Modes of Managing Morality" model. In this model organisations are classified according to their specific way of dealing with ethics. A mode can be described as the "preferred strategy of an organisation to manage its ethics". The preferred mode reflects the decisions its leaders make to ignore ethics and to act unethically or actively to deal with ethics in an overt manner. Organisations deal with ethics in different ways, ranging from superficial unethical "window-dressing" where corporate ethical values remain only words on paper to concerted efforts to "institutionalise" ethics, by making every employee in the organisation responsible for ethical management. Rossouw and Van

Vuuren (2003) suggest that five relatively distinct modes can be discerned in describing organisations' preferred strategies for managing ethics. The model consists of the modes of immorality, reactivity, compliance, integrity and total alignment (Rossouw, 2006). As is shown in table 1 each mode is described in terms of its nature, primary purpose, predominant strategy and typical challenges. The challenges that arise within each mode provide an explanation for the change in mode of managing ethics that typically occur within organisations over time. These challenges arise when organisations sense that they may have exhausted a specific mode's potential for managing ethics (Rossouw & Van Vuuren, 2003).

Table 1: The Modes of Managing Morality model

With specific reference to this study, the strategy that an organisation uses to manage its ethics in terms of its influence on travel policy compliance is examined. In analysing an organisation's travel policy in terms of its level of control in influencing traveller behaviour, it seems logical that there should be a discernible relationship between the type of travel policy that an organisation utilizes and the strategy the organisation implements to manage its ethics. Corporations generally follow one of three types of policy: low control, medium control or high control of travel planning and expenditure in an organisation. A travel policy that is loosely defined in terms of the travel requirements of corporate travellers can be regarded as a low control policy. One that emphasises authorisation of all travel expenditure, strict reporting procedures, precise procedures for arranging travel and adherence to specific regulations pertaining to personnel levels and travel benefits can be regarded as a high

control travel policy (Jenkins, 1993). Table 2 provides a concise example of some of the components of the different types of policies.

Table 2: The Types of Travel Policies

In analysing the nature and purpose of the compliance mode organisation it would appear that the high control policy would reflect the organisational culture. In this respect it is a rule based approach and has a strategy of monitoring behaviour and disciplining unethical behaviour. A compliance mode organisation would probably utilise a high control policy as they have a commitment to manage and monitor ethics performance and they have a rule-based approach to achieve ethical behaviour. The integrity mode would probably employ a medium control policy, as they believe in the internalisation of ethical values and standards. They rely more on the individual values of a traveller to comply with the policy and less on the rules of the policy. Conversely, the reactive mode would also employ a medium control policy, in order to show a token gesture of ethical intent (by having a policy) as well as to silence the critics by the existence of ethics standards. The immoral mode would probably make use of a low control policy, as they believe that ethics have no place in the business and denies the need to make decisions concerning ethics. In addition, they have no concern for stakeholders and no ethics management strategy or interventions. On the other hand, the totally aligned organisation mode would also make use of a low control policy. That is because there is a seamless integration of ethics in corporate purpose, strategy and operations and ethics is entrenched in discourse and decision-making of employees. Thus, the company does not need a high control policy to force travellers to comply; the traveller makes his own ethical choice to comply with the policy.

The travel policy

An effective travel policy is dependent on three elements: clarity, communications and, perhaps most important, senior management commitment. The most common cause of non-compliance is a poorly written policy. Many policies are written with too many grey areas, if the traveller can argue that the policy is wrong, it can be difficult to enforce (Cohen, 2000). According to Samee (2004) a policy that is too strict can also lead to non-compliance. Another factor that could lead to non-compliance is if the corporate travellers do not understand their company's travel policy (Douglas, 2005; American Express, 2002). To comply, travellers need to understand what the policy is and it needs to be communicated to them (Slaughter, 2003). In his research, Mason (2002) shows the differences in views between travel managers and their travellers when considering aspects of the corporate travel policy. It would seem that travellers view travel policies as being much more flexible than their travel managers may have intended. In his study, 42 % of travel managers described their policies as "airline and class level rules to be strictly followed." Only 16 percent of the travellers agreed with their travel managers, whereas 44 percent of travellers described their policies as "policies to be followed where possible." Many corporate travel buyers are of the opinion that the proliferation of low rates by transportation and lodging suppliers in their own booking channels have weakened compliance. Often, corporate travellers find a non-preferred supplier on the web at a lower rate, and book it. Although the travellers are attempting to save money for the company, they are out of policy and that contradict the true purpose of what the policy is aiming to do (Campbell, 2002). The involvement of divisional budget managers can have a greater impact on compliance than the travel manager. Too many travel managers have

