UNIVERSITY OF CAPE COAST

ETHICAL DILEMMA AND EMPLOYEES JOB SATISFACTION IN THE

PUBLIC SECTOR: THE CASE OF ACCRA METROPOLITAN

ASSEMBLY

MUAZ ABDALLAH OKINE

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BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: …………………   Date: ....

Name: Muaz Abdallah Okine

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: …………………   Date: ……………………

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ABSTRACT

This study sought to determine the effects of ethical dilemmas on job satisfaction in the Accra Metropolitan Assembly. The study utilized questionnaires to collect the primary data used for the analyses. A sample of 190 respondents was randomly selected from different Sub-Metro within AMA using the simple random sampling technique. The Statistical Package for Social Sciences (SPSS) was employed to analyze descriptive statistics (percentages and frequencies). Regression analysis was carried out to determine the relationship between ethical dilemma and job satisfaction. The findings of the study revealed that the ethical dilemma facing employees in the public sector includes nepotism, Bribery, kickbacks, bribery and information kicks. It was also revealed in the study that ethical dilemma is negatively related with job satisfaction. Hence, ethical dilemma decreases employees' job satisfaction at workplace. It is recommended that the government of Ghana should formulate policies that ensure that public bodies comply and abide by ethical values and principles. This will improve the conduct and behaviors of employees that work in the public sector and cultivate a culture of integrity, transparency, and accountability.

KEYWORDS

Ethical Dilemma

Extortion

Information Leaks

Job Satisfaction

Kickbacks

Nepotism

ACKNOWLEDGEMENT

DEDICATION

To my beloved wife and children

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LIST OF ACRONYMS

AMA   Accra Metropolitan Assembly

SPSS   Statistical Package for Social Sciences

ANOVA   Analysis of variance

PRSA   Public Relations Society of America

CAPAM   Commonwealth Association for Public Administration

and Management

CHAPTER ONE

INTRODUCTION

This chapter sets the stage for the entire study. It presents the background to the study as well as a succinct description of the statement of the problem. Other important sections that are contained in this chapter include the main and specific purposes of the study, research questions, and significance of the study, delimitations, limitations as well as a vivid description of how the study is generally organized.

Background to the Study

Employee's job satisfaction is critical to the growth and sustainability of every organization as it is often believed that happy workers are productive workers. Job satisfaction describes the perception employees have about their job and its various aspects in the workplace. Job satisfaction constitutes a combination of positive or negative feelings that workers have towards their work. In the workplace, employees are less likely to be absent, more productive, develop less turnover intentions as there are satisfied with their job (Singh & Jain, 2013). The level of satisfaction is also directly related to the personality and the character of the employee working in an organization.

In the employment of a worker in a business organization, such worker brings with it the needs, desires and experiences which determinate expectations that he has dismissed. From the perception of the employee, job satisfaction increases when his/her work is more interesting or different (Dinler, 2008). Kaliski (2007) posits that job satisfaction results in feeling of fulfillment since it leads to recognition, income, promotion, and attainment of other goals in the workplace. Employee's behavior in the organization as determined by their level of job

satisfaction significantly impact organization's functioning and activities that pertain to the growth of the organization.

Job satisfaction is influenced by a series of factors which include the nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions (Aziri, 2011). In recent years, ethical dilemma has been identified to influence job satisfaction. Every organization cannot discard ethical dilemma in its operation (Msanze, 2013). Ethical dilemma refers to a situation that often involves complex and conflicting principles of ethical behaviour because no clear guideline is available on how to act and respond to a specific problem (Kitchener, 1984). In addition, when an individual's personal business ethics is not compatible with that of the organization, ethical conflicts are inevitable. It is important for an individual to recognize the presence of an ethical dilemma since it acts as a catalyst for the entire decision-making process (Hunt & Vasquez-Parraga, 1993).

Ethics and Job Satisfaction Scholarship in business ethics research has conducted numerous studies to investigate the determinants of ethical behaviors. These factors commonly include personal attributes (e.g., religion, nationality, gender, age), education, personality, employment background (e.g., work experience, tenure in current job), belief system (e.g., Machiavellianism, locus of control, ambiguity), reference groups (e.g., peer group influence, top management influence, reward system), and others (e.g., codes of ethics). Organizational factors of ethical behavior/ethical decision-making are also a focus in business discipline (Cowton & Thompson, 2000; Koh & El'Fred, 2001; Loe, Ferrell, & Mansfield, 2000; Schwartz, 2001).

Among the consequences, job satisfaction has mainly been explored in business and organizational behavioral sciences because the satisfaction that

workers derive from their jobs might be viewed as "reflecting how they react to the entire panoply of job characteristics" (Hamermesh, 2001). Thus, the linkage between ethics distress and job satisfaction among public relations practitioners will account for the importance of ethics in the public relations profession.

According to Akinyemi (2002), the issue of ethics is gaining grounds in public organizations and must be given the needed attention. The ethical dimension of public administration has engaged the attention of scholars, donor agencies, and public servants. Indeed, the concern for ethics in public service has become a significant issue in both the developed and developing countries for a number of reasons. First, the reputation and success of a government depend upon the conduct of public functionaries and what the public believes about the conduct of the officials.

It is, therefore, of fundamental importance that public officials to act fairly to all and not pay lip-service to justness and fairness, but also ensuring that these are manifestly and undoubtedly seen to be done. It is imperative that each public official, upon accepting public employment, takes cognizance of the fact that there is a special duty to be fair and impartial in all dealings with the public. The private activities of public officials ought to be of such high standards that they do not bring discredit to their posts and disrepute to the government (Chapman, 1993; Chinyerem, 2014).

Secondly, ethical public service is an important component of good governance advocated by the Bretton Woods institutions and other donor agencies without which development cannot take place in developing countries. So for more effective and efficient public service institutions and

use of public resources, the promotion of national integrity is paramount and crucial.

When confronted with the fundamental question on what to do and how to act in complex situations, and to the extent that it contrast values or prior decisions then one is entering the world of ethical dilemmas or that of 'hard choices' (Norman, 2011). It is worth noting that the decisive moment that marked the transition from physics to ethics in philosophy is related to Socrates - who is regarded as the founder of moral philosophy - since ethics and concern with the inner and not the outer world became his chief object of thought and inquiry in the fifth century BC.

Unethical behaviours in the public sectors include corruption, deliberate deception, the sale of information or espionage, gratification for services rendered, unlawful conduct. Addressing these according to Adebayo Adeyinka (2014) including the need to promote ethical behaviour. There is an assertion that when nations, societies and other forms of organization, lose their sense of purpose and significance, then confusion, frustration, discouragement, corporate suicide, set in. Sanctions and punishments imposed on both individuals and organizations that breach business and societal ethics must be considered. The sanction must be heavy and prompt so as to serve as a deterrent to others. If offenders are not punished, it tends to encourage other people to follow the same unethical behavior (Ogundele, 2010).

Moreover, it is sometimes hard for the employees or managers to get escaped with such ethical dilemmas, but if the individual is exposed to ethical interactions and enrichments the behavior can change positively resulting to positive job satisfaction.

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Statement of Problem

The importance of employee's job satisfaction to organization's productivity has been acknowledged (Sigh & Jain, 2013). Job satisfaction not only enhances employee's work performance and productivity but also contribute to increased profit, customer satisfaction as well as customer retention. Similarly, every institution being public or private requires satisfied employees to be operated successfully and to attain it set objectives (Nadeem, Ahmad, Ahmad, Batool & Shafique, 2015). Job satisfaction is one of the most complex areas facing today's managers when it comes to managing their employees.

