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**ETHICAL DILEMMAS IN DECISION-MAKING: THE CASE OF GHANAIAN  
WOMEN MANAGERS IN PROFESSIONAL PUBLIC RELATIONS**

**SUPERVISED BY DR. LOUISE CAROL SERWAA DONKOR**

**STUDENT: CELIA AWOZUM**

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MASTER OF ARTS DEGREE IN PUBLIC RELATIONS**

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**DECLARATION**

I hereby declare that this submission is my own work towards the “**Master of Arts in Public Relations**” Degree and that, to the best of my knowledge and belief, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the institution, except where due acknowledgement has been made in the text.

CELIA AWOZUM

  
.....

22-12-2021  
.....

(MAPR20125)

Signature

Date

Certified by

DR. LOUISE CAROL SERWAA DONKOR

Supervisor

  
.....

22-12-2021  
.....

Signature

Date

## **DEDICATION**

This piece of work is dedicated to my family

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to the Almighty God for His protections and mercies granted unto us throughout the period of our study. I also wish to thank my supportive supervisor for her time and efforts employed in making this study a successful one. I also express my appreciations to all lectures and colleagues who have been with me throughout my academics. To you all I say God bless you.

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## LIST OF ABBREVIATION

IPR-----Institute of Public Relations

PR-----Public Relations

## **ABSTRACT**

The nature of public relations forces practitioners into the tangle of corporate decision-making, which means that public relations counselors are more likely than other managers to face ethical difficulties. In recent times women have been demanding inclusion at all levels in corporate management. The study set out was to assess the ethical dilemmas in decision-making. Using a qualitative method, the study adopted a descriptive survey design. A total of 8 women in Public Relation positions were purposively sampled for the study. Semi-structured interview guide was used to collect data from the study participants. The study revealed that some of the ethical dilemmas that women in PR are faced with include making decisions against cultural background, the lack of support from colleagues at work and the behaviour of the supervisor in an organisation. The study concludes that there are factors that influence ethical or unethical decisions and these include morals, and values of the PR woman, organisational policies, cultural orientation of the PR woman, and their educational and professional knowledge level. It was therefore recommended that management teams of organisations consider the fact that men and women approach ethical dilemmas in different ways. This might have implications for assigning tasks to PR managers, or for evaluating their effectiveness.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the Study

People may aspire to sex-typical employment as a result of traditional gender-role attitudes, which are socially learnt as cultural values, perpetuating occupational sex segregation (Abrahamson et al., 1987; Johnston, 2010; Liao et al., 1995). Gender expectations, especially expectations of women in the workplace, are among these cultural preconceptions. Furthermore, sex discrimination and sexism continue to control many institutions.

According to Chentiba et al. (2021), public relations, is a management role that entails monitoring and analyzing public views as well as sustaining reciprocal interactions and understanding between a business and its stakeholders. Shareholders, the government, consumers, employees, and the media are all examples of the public. It is the act of getting along with those with whom we are frequently in contact. PROs keep the company's internal cohesion in check by keeping a clear line of communication open between management and employees. Its primary goal is to strengthen communication channels and find new techniques to establish a two-way flow of information and understanding. Public relation is a management function that assists organizations in effectively competing in today's competitive and global environment. The scope of public relations work extends far beyond communication abilities. To be competent and efficient practitioners, holistic skills and knowledge are required.

The ability of a public relations manager to sit at the management table is primarily determined by the organization's culture and internal structures. Male PR professionals who sit at the

management table and contribute to decision-making are considerably easier to come by than female PR professionals. Nonetheless, a significant number of women in PR have notably thrived and overcome the glass ceiling to reach top management positions, with a few others owning and operating their own businesses. This sets an example for young female professionals to follow. Having to serve the interests of both the organization they work for and the stakeholders who are an important element of their organizations' existence (Chentiba et al., 2021).

Fraser (2004, p. 58) described public relations as “a process that is planned to affect the public’s view by means of sound character and proper performance based on mutually agreeable two-way communication”. It is also one of the most straightforward ways to promote institutions in Ghana and other countries today. Public relations has gone through many stages in order to become what it is now. In advertising, marketing, and promotion of goods and services, public relations has taken the lead. According to accounts, public relations during the colonial era was primarily focused on public information; a practice in which the colonial administration used a fixed method as a means of communication to spread information to the general public, which was done by colonial administrators, the majority of whom were British, with local people assisting them with interpretation.

The Institute of Public Relations, Ghana (IPR) is Ghana’s only professional association for public relations professionals. IPR exists to establish a professional structure for the practice of public relations and to improve its members’ ability and prestige as professional practitioners, among other things (Chentiba et al., 2021).