focussed on distributing the policy from down up, but lacking senior management understanding. Travel managers spend a lot of energy and time trying to distribute the information to travellers using their portal or newsletters, but when the travel manager tries to communicate from the bottom of the pyramid, he will not be as efficient as he would by going to line managers (Campbell, 2002).

An additional aspect of the travel policy that has an impact on policy compliance is the decision on the allocation of loyalty points (Campbell, 2002; Mason, 1999; Lubbe, 2003; Douglas & Swart, 2003). Campbell (2002) says that loyalty programmes have weakened compliance. A traveller who receives loyalty points might decide to take the most expensive flight in order to earn more loyalty points, instead of the cheaper flight. At the same time, a traveller might be tempted to fly with an airline of which he is a loyalty card member, although the chosen airline is not a preferred supplier of his company. This fact was substantiated by research conducted by Mason (1999) that revealed that individual travellers might be adverse to corporate influence in their travelling behaviour. Corporate choices may be contrary to the preferred choice of the traveller if the traveller is a member of a frequent flier programme (FFP), or if the choice of airline is perceived to reduce the travelling, comfort, flexibility, status, or convenience. Furthermore, if policy stipulations are not consistently applied and applicable to all personnel levels this could also lead to non-compliance. A study done on the management of corporate travel in South Africa supports this. In the study corporate travellers agreed that they do not comply with the policy either because senior management does not comply or because the travel policy is unfair and that all travellers are not allowed the same treatment (Douglas, 2005). Another factor to consider is the seniority of travellers. According

to Campbell (2002) the lower levels of traveller are always more inclined to compliance than higher level employees.

Monitoring the business traveller's behaviour

According to Northstar Travel Media Research corporate travellers break the policy because it is easy to get away with it (Samee, 2004). Monitoring compliance - by using a combination of pre-trip approvals and post-trip reviews from management - is often neglected. As a result, employee compliance with travel policy is low. Without full compliance, per trip information on costs, vendors, dates and locations is lost (Crane, 2001). Corporate card programmes can also improve policy compliance by providing management information that identifies out-of-policy expenditure. The breakdown of expenditure information that such cards provide can be used to monitor travel patterns and to highlight deficiencies in the travel policy. Using this information, the company can then amend the travel policy to ensure it supports travel patterns and travel needs and consequently increase travel policy compliance (Hans, Raynaud, Rivera & Tillett, 2003). If the pre-trip approvals and post-trip reviews from management are neglected or if corporate card programmes to track out of policy expenditure are not in place, corporate travellers will break the policy because it will be easy to get away with it.

Aquino, Reed & Lim (N.d) are of the opinion that organisational injustice presents strong situational cues that motivate people to engage in unethical workplace behaviour. According to Cohen (2000) some corporate travellers break the rules of the travel policy simply to be wayward. The travel policy is an ideal opportunity to express rebelliousness through relatively trivial transgressions of company rules. This was substantiated by a South African survey on corporate travel, where 42 % of the organisations agreed that the travel policy was deliberately infringed (Lubbe, 2003). This might also elucidate the 24 percent of corporate travellers explaining their unethical behaviour by saying that their company owes them extra compensation for the time and hassle involved with business travel (Samee, 2004). Revenge against the organisation is a very common theme in the dishonesty literature. Greenberg (1990, 1993, 1996) finds that employees who perceive that they have been treated inequitably by the organisation are more likely to steal from the organisation. Others have found similar results (Lewicki, Poland, Minton & Sheppard, 1997; Shapiro, Lewicki & Devine, 1995 in Scott, 2003). The second category of factors that influence a traveller's compliance with the travel policy could be termed: personal related factors. These factors investigate the psyche of the traveller to understand his / her reasons for non-compliance.