Various factors have been identifying to influence employee's job satisfaction but little is known about ethical dilemma affecting job satisfaction in the workplace. However, there are occasions where clashes occur in organizations as a result of favouritism, nepotism and cronyism and employees become disappoint affecting their job satisfaction (Ozler & Buyukarslan, 2011). Ozler and Buyukarslan (2011) further asserted that favouritism is very common in organizations and it exists everywhere. Nadeem, Ahmad, Ahmad, Batool & Shafique (2015) also posit that employees cannot perform and usually become disappointed which affect their efficiency in an organization where nepotism is high.

Previous studies in the ethical dilemma and job satisfaction looked in various industry such as banking, marketing, pharmaceutical (Elango, Paul, Kundu & Paudel, 2010; Stockemer, LaMontagne & Scruggs, 2013; Tenbrunsel, & Smith-Crowe, 2008). However, the ethical dilemma issue has not been a focus of any previous studies on job satisfaction among public

servants. Thus, this study is one of the first to examine voices from real workplaces. This research depicts the types of ethical dilemma concerns or distresses that public servants experience and how the experience affects the quality of work-life in public service.

Objectives of the study

The main objective of the present study is to examine the impact of an ethical dilemma on employee's job satisfaction in AMA. Employee's job satisfaction is measured using unhappiness, Lateness, Absenteeism, and Low morale. Specifically, the study seeks to:

1. Identify ethical dilemma facing employees at AMA

2. Examine the relationship between ethical dilemma and job satisfaction.

Research Questions

The study shall be guided by the following research questions;

1. What are the ethical dilemmas facing employees at the AMA?

2. What is the relationship between ethical dilemma and job satisfaction?

Research Hypothesis

The following hypothesis can be formulated;

H_0 = There is no relationship between ethical dilemma and job satisfaction.

H_1 = There is a significant relationship between ethical dilemma and job satisfaction.

Significance of the Study

The study at the end shall provide information concerning how ethical dilemmas are managed to promote efficiency in the public sector. It would go further to unearth the successes and challenges that organizations face in their bid to limit the occurrence of ethical dilemmas. Above all the present study

serves as a useful reference document with respect to the management of ethical dilemmas in the various organizations especially the public sectors.

Delimitation

Ethical dilemma and employee job satisfaction is an issue or problem that cuts across all companies and organizations in and around the world. It will, therefore, be very difficult in examining all companies to see the causes and effects of the phenomenon. We will, therefore, limit ourselves to the Accra Metropolitan Assembly. This is due to the myriad and diversity of activities and the wide spectrum of professionals (formal and informal) who work at the assembly.

Limitations

There is time constraint on the work. The time given for the presentation of the work was limited. The sample size would have been larger but because of the time constrained the sample had to be reduced. Again, budget limitations made it difficult to travel back and forth from my place of stay to the research area. Printing of questionnaires and the purchase of stationery was a problem encountered while conducting the research.

Organization of the Study

The study was organized into Five Chapters. Chapter One of the study was introduction. It comprised of background to the study, statement of the problem, purpose of the study, research questions, and significance of the study, delimitation, limitation and organization of the study. Chapter Two focused on review of related literature. Here, it looked at theoretical, conceptual and empirical studies related to the study. Chapter Three, comprised research design, study area, population, sample and sampling

procedure, data collection instruments, data collection procedures, data processing and analysis and chapter summary. The Chapter Four was made up of results and discussion. And the final chapter, Chapter Five constituted summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of related literature in line with the specific objectives of the study. The theoretical review was presented first. Other issues discussed are with respect to the concepts of ethics, dilemma, and ethical dilemma. The link between ethical dilemmas in organizations and employee job satisfaction was also reviewed. Finally, the conceptual framework was presented.

Theoretical Framework

Utilitarianism

This study is based on the theory of Utilitarianism. The origins of utilitarianism are found in the writings of Priestley, Beccaria, Hume amongst some other theorist like Bentham and Stuart Mills. An act or practice is right or good or just in the utilitarian view insofar as it tends to maximize happiness, usually defined as the surplus of pleasure over pain.

The theory dates back to days of Jeremy Bentham in the late 18th century and John Stuart Mill in the 19th century. Utilitarians argue that the principle to judge our moral thinking is a utility, that is, the maximization of happiness, in the sense of pleasure and the minimization of suffering, in the sense of pain. In any situation, the morally right thing to do is the action that promotes the greatest happiness for the greatest number of people (Slowther, Johnston, Goodall, & Hope, 2004)

Two features of the theory concern personal morality and social justice. A good man is one who strives to maximize the sum total of happiness

and the good society is the society that seeks to maximize that sum total. Second, the maxim and, at least as most utilitarian now view it, is not a particular psychological state, ecstasy or euphoria or whatever, but is rather the broadest possible concept of satisfaction. Happiness, utility, is maximized when people (or creatures) are able to satisfy their preferences, whatever those preferences may be, to the greatest possible extent. This formulation does not exclude the possibility that A may know B's true preferences better than B does-the possibility, that is, of paternalism (Posner, 2009).

Utilitarianism is based on one's ability to predict the consequences of an action and with this for a decision or action to be utilitarian; the choice that yields the maximum benefit to the majority of persons is the one that is ethically acceptable. Utilitarianism focuses on ends and not on the means required to achieving ends, and it takes into account all present and future benefits and harms that accrue or might accrue to anyone who is affected by the action, including issues that may be difficult to evaluate correctly (Schumann, 2001). According to the utilitarian moral principle, an act is morally acceptable if it produces the greatest net advantage to society as a whole, where the net social advantage equals social advantage minus social costs (Schumann, 2001; Velasquez, 2000).

Utilitarianism regards the welfare of any single individual as no more or less important as the welfare of any other individual, but it does not assume that all individuals should be treated in the same way. For example, it would endorse unequal treatment that maximizes the general welfare and the greatest pleasure of the majority of persons (Lahdesmaki, 2005). In organizational setups, if management adopts the theory of utilitarianism all their key

decisions and activities shall be one that shall duly promote the greatest happiness and benefits of the greatest numbers which is very much in line with the doctrines of ethics. So the more utilitarian management is the more likely for there to be high ethical standards.

Utilitarianism is associated with the present study as the culture of ensuring that the decision we take benefits the greatest numbers and this leads to some level of gratification in whoever believes and practices this particular theory. The objective of every organization is to produce a satisfied employee that can contribute greatly to attainment of the organization's goals and objectives (Iqbal, Guohao & Akhtar, 2017). The well-being of the employee in the organization is a mean to an end but it is not an end itself. An organization is not only interested in the wellbeing of employee, but it is more interested in a productive employee.

The Utilitarianism theory does not simply mean that producing greatest good for the large number of people, but it motivates management to produce satisfaction among the employees. In the context of utilitarianism, the prime objective of an organization is not bringing satisfaction, but preventing employees from any damages or inquiries constitutes satisfaction principle in ethical model (Greenwood, 2002). It is through Utilitarianism approach that the goodness of majority of the people can be achieved. It becomes the duty of the organization to increase the total volume of satisfaction of employees. Similarly, utilitarianism approach encourages all those actions which can produce wellbeing for the majority of the people.

Ethical Dilemma

Ethics is centered on what we ought to do (Freakley & Burgh, 2007). It requires a judgment to be made about a given problem or situation. Further, the term, ethics, 'is sometimes used to refer to the set of rules, principles or ways of thinking that guide, or claim the authority to guide, the actions of a particular group' (Singer 1994). For example, Codes of Conduct identify standards of official behaviour that employees are expected to perform. The difference between "morality" and "ethics" is that while morality has to do with the personal conduct of the individual ethics deal more with the basic principles of the right action and to rules of conduct (Surewicz, Mantsch, Chapman, 1993).

Dilemma refers to a situation that often involves complex and conflicting principles of ethical behaviour because no clear guideline is available on how to act and respond to a specific problem (Ahmad, Ansari & Aafaqi, 2005). In addition, when an individual's personal business ethics is not compatible with that of the organization, ethical conflicts are inevitable. It is important for an individual to recognize the presence of an ethical dilemma since it acts as a catalyst for the entire decision-making process (Ahmad, Ansari & Aafaqi, 2005). This is so because ethical decision-making criteria will not be employed if the existence of an ethical dilemma is unrecognized (McDevitt, Giapponi, & Tromley, 2007). Moreover, as the general theory of ethics states, it is vital to study ethical dilemma and ethical reasoning, since this will consequently lead to ethical actions.

Studies on business ethics have identified three categories of an ethical dilemma: coercion and control (CC), conflict of interest (CI) and personal

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integrity (PI). (1) CC involves force or threats – physical or emotional (De George, 1999) – that attempts to force an individual to make a specific decision (Ahmad, Ansari & Aafaqi, 2005).; (2) CI involves a clash and conflicting interest between an individual and some other party; and (3) PI involves issues related to one's conscience or sense of rightness and wrongness (Treviño, Brown & Hartman, 2003). At the organizational level, integrity reflects maintaining fair business practices and ensures good value for products or services received. In business, providing honest value for goods and services, and treating employees fairly is among the examples of professional integrity.

An ethical dilemma arises from a situation that necessitates a choice between competing sets of principles. That is, an ethical dilemma can be described as a circumstance that requires a choice between competing sets of principles in a given, usually undesirable or perplexing, situation. Conflicts of interest are possibly the most obvious example that could place public sector leaders in an ethical dilemma. Other types of ethical dilemmas in which public servants may find themselves include conflict between: the values of public administration; justifications for the institutions; aspects of the code of conduct; personal values and supervisor or governmental directive; professional ethics and supervisor or governmental directive; personal values and professional ethics versus governmental directive; blurred or competing accountabilities; and the dimensions of ethical conduct (Cranston, Ehrich & Kimber 2002; Edwards 2001; Preston, Samford & Connors, 2002).

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Ethical Dilemmas in the Public sector

In order to advance the public good, the actions of public servants should always be in the public interest, that is, their official conduct should always be "good", "right" and "positive". It should, however, be kept in mind that incompatibility may exist between ethical prescriptions and legal and regulatory prescriptions. Public servants are expected to adhere at all times to the ultra vires rules, and ethical conduct is, within the public service, always subject to formal prescriptions based on the policy of the ruling party, as expressed in terms of the law.

Some of the most common ethical dilemmas with which public servants are confronted, revolve around aspects such as administrative discretion, corruption, nepotism, conformity, administrative secrecy, information leaks, values, public accountability, policy dilemmas, (Ofei, 2005)

The ethical standards of public officials are, however, directly related to society as a whole. If the public accepts that in order to secure an expeditious response from a public official some pecuniary or other incentive is necessary, and the official accepts the incentive, then the standards of ethical conduct of officials and the public are in fact in harmony from the point of view of the public. However, this may not necessarily be the case as viewed by officialdom (Adeyemi, 2016). The corruption of public officials by private interests is usually very subtle: favours by the public to the official under obligation and he gradually substitutes his public loyalties to those doing him favours. It is quite possible that the official believes and claims that his decisions are not influenced by his benefactors (McMullan, 1970; Scott, 1972).

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An area which lends itself to the creation of situations and actions which could prove to become major ethical dilemmas is the secret conduct of public business. This is especially so because secrecy can provide an opportunity to cover up unethical conduct. Secrecy is an ally of corruption and corruption is always practiced in secrecy. It is generally accepted that in a democracy the people have a right to know what the government intends to do and it would be in the interest of the public for the administration of public affairs to be conducted openly (Rowat, 1982).

Official information is often of such a sensitive nature that disclosure of the information can lead to chaos, corrupt practices or, for some individuals, improper monetary gains. Leaking official information at a date prior to the public announcement thereof is a violation of procedural prescriptions and can be an ethical dilemma: the official's personal conception of what is in the public interest may lie with his official obligations. Personal views of the public good may be directly opposed to judgments on the public interest based on a democratic view. The result is that public officials may come to the conclusion that official obligations require them to act against their consciences (Rowat, 1982; Rohr, 1978).

Values refer to the human being's idea of what is acceptable or unacceptable or virtuous or without virtue. Values thus indicate the importance allocated by the individual to activities, experiences or phenomena, and provide the individual with a guideline for his personal conduct (Dwivedi & Srivastava, 1978). The values held by public officials could be one of the causes of ethical dilemmas, especially because of the fallibility of man, his greed for power, personal aggrandizement, wealth and

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status, rather than his endeavour to render unbiased service and to adhere to professional norms.

The fallibility of man can undermine the effective personal performance of the official duties of the public official and could have a spill-over effect in that the absence of moral leadership and public accountability could serve as an example to other groups and/or individuals also to indulge in unethical practices (Ahmad, Ansari & Aafaqi, 2005). Policymakers are often confronted with conflicting responsibilities. They have specific loyalties to their superiors, but also to society. They have the freedom to act on behalf and in the interest of others, but they must also answer to others - their superiors and society - for their actions. The official's obligation to respect the political process may conflict with his view on how the objects of policymaking are treated. In other words, the dilemma of the public official is the clash between his view of the public interest and the requirements of law.

Public officials are the primary interpreters and executors of public policies. The terms of legislation provide numerous points for conflict of interest and public officials can play a positive or negative role in the execution of policies. (Ahmad, Ansari & Aafaqi, 2005; Cox, 1994).When confronted with the fundamental question what to do and how to act in complex situations, and to the extent that contrasted values or decisional premises could apply in the situation, one is entering the world of ethical dilemmas or that of 'hard choices.

In the course of managing unethical practices and enforcing ethical principles and law, there are a number of challenges which are encountered including but not limited to immunity clause in the 1992 Constitution of the

Republic of Ghana, which protects sitting President and some government and state functionaries from criminal and civil proceedings. Undeniably, this constitutes a daunting hurdle in driving the anti-corruption crusade.

Secondly, the reticence of some public servants to disclose unethical practice within the Public Service in spite of provisions for encouraging and protecting whistle-blowing. This is believed to arise from the prevailing ignorance on the rights and obligations of whistle-blowing, and/or the fear of risking personal-cost-ethical dilemma. The insecurity of tenure of civil servants (especially regarding the uncertainties of retirement life), and lack of fair remuneration that is commensurate with the civil servants' responsibilities and performance, and enables them to live in dignity. These undeniably do stimulate and sustain unethical practices in the public service; Conflict of interest, arising mainly from the pressure to make ends meet. For instance, as a result of poor remuneration, a sizeable number of Civil Servants engage in secondary income-generating activities which oftentimes clash with their official time (Korm, 2011).

Ethical Dilemmas Faced by Public Servants

Some of the most common ethical dilemmas with which public servants are confronted, revolve around aspects such as:

Nepotism

Nepotism is very common practice in public institutions. It is the appointment of relations and/or friends to public institutions and thereby, overlooking the merit principle, may lead to the declining of the quality of the public service (Menyah, 2010). Hoctor (2012) also view nepotism as the hiring and advancement of unqualified or under-qualified relatives simply by

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virtue of their relationship with an employee, officer, or shareholder in the firm. In most case, the employed relative is unable to perform successfully in the role. Also, creating a job outline specifically tailored to a relative is also a form of nepotism, as is setting an interview exam to which the relative has already been told all the answers.