Personal - Related Factors

The next category of factors that could influence compliance with the travel policy is labelled personal related factors. These factors relate to the needs and values held by corporate

travellers and include matters such as the honesty of a traveller, the extent of morality that a traveller possesses, actions related to self-interest and the level of satisfaction that the traveller enjoys with life in general, his / her job and his / her travelling for business reasons.

Individual morality

People make moral decisions in different ways. The most common theory of moral development was created by Kohlberg, and suggested that people go through a series of levels as they mature. These morality levels include the preconventional level, the conventional level and the postconventional level. He argued that most adults are guided by rules and regulations when they make moral decisions. For example, if the rule is that a certain airline must be used for company business travel, most adults use that rule as their primary criterion for choosing an airline. The trouble with this level of conventional moral reasoning is that ethical dilemmas in life are not codified. The rules do not always apply: rules are ambiguous, and different rules exist in different places (Grover, 2005). Moral maturity affects whether or not people lie in various situations. People working from a set of principles are less likely to be influenced by particular situations. In contrast, those using conventional moral reasoning are often perplexed when they face conflicting demands. Shepard and Hartenian (1991) identified lying, cheating, and stealing as the key unethical behaviours in organisations when they developed an unethical behaviour measurement instrument. Opportunity is a situational ingredient that promotes lying. People are not so likely to lie when they are obviously going to be caught. Social scientists have repeatedly found that most people are dishonest when given the chance (Grover, 2005). Thus, if a traveller is given a

chance to breach the travel policy, he will do so. Samee (2004) confirms this by saying that corporate travellers breach the travel policy when it is easy to get away with it. Some people may have pathological tendencies toward lying; others may lie when instructed to do so by a superior; and still others might lie as revenge in response to anger. The pathological liar needs no cause to lie; a boss experiencing conflict may tell the subordinate to lie, and the lie or revenge may be construed as a response to some sort of conflict between personal values and organisation allegiance.

Northstar Travel Media Research recently surveyed a random sample of 300 business travellers throughout the United States on their travel habits and preferences. According to the survey, 30 percent of business travellers falsify their expense reports. Of those, 10 percent do so for every business trip that they take, and 33 percent add on an additional $100 or more above actual costs. Respondents to the Northstar Travel Media Research cited various rationales for this behaviour:

- Fifty six percent said that they spend money on the road that does not fit into an expense category

- Forty three percent said that their company's spending guidelines are so tight that travel costs them out-of-pocket money.

- Twenty eight percent do so because it is easy to get away with it.

- Twenty four percent said that their company owes them extra compensation for the time and hassle involved with business travel. (Samee, 2004)

According to an American Express survey, many corporate travellers believe falsification of charges submitted for reimbursement on expense reports is common. More than one-third of respondents felt it was "somewhat" or "quite" common for business travellers to submit an expense report with "one or more completely false or spurious charges." (American Express, 2005). Frequent Flyer Programmes also pose significant ethical quandaries to corporate travellers. According to Deane (1988) an employee with significant award points in a particular airline's programme may be induced to choose that carrier for an upcoming trip even though the trip could be made more conveniently, efficiently or economically on another carrier. In addition, there may be an incentive for an employee to take a less efficient or more costly routing on the same carrier merely to build up points. In his research, 95 % of travellers surveyed personally receive frequent flyer miles from company paid travel. Approximately 80 % of these business travellers receiving points do admit that frequent flyer membership is at least sometimes a factor in choosing travel services. Dettinger (1985) in Deane (1988) further reports that 25 % of the frequent travellers admitted taking trips that were totally unnecessary in order to build up point awards. In a survey of 520 travel agents in the US, the General Accounting Office found that 57 % said their business clients "always or almost always" choose flights on the basis of frequent flier programmes. An additional 24 % of them said that their clients do so "more than half the time" The problem arises because employees are no longer concerned with the cheapest and most direct route in choosing which airline to fly, but rather, they are concerned with which frequent flier club they belong to and how many more miles they need to receive a free ticket (Lansing & Goldman, 1996).

Self interest

The self-interest paradigm predicts that unethical behaviour occurs when such behaviour benefits the actor (Grover, 2005). Theorists who have grappled with the determinants of lying behaviour have generally relied on the self-interest notion: people will lie when doing so benefits them (Grover & Hui, 1994). According to Mason and Gray (1999) a corporate traveller will have a list of personal wants when travelling on behalf of his company, including to have perceived status (e.g. through use of business class). When the travel policy does not permit flying in business class, the employee could possibly decide to breach the travel policy by booking business class, in order to achieve this perceived status. When acting in this manner, the employee lies because it benefits him to do so. Scott and Jehn (1999) further support this argument by suggesting that self-enrichment could be a possible motivation for dishonesty. As is evident from the above discussion, the potential for savings is greatly affected by company employees' cooperation with a travel department's efforts to apply travel policy, but employees can always make excuses for not following guidelines on the basis of their specific needs on a business trip (Amster, 1986). Hotel chiefs have warned travel management firms and corporates that business travellers will disregard company travel policies to stay in the hotels they prefer. If customers have had good experiences with a particular hotel brand, they are likely to return to that company when conducting business travel – regardless of corporate policy. It all goes back to the customer experience. Despite the office procedure, a customer will come back to the hotel they have had a good experience with (Crawshaw, 2005). The company can save travel expenditure only when corporate travellers comply with the travel policy. If the travel policy does not address their needs,

corporate travellers are not likely to comply with the travel policy. It can be assumed that corporate travellers will comply with the travel policy if their travel needs are satisfied by the policy.

Corporate traveller satisfaction

For the purpose of this research satisfaction will be defined as to: meet the expectations, needs, or desires and to fulfil a desire or need. From a corporate traveller perspective, satisfaction may depend on three areas. Firstly, the traveller's satisfaction with his/her life in general; secondly the traveller's satisfaction with his/her job and thirdly the traveller's satisfaction with the conditions under which he/she travels on behalf of the company.

Life satisfaction can be defined as a global evaluation by the person of his or her life. It appears that individuals "construct" a standard, which they perceive as appropriate for themselves, and compare the circumstances of their life to that standard (Pavot, Diener, Colvin and Sandvik, 1991). Studies indicate that people are satisfied with their lives to the extent that their needs and values are satisfied (Meyers & Diener, 1996; Locke, 1976; Karl & Sutton, 1998; Abbott, 2002). According to Meyers and Diener (1996) four traits characterize happy people. First, they have high self-esteem and usually believe themselves to be more ethical, more intelligent, less prejudiced, better able to get along with others, and healthier than the average person. Second, happy people typically feel personal control. Those with little or no control over their lives suffer lower morale and worse health. Third, happy people are usually optimistic. Fourth, most happy people are extroverted. Although one might expect

that introverts would live more happily in the serenity of their less stressed, contemplative lives, extroverts are happier--whether alone or with others. If people are not utilized and managed properly in organisations, it is unlikely that organisation will reach their full potential. This may lead to a phenomenon that is not uncommon in corporate life, namely widespread job dissatisfaction. *Job satisfaction* can be described as an affective attitude of dislike towards one or more job related dimensions. Since attitudes and negative attitudes in this case, are reasonably good predictors of behaviour, a wide variety of consequences, from mild to destructive may follow. Dissatisfied people may engage in psychological withdrawal or even overt acts of aggression and retaliation. Besides the negative effect of job dissatisfaction on performance, it also has a number of other detrimental consequences. These include high employee turnover, absenteeism, tardiness, theft, violence, apathy, sabotage, fraud and corruption (Rossouw, 2006). From an employee's standpoint, job satisfaction is a desirable outcome in itself. According to Edwin Locke (1976), job satisfaction results from the perception that one's job fulfils or allows the fulfilment of one's important job values (Karl & Sutton, 1998). In addition, the study done by Karl and Sutton (1998) suggest that today's workers place the highest value on good wages and job security. A comparison of public and private sector workers revealed private sector workers place the highest value on good wages, while public sector workers valued interesting work the most. According to a study by Abbott (2002) the following factors lead to low morale and low job satisfaction: disillusionment about management, long hours and work/life balance. These factors combined made respondents feel that the company did not care. More personally, respondents felt that their management had neither time nor inclination to listen to them. Lack of empowerment was also a problem, especially as people expected to be empowered in their jobs, but in reality

21

were not. A *satisfied traveller* is someone whose needs have been satisfied optimally. Corporate travellers have very specific needs with regards to the tangible aspects of travel, these relate to air transportation, accommodation and technology. In addition, they also have intangible needs referred to here as psychological needs.