According to Jones (2014), nepotism is often regards as using family influence in order to employ relatives in an institution. The practice of nepotism in public institutions disrupts the esprit de corps and trust resulting in a corrupt administration. High job satisfaction and success of the organization is directly connected to the performance of those who work for it, and under-achievement can be a result of workplace failures through hiring the wrong people or failing to anticipate fluctuations in hiring needs (Djabatey, 2012). The preferential treatment of one employee over another, without considering the relative merit of the respective employee, represents nothing but victimization of an employee or employees in an institution (Menyah, 2010).

Information leaks

According to Pozen (2013) information leakage is an incident where the confidentiality of information has been compromised. Issues of Information leak normally happens in public institutions. Leaking official information at a date before public announcement thereof is against procedural prescriptions and can result in an ethical dilemma in public institutions. In most cases, official information is regarded as sensitive for example, pending tax increases, retrenchment of an employee that disclosure of the information can result in chaos, corrupt practices or, for some employees, improper monetary

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gains (Menyah, 2010). Information leaks are one of the main causes of low job satisfaction in public institutions.

Kickbacks

In public institutions, Kickback is a major issue. Generally, Kickbacks are a type of bribe that gives someone in power a 'cut of the action' for making an income possible for another individual or organization (Cheng, Liu, & Yao, 2017). The kickback may be money, a gift, credit, or anything of value. Paying or receiving kickbacks is a corrupt practice that interferes with an employee's or a public official's ability to make unbiased decisions. The purpose of the kickback is usually to encourage the other party to cooperate in the illegal scheme. The moral standards of public officers are, however, directly related to job satisfaction and society as a whole.

Extortion

Another ethical dilemma that can pose a significant risk to employee job satisfaction is extortion. Extortion is the gaining of property or money by almost any kind of force or threat of violence, property damage, harm to reputation, or unfavorable government action. In government offices, corruption is a major issue. Extortion can occur through both physical and cyber means. Common extortion culprits may include disgruntled employees, bitter competitors, opportunistic criminals or computer hackers. Extortion attempts can either be one-off in nature – such as attempts by deluded individuals to acquire large sums of money from an individual.

Bribery

Bribery is a subject about which people hold strongly contrasting views, depending on the person's position in relation to bribery: being involved in it, or being restrained (Cheng, Liu, & Yao, 2017). Bribery is definitely the most widespread form of corruption which is - abuse of a position of trust in order to gain an undue advantage. Bribery in public institution comprises three types of an illicit deal: proprietary, bureaucratic, and letting-off. The Proprietary bribery features a government's agent who grants a governmental contract or franchise to a person (or firm) and receives money or its equivalent in return. Bureaucratic bribery involves no theft. Instead, it expedites the briber's acquisition of an official permit, license, or document (Stein, 2012).

Finally, the letting-off involves a law-enforcement agent who allows his briber to break the law and go unpunished (after paying the agent) (Stein, 2012). The moral standards of public officials are, however, directly linked to job satisfaction. If the public accepts that in order to secure a quick response from a public official some monetary or other incentive is necessary, and the official accepts the incentive, then the standards of ethical conduct of officials and the public are in fact in harmony from the point of view of the public.

Employee's Job Satisfaction

The attitude of an employee's experience based on their desired result is acknowledged as job satisfaction (Spector, 1985). This shows how the expectations of the employees for a job are fulfilled in comparison to the veracity of their job (Mohan & Suppareakchaisakul, 2014). There are five important facets of job satisfaction and these are - Salaries, Promotion opportunities, Supervision, Nature of work and Colleagues (Aslaniyan &

Moghaddam, 2013). Armstrong stressed that job satisfaction is the attitude and feeling of employee about their job. This can be categorized into two groups and these are the positive and negative attitude. Amusing approach and positive attitude show that employees are well satisfied and obnoxious approach shows the dissatisfaction of employees (Armstrong, 2006). So, it can be said that job satisfaction is the feeling of the related to job satisfaction and to what extent it is fulfilled. The level of satisfaction is directly related to the personality and the character of the employee working in an organization. From the perception of the employee, job satisfaction increases when his/her work is more interesting or different (Dinler, 2008; Wright & Davis, 2003). This is also considered as the discrepancy among the employee's expectations and the requirements related to the work and what really offered to them.

This is much important not only for the employees but also for the increased productivity and success of the organization because a satisfied employee will attach to the organization and will not think of change the organization as this will cause costs to the organization which any organization do not want to bear (Dobre, 2013). Employee satisfaction is also known as job satisfaction. This is the approach and thoughts of the employees regarding their organization, job, environment, and co-workers. Harter, Schmidt and Hayes, (2002) suggested that the motto of job satisfaction is not only to fulfill individual desires but also related to employees' needs and doctrine. Handsome salary package and good work environment may positively influence the employee's loyalty and ultimately increased job satisfaction.

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Satisfied employees are more likely to be friendly and attentive which attracts customers and the not satisfied employees' can lead to customer melancholy (Hanif & Kamal, 2009). Dissatisfied workers are more likely to provide substandard services and the physical and mental status and the social functioning of these workers can be affected significantly by the level of their job satisfaction (Etuk & Alobo, 2014). Werner has identified five facets of job satisfaction, which can be put together to make an employee more satisfied and productive. These are as follows:

1. Work responsibility, interest, and growth

2. Supervision- technical help and social support

3. Relationship with colleagues

4. Promotion opportunities

5. Compensation management

The human resource is very much important for the success of the business organization and thus it should be considered as the asset and must be excellent one because for the accomplishment of the objectives and plans of the organization employees are responsible. So, they must be satisfied with their job. Luthans (1998) has stressed the following parameters of employee job satisfaction:

1. It is only a silent response from an employee to a specific job that can't be tangible but intangible only.

2. It is only a comparison between the generated output of a job and your perceptions.

3. It portrays the behavioral component of a person which are most effectively impacting employee responses towards job characteristics.

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Ethical Dilemma and Job Satisfaction

The issue of ethical dilemma influencing employee's job satisfaction has become a great concern for employees in recent times. In every organization, ethical dilemma and lack of active participation in decision-making is often associated with low levels of job satisfaction (Getahun, Sims, & Hummer, 2008). Job satisfaction has mainly been explored in business and organizational behavioural sciences because the satisfaction that workers derive from their jobs might be viewed as "reflecting how they react to the entire array of job characteristics" (Hamermesh, 2001). In order to explore the issues of professional ethics in organization is by examining the ethical conflicts face by employees at work and their relationships with the colleagues and management they interact with in their professional life.

Ganal & Guiab (2014) indicated that higher satisfaction is likely to be achieved if workers or subordinates adhere strictly to ethical laws and practices at their workplaces. This implies that in an organization where ethical dilemma is controlled, employees feel satisfied with their job. Raabe and Beehr, (2003) in their study also revealed job satisfaction positively correlating with positively with the quality of interpersonal relationship between employees and co-workers in multinational corporations. In addition, employees are highly satisfied when they are received their fair share comparable to market trends for their immense contribution to the organization.