Tangible needs:

Technology helps a corporate traveller to stay on top of his workload. They require access to email and a laptop when travelling on behalf of their company. Self-booking tools are another technological development that is becoming very popular amongst corporate travellers. Some travellers believe that converting in-person meetings to travel alternatives using voice, web, and video conferencing would allow them to improve their business performance and personal lives, while others are of the opinion that travel and personal contact is still regarded as the most effective way of conducting business (Douglas, 2005; Lubbe, 2003; Mason, 2002; Lehman & Niles, 2001). When making use of air transportation the three most important factors for corporate travellers are on-time performance, comfort and service. For corporate travellers the worst aspect of business travel relates to air transportation, they are demanding improved facilities at airports, while wasted time at airports is a major frustration. Although mobile working is clearly on the increase, many corporate travellers still consider flying to be a time to relax from the pressures of work. Furthermore, some travellers are more interested in saving money than seeking comfort while on the road doing company business but are not willing to suffer to achieve that end. When considering the air transportation needs of corporate travellers it is also imperative to note that frequent corporate travellers and

infrequent travellers have inconsistent needs, while the needs of males and females also differ (Mason & Gray, 1999; Mason, 2001; Evangelho, Huse & Linhares, 2005; Fourie & Lubbe, 2006; Alamdari & Burell, 2000). Wishing – or needing – to be more industrious and productive while travelling on company business, many business guests in hotels have come to require much more than a quiet room. They increasingly want accommodation establishments to be not so much home from home but offices away from the office (Davidson & Cope, 2003). Researchers agree that the following attributes are important to corporate travellers when selecting an accommodation establishment: cleanliness, location, service quality, security and friendly staff (McCleary, Weaver & Hutchinson, 1993; Knutson, 1988; Weaver & Oh, 1993; Douglas & Swart, 2003; Douglas, 2005).

Another aspect of traveller needs that requires more research and could be explored further in a next article is that of safety and security. According to Grossman (2007:39) the number one concern for most business travellers is safety and security. Some travellers may avoid using an airline because of perceived safety problems of the airline despite corporate travel policies that may require the use of that specific airline. Additionally, company policies requiring use of compact fuel efficient rental cars or economy cars for corporate travel may lead some travellers concerned with safety to infringe company travel policies due to perceived less favourable safety records of economy or compact fuel efficient cars. For companies, it is imperative to know where their employees are at all times. Although systems with very strict rules and regulations might exist in companies, corporate travellers can easily avoid these systems, especially when they make their own changes en route. The whereabouts of these employees would then be unknown. In order for companies to keep

their employees safe, only reliable and reputable suppliers should be used for undertaking travel, no matter what the costs. By supporting trustworthy suppliers, companies will have more peace of mind when sending their corporate travellers on business.

Intangible needs

Travellers also have particular psychological needs. Corporate travel is often a positive experience but regrettably, frequent work-related travel may also have negative consequences. To ensure that a traveller's psychological needs are being satisfied employers should eliminate unnecessary trips and avoid travel on weekends and special occasions. Corporate travel should not take priority over other needs in employee lives, because this could cause undue stress within the family circle. Most travellers also signify a preference for formally approved time off after business trips. Part of the psychological needs is the need for security that is becoming increasingly important to corporate travellers. Travellers want to feel secure and safe when travelling for business purposes (Institute of Travel Management, 2006).

Conclusion

In this article factors that influence the corporate traveller's compliance with the travel policy were recognized. These factors were identified into two categories: corporate related and personal related. Based on the identified factors a framework can be graphically presented which depict the constructs for measuring traveller compliance. Future research is needed to

test the validity of the framework. If the framework proves to be valid, the constructs could be used to measure traveller compliance. Based on the results, a company can formulate a travel management programme that will enhance policy compliance. The current study has laid the foundation for such.

Figure 3: A model for travel policy compliance

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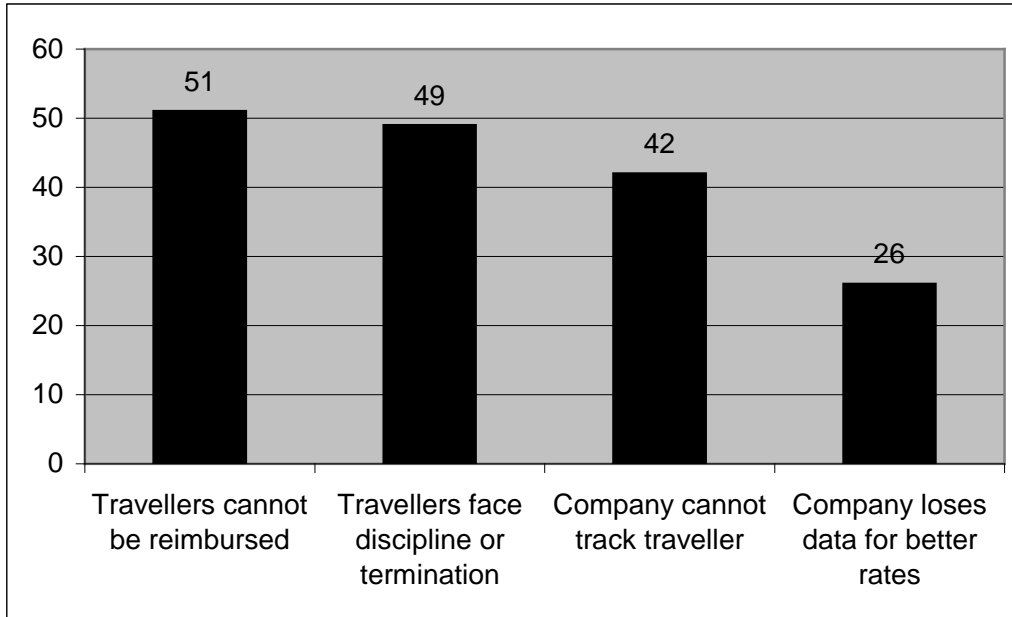
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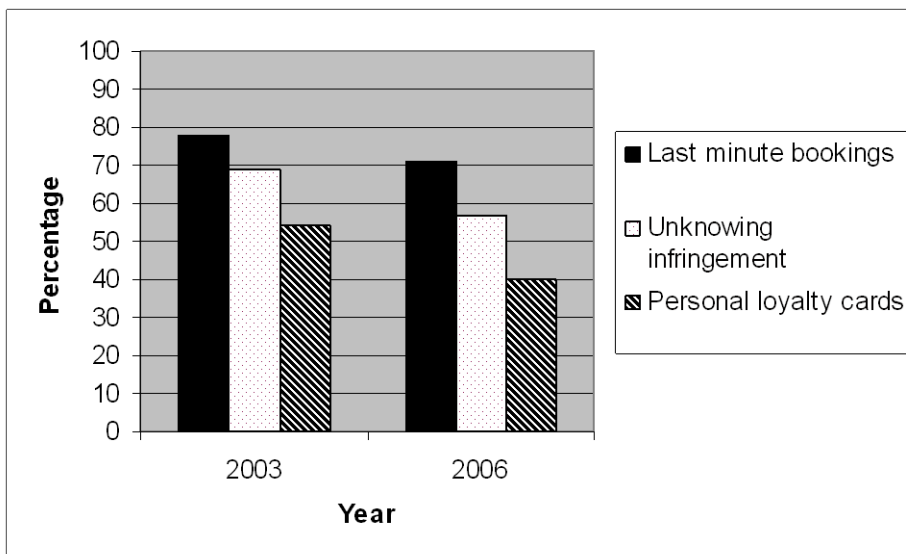
Figures and Tables

Figure 1: Ramifications for non-compliance

Source: Btt Bulletin.:2006, "A matter of policy", [Online] Available from http://www.bttbonline.com [Accessed: 2007-06-26].