Empirical Review

Nadeem, Ahmad, Ahmad, Batool and Shafique (2015) examined the effect of nepotism on job satisfaction in the public sector organizations in

Pakistan. The study adopted the convenience sampling technique to collect the data. A total of 250 Questionnaires were administered to full-time employees of 8 public sector organizations. Responses analyzed through the SPSS (Statistical Package for Social Sciences) version 17. Independent t-test and one way ANOVA used for also employed to analyze the association of demographic characteristics with job satisfaction. The study revealed that nepotism has a positive relationship with job satisfaction in Pakistan.

Menyah (2010) conducted a case study on Ethics, Ethical Dilemmas and the Public Service among Commonwealth Association for Public Administration and Management (CAPAM) members. CAPAM represents an international network of 1100 senior public servants, heads of government, leading academics and researchers located in over 50 different countries across the Commonwealth. The study found that the most common ethical dilemmas, with which public servants are confronted, revolve around aspects such as: administrative discretion corruption, nepotism, administrative secrecy, information leaks, public accountability and policy dilemmas. He further indicated that the reputation and success of governance largely hinges on the conduct of public functionaries and what the public believe about their conduct.

Kang (2008) examined the linkage between ethical conflict and job satisfaction, causes of ethical conflicts, and consequences of job dissatisfaction among public relations practitioners in United State of America. The study utilized an online survey data using a random sampling from the Public Relations Society of America (PRSA) membership database excluding independent PR consultants, firm owners, and educators from the

sample to collect qualitative data. In all, a total sample of 343 participants was employed in the study. The findings of the study confirmed the existence of ethical conflict in the workplace and suggested that ethical challenges are largely triggered by top management's ethical standard. The findings of the study provided evidence that ethical concerns influence the work life, well-being and job satisfaction of public relations professionals.

Moreover, Puiu (2015) conducted a multi-regional research in Europe to examine ethical dilemmas specific to a public sectors. The study indicated that ethical problems and ethical dilemmas are a reality and they should not be ignored by managers or employees, no matter the sector they work. The study was mainly descriptive and explanatory. The result of the study showed that bribe and corruption are the specific ethical dilemmas in the public sector.

DiSorbo (2017) conducted a quantitative study on Job Satisfaction, Organizational Commitment and Ethical Climate of Higher Education Administrators in Maryland Colleges and Universities. The study employed an online survey by 278 higher education administrators working in public and private colleges in Maryland during the 2016 fall semester. The study used MANOVA, Chi-Square, and descriptive statistics to analyzed data. The findings of the study indicated that ethical climate is significantly associated with job satisfaction.

Nadeem, Ahmad, Ahmad, Batool and Shafique (2015) investigated the consequences of nepotism on job satisfaction in the telecom sector organizations of Pakistan. Primary data was used for the research study. The study adopted a questionnaire to collect the data from the employees of telecom companies. SPSS was used to measure the result from the collected

data. The result of the study shows that nepotism is negatively connected with job satisfaction in telecom sector of Pakistan.

Kerse and Babadağ (2018) examined the relationship between nepotism, job standardization and turnover intention in Turkey. The data for the study were obtained from a hotel located in Antalya, Turkey, during 2017. The data were collected through questionnaire and analyses were carried out using SPSS 18 and AMOS 18 programs. Exploratory factor analysis and confirmatory factor analysis were used to determine the factor structure in the scale used for the study. Hierarchical regression analysis was also used to achieve the objectives of the study. The results of the study revealed a negative relation between nepotism and job standardization.

Alwerthan (2016) examined the relationship favouritism and individual worker's psychological well-being. The self-determination theory which posits that that human beings have three psychological needs; autonomy, competence, and relatedness that are the foundation for self-motivation was employed in the study. The study adopted the exploratory research approach to achieve its objectives. The study found that favouritism negatively affects individual workers wellbeing.

Marri, Sadozai, Zaman and Ramay, M. I. (2012) investigated the consequences of favouritism on job satisfaction. Primary data was used for the research study. The study adopted the convenience sampling technique to collect the data. The result of the study showed that favouritism had a positive relationship with job satisfaction and that several individuals in the organization obtain positions that they are not qualified for and obtain positions through individuals they know.

Arasli and Tumer (2008) conducted a study on job stress in relation to favouritism through surveys in Turkey. The questionnaire was used to obtain primary data from 576 respondents who worked for the banking industry in Turkey. The study indicated that favouritism was perceived as a stressor for the organization's personnel, which lead employees to look for another job because their job was becoming a source of stress and discomfort.

McAuliffe (2005) investigated the impacts and consequences of an ethical dilemma for social workers in direct practice in Australia. The study sampled 30 Australian social workers from a range of practice fields including child protection, mental health, youth work, aged care, disability services, school social work, health and relationship counseling, and family violence. The study revealed a strong sense of cynicism and bribery in the workplace. The findings of the study indicated that there were significant levels of distress associated with many bribery and cynicism, impacts on awareness and some parts of practice were predominantly positive, while the negative impacts related more too tangible effects on relationships and careers.

Conceptual Framework

Figure 1 shows the conceptual framework the researcher proposes with respect to the management of ethical dilemmas. The beginning anticipates some level of unethical practices in the organization. These include corruption, abuse of power favoritism and improper exercise of discretion. These circumstances lead to the ethical dilemma and some level of confusion that has a direct link with a decrease in job satisfaction. Fortunately, with pragmatic measures and recourse to theories relating to the ethical dilemma and how they can be addressed for example utilitarianism and deontology there leads to the

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improvement of ethical standards with an attendant decrease in an ethical dilemma which augers well for the increase in job satisfaction amongst the employees.

ETHICAL DILEMMA	EMPLOYEES' JOB SATISFACTION
- Nepotism - Information leaks - Kickbacks - Extortion - Bribery	- Work responsibility - Supervision - Promotion opportunities - Compensation management - Relationship with colleagues
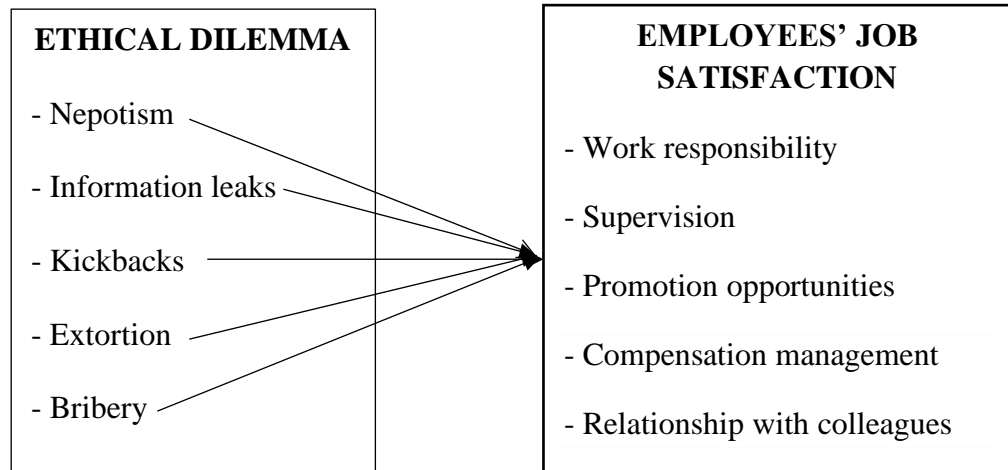
Figure 1: Conceptual Framework

Source: Adapted from the ethical theories

Chapter Summary

From the above review of related literature on the issue of the ethical dilemma, it is clear that workers in the performance of their duties face a number of dilemmas that rooted in matters of ethics. In view of this, if care is not taken, this dilemma shall affect the level of satisfaction that the workers have in the performance of their roles leading to low productivity. In managing ethical dilemma theory like utilitarianism comes in handy that help people when making decisions to opt for what is morally right and benefits the greatest numbers respectively.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the methodology that was adopted in carrying out the study. The methods and approaches that were described in this chapter are under eight sub-sections. These are the Research Design, Population, Sample and Sampling Procedure, Research Instruments, Validity, Pilot-testing Procedure, Reliability of the Instruments, Data Collection Procedure and Data Analyses. The main rationale for the study was an examination of ethical dilemma and employees' job satisfaction in the public sector: the case of Accra Metropolitan Assembly.

Research Design

The research design of the study reflects the research process in entirety ranging from conceptualizing a problem to the literature review, research questions, methods and conclusions (Harwell, 2011). The three main research designs as identified by Babie (2013) includes: exploratory, descriptive and explanatory. According to her, the exploratory research is conducted because a problem has not been clearly defined and the results are neither very useful for decision making by themselves nor generalization to the population at large, however, they provide significant insight into a given situation.

The descriptive research also has its objective to describe things and answers the question "who'' but there are always restrictions to that especially where one variable affects another and there are often data limitations and the need to make a decision within a short period of time. This study adopted the

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explanatory research design that responds to both the how and why aspect of the fundamental research question. Maxwell and Mittapalli (2007) indicated that explanatory research has traditionally been quantitative in nature and implies an intention to explain, rather than simply describe the phenomenon being studied.

Research Approach

This study adopted a quantitative research approach to achieve the objectives of the study. The quantitative research (deductive) is viewed as an extreme of empiricism in which theories are not only justified by the extent to which they can be verified, but also by an application of facts acquired (Amaratunga, Baldry, Sarshar & Newton, 2002). Hair, Anderson, Tatham and Black (2006) asserted that a quantitative research method is an approach for testing objective theories by examining the relationship among variables. It involves numbered data that can be analyzed using statistical procedures for measurement. Straub, Boudreau and Gefen (2004) maintained that essential tools used for quantitative researchers involve statistical tools and software packages due to the presence of numbers in such research.

The qualitative method is said to be the most convenient since it measures people's way of living such as the way they feel, think or behave in a particular way. But this research method tries to quantitatively explain and apply statistical analysis which is often formalized, well-structured and data is usually obtained from a larger sample (Sproull, 2002). This justification is supported by Saunders, Lewis, and Thornhill (2009) when they argued that for a quantitative study to be successful, the most important ingredient needed for the researcher is his/her ability to develop hypotheses and test them with

proper statistical techniques and interpret the statistical information into descriptive information. In as much as the quantitative method so adopted seems workable.

Population

The research population for the study comprised all workers in AMA. The precondition to sample selection is to define the target population as intently as possible and that sample selection depends merely on the population size, its uniformity, the sample media, its rate of use, and the degree of accuracy required.

Sample Size

Using the Krejcie and Morgan's (1970) table as a yardstick for choosing sample size. The researchers had one hundred and forty (190) sample size. Sampling was done because a complete coverage of the population was impossible for the researchers. The sample size of 190 respondents was appropriate because it conforms to the recommendation that the researcher should consider a large sample size for the following reasons. It maximizes the possibility that the mean, percentages and other statistics reflect the true assessments of the population that is; the results are able to reflect the true situation on the ground. Finally, a large sample size reduces the chances of errors.

Sampling Procedure

The researcher adopted the simple random sampling approach to select 190 respondents for the study. The random sampling was used to prevent bias by giving all the respondents an equal chance to be selected from each of the Sub-Metros within the Accra Metropolitan Assembly (AMA). The researcher

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used the lottery method in the simple random sampling technique to select the 190 respondents for the study. The simple random was operationalized by assigning 'Yes' and 'No' on pieces of paper, folded and put them in a container and reshuffled for the workers to pick without replacement. Those who picked yes were included as respondents for the study.

Research Instrument   `

The instrument that was used to collect data was a self-administered questionnaire. The questionnaire comprised of close-ended items only. The choice of the questionnaire was based on the assertion of Cohen, Manion, and Morrison (2004), that, it is widely used and also useful for collecting survey information, providing structured, numerical data and being able to be administered without the presence of the researcher.

Also, the self-administered questionnaires were used mainly because of the following strengths (Basu, Georgalas, Kumar, & Desai, 2005). Low-cost. The questionnaire is reasonably expedient and inexpensive compared with a face-to-face interview, particularly when the sample is far away from the researcher. High anonymity. The questionnaire helps to gather accurate information when sensitive questions are asked. There is also less chance of influence or subjective bias by the researcher as the interviewer effect is eliminated.

The questionnaire consisted of three sections, A, B, and C, (See Appendix A). The first section (Section A) centered on the demographic data of respondents. The second section (Section B) centered on the types of ethical dilemma facing employees. The third section concentrated on the job satisfaction indicators that enable us to determine the effects of an ethical

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dilemma on job satisfaction. Items on the questionnaire were multiple-scored on a four-point Likert type scale. The items on the Likert type scale was scored ranging from one (1) for ― strongly disagree (4) for ― strongly agree.

The Likert type scale was chosen because according to Amedahe and Gyimah (2002), in measuring the views and impressions of workers on an on-going practice, it is the simplest, but equally efficient approach when considered alongside with social-distance scales.

Reliability of Instrument

The reliability of the questionnaire was established by submitting the questionnaire to researchers' supervisor for his scrutiny and critique. Suggestions that were made addressed the weaknesses that were identified and thereby improving the content validity of the questionnaire.

Pilot Test

The instrument was piloted on 10 workers in four selected Sub-Metros within the Accra Metropolitan Assembly. The pre-test was conducted to obtain feedback to improve the content of the questions, instructions, clarity, and the layout of the questionnaire. The questionnaire was then revised to address comments and suggestions after the piloting test.

Data Collection Procedure

The questionnaire was administered personally by the researcher to all the 190 workers involved in the study in the four selected Sub-Metros within the Accra Metropolitan Assembly. The researcher used a period of one week to travel to all the sampled Sub-Metros to administer the questionnaire. The researcher distributed the questionnaires to respondents and collected them

after completion on the same day. The data collection process started on 1st July 2019 and ended on 5th July 2019, thus, spanning a period of one week.

Data Analysis

The data collected were analyzed with quantitative methods. The questionnaires were keyed into Statistical Package for Social Scientists (SPSS), version 23.0 for data analysis and interpretation. Descriptive figures such as percentages, frequency, mean and standard deviation were utilized and they were presented in the form of tables. Regression analysis was conducted to determine the effects of an ethical dilemma on job satisfaction. The study employed a Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree)

Chapter Summary

This chapter presented the research methodology employed in the study. Firstly, the descriptive survey research design was presented, followed by population and sampling design which articulated how data was sampled from the population. The sample size was also presented, followed by data collection methods, Data processing, and Data analysis.

CHAPTER FOUR

RESUILTS AND DISCUSSIONS

Introduction

This chapter presents and discusses the findings of the study after analyzing the field data. The main focus of the study was to determine the impact of ethical dilemma on the level of job satisfaction of employees in the Accra Metropolitan Assembly. The analyses of data gathered from the questionnaire were done using mean, standard deviation and regression. The results and discussion are presented in accordance with the order of the objectives of the study.

Demographic Characteristics of Respondents

The demographic characteristics of the study focused on the gender of respondents,   Name of Sub Metro, their age and number years in service.