Figure 2: Reasons for non-compliance with the policy (2003 and 2006)

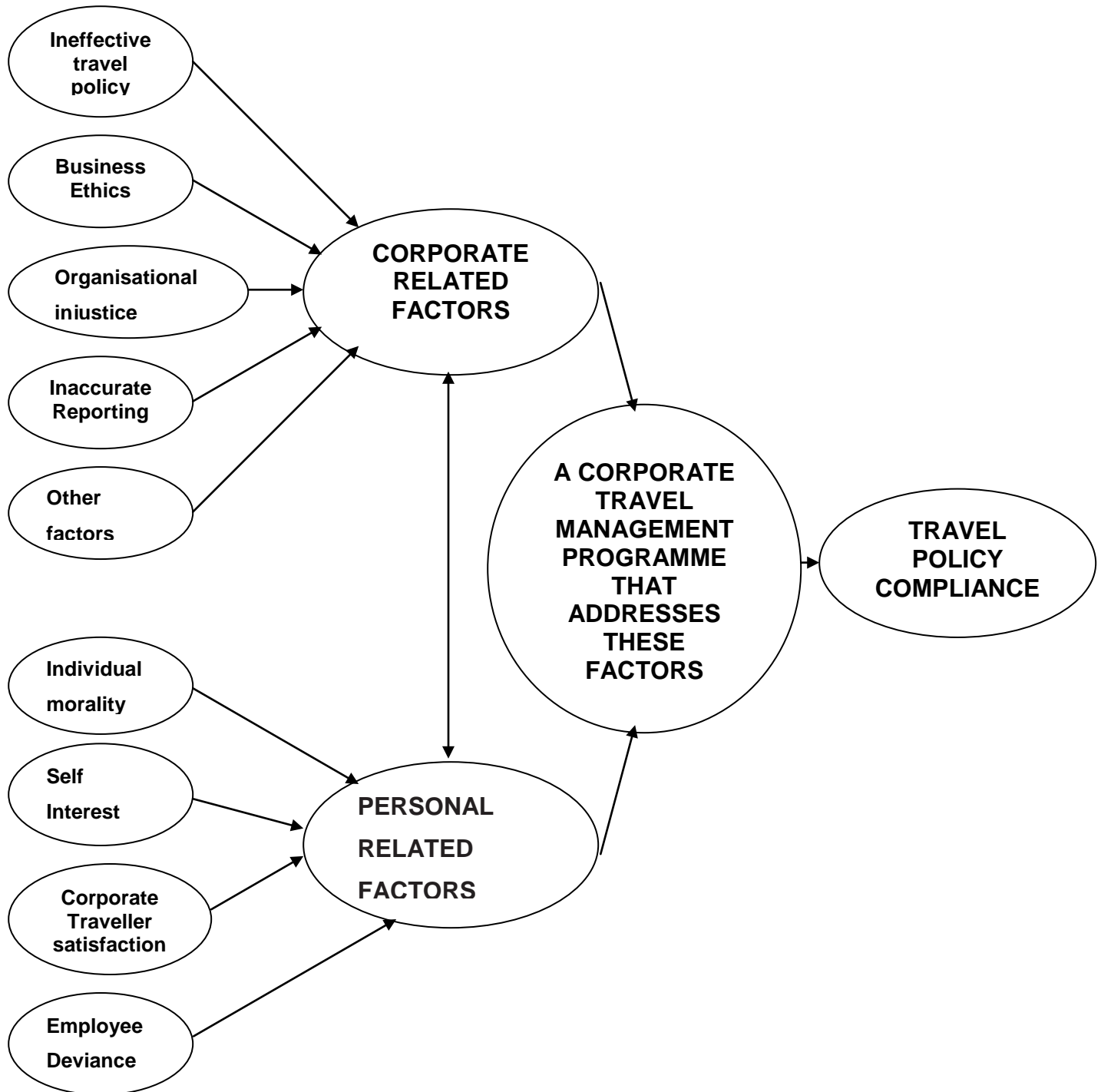**Figure 3: A model for travel policy compliance**