Table 1: Demographic Data of Respondents

Variable	Sub-scale	Frequency (N)190	Percentage (P)100%
Gender	Male	89	46.8
	Female	101	53.2
Sub-Metro	Okai-South	68	35.8
	Osu Klottey	61	32.1
	Ablekuma South	33	17.4
	Ablekuma Central	14.7	14.7
Age	18-30years	48	25.3
	31-40years	109	57.4
	41-50years	29	15.3
	51-60years	4	2.1
Number of Years in Service	0-5years	97	51.1
	6-10years	68	35.8
	11-15years	18	9.5
	Above 15years	7	3.7

Source: Field survey (2019)

Table 1 presents the gender of respondents in the study. It was indicated from Table 1 that out of 190 respondents sampled for the study, 46.8% were male whiles the remaining 53.2% were females. This was done to ensure that the study was not skewed to any particular gender and to include views from both genders so as to present a fair demographic result. From the results, it is fair to say that the ratio of men to women in the study is unbiased and therefore does not affect the validity and reliability of the results since the type of responses solicited through the questionnaire demand objectivity.

In relation to the sub-metro in which the respondents are working, Table 1 indicates that 35.8% of the respondents are from Okai-South Sub-metro, 32.1% are from Osu Klottey Sub-metro, 17.4% are from Ablekuma South Sub-metro and the remaining 14.7% are from Ablekuma Central. The results clearly show that workers are from Ablekuma South Sub-metro dominated the study.

The respondents were classified into three categories within the ranges of 18 to 30 years, 31 to 40 years, 41 to 50 and 51 to 60 years. Table 3 indicates that 57.4% fell within the 31-40, 25.3% are 18-30 age bracket, followed by 15.3% within the age bracket of 41-50 years and 2.1% was found within 51-60 years age bracket. Clearly, a greater proportion of the respondents fell within the age group of 31-40 years and 18-30 because of the youthful composition of the labor force in Ghana.

Finally, the number of years respondents have worked with AMA. From the results, 51.1% have been in service within 0-5 years, 35.8% have worked within 6-10 years, 9.5% have also been in service within 11-15 years and 3.7% have worked above 15 years. It can be concluded that most of the

respondents were staffs who have been in service within 0-5years. Indeed, it is generally assumed that the high number of years respondents worked for an institution indicated their experience and conversance with operations of the institution.

Ethical Dilemma Facing Employees

The first objective of the study sought to identify the ethical dilemma facing employees in AMA. The results are presented in Table 2.

Table 2: Ethical Dilemma Facing Employees

Ethical Dilemma	Mean	Standard Deviation
Nepotism	1.93	0.86
Information leaks	2.16	0.82
Kick backs	2.31	2.28
Extortion	2.17	0.92
Bribery	2.20	0.99

Source: Field survey (2019)
Mean of Means = 2.15, Mean of Standard Deviation = 1.17

Table 2 presents the information that respondents have agreed that they face ethical dilemma in the workplace and this was indicated with a grand mean score of 2.15. The ethical dilemma facing employees in the workplace includes kickbacks (Mean = 2.31, SD = 2.28), bribery (Mean = 2.20, SD = 0.99), Information leaks (Mean = 2.16, SD = 0.82), Extortion (Mean = 2.17, SD = 0.92) and Nepotism (Mean = 1.93, SD = 0.86).

This result is consistent with the findings of Menyah (2010) and Puiu (2015) who found that the most common ethical dilemmas with which public servants are confronted, revolve around aspects such as: corruption, nepotism, administrative secrecy, information leaks, and public accountability and policy

dilemmas. In reference to the results, Puiu (2015) revealed that dilemma is particularly one of the major setbacks that affect every organization. It disrupts the judgment process of individual within a given organization and its effect is not only seen within the lower ranks of the said organization. This is to say that the effects of ethical dilemma affects every individual within a given institution or organization.

Finally, Gupta and Sharma (2000) asserted that favoritism is a major drawback to the adherence to strict ethical standards. Instances of showing preferential treating to relatives and certain individuals of high repute were stated as instances of favoritism which most times contravene the ethical laws and practices of most organizations. Gupta and Sharma (2003) further noted that favoritism is a major dilemma affecting most workers irrespective of their status or position. Favoritism sometimes assumes a lot of name which may include nepotism and protocol

Relationship between Ethical Dilemmas and Job Satisfaction

The second objective of the sought to examine the relationship between ethical dilemmas and job satisfaction in AMA. Linear regression analysis was performed to achieve this objective. Before the regression analysis was carried out, further investigation of the data was performed. Reliability test was performed. A Pearson's Coefficient of Correlation test was also conducted to determine if an association existed among the various variables. This process offered further insight regarding the data.

Test of Reliability

The Cronbach's alpha was employed to measure the reliability of the variables. The independent variable had high loading and loaded perfectly on

the dependent variable with a very excellent Cronbach's alpha of 0.70 This is an indication that the statements used for the dependent variable form a complete structure in describing job satisfaction. The result is presented Table 3.

Table 3: Reliability Test

Cronbach's alpha	Number of items
0.70	2

Source: Field survey (2019)

From the Table 3, the coefficient for the two items is 0.70, suggesting that the items have relatively high internal consistency. The result clearly shows that all the scales for the independent variables as well as those for the dependent variable exceeded the conventional acceptable 0.6, and thus proved to be adequate for regression analysis.

Correlation Test

Table 7 shows the Pearson correlation for the variables that are used in the regression model. Pearson's correlation analysis is used to find the relationship between ethical dilemma and job satisfaction.

Table 4: Correlation analysis between ethical dilemma and job satisfaction

Variables	Ethical Dilemma	Job Satisfaction
Ethical dilemma	1	-0.521
Job satisfaction	-0.521	1

Source: Field survey (2019)

Table 4 shows how ethical dilemma relates to job satisfaction. From the result, it can be indicated that ethical dilemma is negatively related to job satisfaction implying that as ethical dilemma increases, job satisfaction will decrease.

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Regression Analysis

Table 5: ANOVA Results

Model		Sum of Squares	*df*	Mean Square	*F*	Sig.
	Regression	11.468	1	11.468	32.705	.000
	Residual	30.856	88	.351		
	Total	42.324	89			
R		.521				
R Square		.271				
Adjusted R square		.263				

Source: Field survey (2019)

The ANOVA Table 5 shows a significance value of 0.000. The model summary also indicated an R square value of 0.263. The significance value of 0.000 statistically revealed a strong significant relationship between ethical dilemma and job satisfaction. Hair, Black, Babin, Anderson and Tathan (2006) asserted that a model is deemed fit if its sig value less than 0.05.

Also, the R square value shows how much of the total variation in the dependent variable, job satisfaction is explained by the independent variable (ethical dilemma). From Table 7, the value of R Square (0.271) implies that approximately 28% of the variations in job satisfaction are explained by ethical dilemma. The R value of .521 in the model shows a very high level of prediction.

Table 6: Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.160	0.196		5.931	.000
Ethical Dilemma	-0.492	0.086	-0.521	-5.719	.000

Dependent variable: Job satisfaction
Source: Field survey (2019)

Table 6 indicates the impact of ethical dilemma on employee job satisfaction in AMA. From the results, there is a strong and significant reliability among ethical dilemma to satisfactorily predict job satisfaction in AMA. The regression result from Table 8 shows that ethical dilemma have a negative effects on job satisfaction. The coefficient of -0.492 implies that a 1% increase in ethical dilemma will lead to approximately 49% decrease in job satisfaction in AMA. This effect is statistically significant at 1% significantly level.

The results support the findings of DiSorbo (2017) and McAuliffe (2005) who found that ethical climate is negatively associated with job satisfaction in the workplace. According to Akinyemi (2002), the issue of ethics is gaining grounds in public organizations and must be given the needed attention. The ethical dimension of public administration has engaged the attention of scholars, donor agencies, and public servants. Indeed, the concern for ethics in the public service has become a significant issue in both the developed and developing countries for a number of reasons.

Puiu (2015) indicated that ethical problems and ethical dilemmas are a reality and they should not be ignored by managers or employees, no matter the sector they work. Puiu (2015) further asserted that any institution which has fundamental basics on core ethical values lead to enhance the commitment and satisfaction of its workforce and hence individual performance leads to organizational productivity on the basis of moral competitiveness. Unethical environment affect employees through greater workplace stress, decreasing job satisfaction, also decreases job performance, and finally tends to turnover (Babin, Boles & Robin, 2000).

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Employee's job satisfaction is crucial because of its positive links with organizational commitment and performance (Kirkman & Shapiro, 1997). Kirkman and Shapiro (1997) maintained that employees who are more satisfied with their jobs are less absent and have higher retention rates. Employees with high levels of job satisfaction are also more likely to display organizational citizenship behavior and to perform better (Mathieu & Zajac, 1990). Argyle (1989) also asserted that job dissatisfaction can lead to a number of behaviors among employees that promote reduced productivity. These include absenteeism, turnover, tardiness, and withdrawal behaviors.

Chapter Summary

The results and discussions of the study were presented in this chapter. The demographic characteristics of the respondents were presented first. In relation to type of ethical dilemma facing employees, it was that revealed that kickbacks, bribery, Information leaks, Extortion and Nepotism are the major ethical dilemma employee's encounter in the workplace. Finally, there was a negative significant relationship between ethical dilemma and job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The summary, conclusions and recommendations of the study are presented in this chapter. The conclusions contain all outcomes regarding the findings of the study based on the research objectives. Policy recommendations based on the findings are also presented. Finally, directions for future research suggested.

Summary

This study sought to determine the effects of ethical dilemmas on job satisfaction in the AMA. Specifically, the study sought to:

1. Identify the unethical practices in the AMA

2. Examine the relationship between ethical dilemma and job satisfaction.

The study adopted a mixed-method approach to achieve the stated objectives. Semi-structured interview was used to collect the primary data used for the analyses. A sample of 190 respondents was randomly selected from different Sub Metro within AMA. The Statistical Package for Social Sciences (SPSS) was employed to analyze descriptive statistics (percentages and frequencies). Also, the Pearson's correlation test was employed to determine the relationship between ethical dilemma and job satisfaction. Finally, a regression analysis carried out to determine the effects of ethical dilemma on job satisfaction. Analyzed data was presented using Tables.

Findings of the study

The study revealed that ethical dilemma facing employees in the public sector includes kickbacks, bribery, Information leaks, Extortion and Nepotism.

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It was also revealed that ethical dilemma relates negatively with job satisfaction. The R-square value indicates that approximately 27% of job satisfaction could be explained by ethical dilemma. The results show a negative significant relationship between job satisfaction and ethical dilemma. This implies that that ethical dilemma decreases job satisfaction of employees in the public sector.

Conclusions

The ethical standards of public officials are, however, directly related to society as a whole. If the public accepts that in order to secure an expeditious response from a public official some pecuniary or other incentive is necessary, and the official accepts the incentive, then the standards of ethical conduct of officials and the public are in fact in harmony from the point of view of the public. Indeed, job satisfaction is important because it reflects the quality of work life and psychological well-being of workers. Since a high ethical standard is required in any kind of profession, it is meaningful to investigate the linkage between ethics conflict and job satisfaction in a particular profession.

The study concludes that ethical dilemma that exist in workplace include kickbacks, bribery, Information leaks, Extortion and Nepotism. Finally, the study concludes that ethical dilemma decreases job satisfaction of employees in the public sector.

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Recommendations

The following recommendations are proposed based on the findings from the study:

1. The government should formulate policies that ensure that public bodies comply and abide with ethical values and principles. This will improve the conduct and behaviors of employees that work in the public sector and cultivate a culture of integrity, transparency and accountability.

2. The government should implement an effective salary scheme in the public sector to encourage workers in the public sector to have integrity in their daily duties.

3. The Ministry of Education and Ghana Education Service should include ethics and integrity in primary and secondary school syllabus in order to shape the children's behavior from an early age.

4. Public institutions should provide training and development programmes for its employees to educate them on the effects of unethical behaviours and its moral implications to increase their understanding of unethical behaviors.

5. Culprits of unethical behaviors should be subjected to punishment to deter others who have the potential of committing such acts in the workplace.

Direction for Future Study

Future study can consider conducting the same study in the private sector. Also, future research can carried out to determine the factors that influence employees to engage in ethical practices in public institutions.

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APPENDIX

UNIVERSITY OF CAPE COAST

COLLEGE OF EDUCATION STUDIES

DEPARTMENT OF MANAGEMENT

QUESTIONAIRE FOR WORKERS AT ACCRA METROPOLITAN

ASSEMBLY

Dear Respondent,

This questionnaire seeks to **assess ethical dilemma and employees' job satisfaction in the public sector: the case of Accra Metropolitan Assembly.** It is part of research work in partial fulfillment of a Master's Degree in General Management from the School of Business. I wound be grateful if you could complete the items below to help in the achievement of the intended objective. Your participation in this study requires that you complete a thirty-five (35) item survey. This may take between 20-30 minutes of your time. The study is purely for academic purpose and therefore any information you provide shall be treated with utmost confidentiality and anonymity and will be used solely for academic purpose. You may contact my supervisor Dr. Aborampah Amoah-Mensah (0209945793)

Name: Okine Muaz: 0244593855

SECTION A: DEMOGRAPHIC INFORMATION

Instruction: Tick () the appropriate box that applies to you.

1. Gender: a. Male ( )   b. Female ( )

2. Name of Sub Metro: a. Okai-South Sub-metro ( )   b. Osu Klottey Sub-Metro ( ) c. Ablekuma South Sub-metro ( ) d. Ablekuma Central ( )

3. Age : 18-30 [ ] 31-40 [ ]   41-50 [   ] 51-60 [ ]

4. Number of years in service: (a) 0-5 years (b) 6-10 years (c) 11-15 years

    (d) above 15 years

5. Level of education : No formal education [1] Primary [2] J.H.S [3]

    S.H.S/A/O-Level [4] Diploma [5] HND [6]   Degree [7] Masters [8]

6. Marital Status: Co-Habiting [1] Married [2]   Separated [3] Divorced

    [4] Widowed [5]

Section B: Ethical Dilemmas Facing Employees at the AMA

Please indicate whether the following ethical dilemmas exist in the Accra

Metropolitan Assembly. *Please tick (√) against the column the most accurate*

option that represents your opinion.

ITEMS	SA	A	D	SD
Nepotism	1	2	3	4
Information leaks	1	2	3	4
Kickbacks	1	2	3	4
Extortion	1	2	3	4
Bribery	1	2	3	4

SECTION C: EMPLOYEE'S JOB SATISFACTION

In this section these abbreviations and letters SA, A, D, SD have the under

listed meanings;

SA- Strongly Agree;   Agree- A;   D- Disagree; SD- Strongly Disagree

INSTRUCTION: Please tick (√) a response from the options provided below:

Statements	SA	A	D	SD
There is really high chance for promotion in the workplace	1	2	3	4
I feel satisfied with the benefits I receive	1	2	3	4
I enjoy my coworkers at workplace	1	2	3	4
I feel that the work I do is appreciated.	1	2	3	4
I am satisfied with the increment with annual salary increment	1	2	3	4

Thank You.