Table 1: The Modes of Managing Morality model

Dimensions of comparison	Immoral mode	Reactive mode	Compliance mode	Integrity mode	Totally Aligned Organisation mode
Nature	Unethical conduct is good business The business of business is business and not ethics	Token gesture of ethical intent is shown (a code of ethics) Unethical behaviour is ignored and remain unpunished	Commitment to manage and monitor ethics performance *Rule based approach* to ethics Disciplining unethical behaviour	Internalisation of ethical values and standards *Value based approach* to ethics Internal locus of (ethics) control; "walking the ethics talk"	Seamless integration of ethics in corporate purpose, strategy and operations Non-negotiable morally responsible interaction with stakeholders
Purpose	Ethics has no place in the singular pursuit of the bottom line Unethical behaviour espoused as good business	Protection against dangers or unethical behaviour Sceptics and critics are silenced (temporarily) by the existence of ethics standards	Prevention of unethical behaviour Desire to have a good ethical reputation	Raising level of corporate ethical performance Pro-active promotion of ethical behaviour Ethics of strategic importance or a competitive edge	Ethics reinforced as part of culture and purpose Ethics entrenched in discourse and decision making
Ethics Management Strategy	A Machiavellian orientation exists that denies the need to make decisions concerning ethics No concern for stakeholders No ethics management strategy or interventions	Laissez-faire ethics management Inability to manage ethics Corporate (ethical) values are words on paper	Transactional approach to managing ethics Code clear and comprehensive & corporate ethics management function exists Ethics management system used Unethical behaviour	Transformational approach to managing ethics Stakeholder engagement Ethics "talk" prevails High level ethics management functions and systems	Everyone responsible for ethics management Ethics function / office serves as "rudder" Ethical heroes celebrated, ethics stories told Elimination of discrepancies

Challenges	Financial consequences of immorality becomes unaffordable	Credibility problems with stakeholders	Mentality of "what is not forbidden is allowed"	Discretion granted is abused	Ethical complacency /moral arrogance; moral laxness
			punished	Managers have an ethics competence	between corporate values and behaviour
	Increased dissonance between personal and corporate values	Susceptible to ethical scandal	Personal moral autonomy and responsibility undermined	Moral autonomy leads to moral dissidence	Neglect ethics induction of new employees
	Stakeholders experience alienation	Stakeholders convey frustrated expectations	Proliferation or ethical rules and guidelines	Powerful leaders undermine ethics drive	Lack of co-ordination in managing ethics
		Corporate ethical reputation below par	Employees disempowered to use ethical discretion	Lack of clear corporate identity undermines integrity mode	

Source: Rossouw, D.J. & Van Vuuren, L.J.: 2003, "Modes of Managing Morality: A Descriptive Model of Strategies for Managing Ethics", Journal of Business Ethics 46(4), 389-402.

Table 2: The Types of Travel Policies

TRAVEL COMPONENT	LOW CONTROL TRAVEL POLICY CONTENT	MEDIUM CONTROL TRAVEL POLICY CONTENT	HIGH CONTROL TRAVEL POLICY CONTENT
AIRLINE CLASS OF SERVICE	Domestic – economy class International – business class First class – for directors only	Domestic – economy class International – business class First class – authorisation required	Domestic – economy class International – economy class for less than five hours; business class for more than five hours First class – authorisation required
AIRLINE CHOICE	No mention	Traveller may choose	Must fly specific airlines
FREQUENT FLYER BENEFITS	Traveller allowed to keep benefits	Benefits belong to the company and should be	Benefits go straight to the company

		handed in	
RENTAL CARS – CLASS	No class specified	Compact, fuel-efficient cars	Economy cars only
EXPENSE REPORTS	Completed and signed by supervisor	Completed and signed by supervisor within 7 days of return	Completed within 7 days, all expenses must be explained

Source: Adapted from: Jenkins, D.: 1993, Savvy Business Travel: management tips from the pros, (Irwin, Illinois).