According to Chentiba et al. (2021), Advocacy, Honesty, Expertise, Independence, Loyalty, and Fairness are the basic values of the Institute of Public Relations (IPR), which serve as the foundation for the Member Code of Ethics and the industry standard for the professional practice of public relations. These values are the core principles that members use to guide their behaviour and decision-making. The ethical provisions stated in the IPR-Ghana code of ethics are demanded of all members of IPR (Ghana).

**Honesty:** According to Chentiba et al. (2021), honesty entails presenting accurate and complete facts. It is critical for public relations specialists to be honest when speaking with the public on behalf of their company or organization.

**Advocacy:** Because a public relations professional represents the public, it is critical to deliver relevant information to the public so that the public may make informed judgments. When presenting information to the public, for example, it is critical to include perspectives from many parties and/or individuals, as well as all pertinent data (Chentiba et al., 2021).

**Expertise:** Chentiba et al. (2021) stated that retaining credibility as an expert and a trustworthy connection between the organization and the public entails conducting research and applying critical thinking. Public relations specialists must do their studies in order to provide correct information.

**Independence:** Independence, according to Chentiba et al. (2021) means that when representing an organization, public relations professionals take responsibility for their own activities because ethics requires accountability.

**Loyalty:** A public relations professional needs to appreciate and be loyal to the institution for which he or she represents. As a result, the employer can be confident that the public relations professional is working in the company's best interests (Chentiba et al., 2021).

**Fairness:** Individuals are entitled to their own viewpoints and beliefs and as a public relations professional, it is critical to appreciate all of those varied points of view and ideas. It is also critical to be fair to everyone you work for and with so that everyone feels free to express themselves (Chentiba et al., 2021).

Public relations practitioners in Ghana, according to Chentiba et al. (2021), do not follow the PR profession's professional code of ethics. PR professionals, whether men or women, make essential judgments, and the Institute of Public Relations (IPR) code is not the most important issue. This demonstrates that either gender has an equal risk of breaking or sustaining the IPR code of behaviour. Their findings show that a person's knowledge of the IPR code of ethics has no bearing on his or her decision to act unethically.

In Ghana, women (52.3 percent) outnumber males (47.1 percent) in terms of labor force participation (Ghana Statistical Service GLSS 2010). However, in the official sector, only a few women hold positions of power, resulting in gender imbalance (Aidoo et al., 2016).

Women are believed to have controlled the public relations arena in the professional world, and the profession has gradually shifted from male to female dominance. Women made up 50.1 percent of the overall public relations workforce in 1983, rising to 66.3 percent a decade later. By the year 2000, the number had risen to almost 70%, where it still is now (Wilcox et al., 2009).

It is unsurprising that Public Relations (PR) specialists, the majority of whom are women, are denied access to the management table to participate in strategic organizational discussions.

Studies show that, as a result of feminization in the field, female public relations practitioners face numerous challenges in the workplace, including gender discrimination, gender inequality in job responsibilities, and the glass ceiling (Adu-Oppong et al., 2015).

Although years of experience, skills, and training (O'Neil, 2003), as well as the balance of work and family life, all contribute to the likelihood of women working as public relations technicians, gender orientation is also a factor. Women are more likely than men to plan PR campaigns, write, edit, and generate PR messages, implement new programs, and carry out decisions made by others, according to the findings (Aldoory et al., 2002; Aldoory et al., 2008).

Female public relations practitioners have less formal institutional power than male public relations practitioners, according to O'Neil (2003). Men in public relations are more likely to be promoted to management positions, while most women in the field work as technicians. Men are substantially more likely than women to work in counseling, management, and communications policy choices, as well as to conduct and interpret research (Wright et al., 1991)

According to study, women are more prone than males to consider certain commercial activities as immoral in the workplace (Franke et al., 1997). Loyalty, integrity, devotion, honesty, truth, transparency, and fairness are just a few of the qualities that women hold dear. This shows that when matters discussed in the board conflict with women's values, they are more likely to speak up (Nielsen et al., 2010).

In his recent study, Friesdorf (2015) claims that women are more likely to have a deep-seated intuition not to damage another person, but men are less sensitive to similar emotions. Females are more compassionate and concerned with relationships, as well as more likely to define

themselves through relationships, and are more prone to acts that encourage relationships to earn approval from others, according to many ethics investigations.

Regardless of one's biological sex, other elements such as social, personal, individual, and situational circumstances are more likely to influence one's ethics and moral reasoning, according to McCabe et al. (2006). It is not a male sex trait, but both men and women have the ability to make great ethical decisions. It is therefore concerning when women are portrayed as incapable of clear judgment, given that our patriarchal social structure assumes that men are the only ones capable of making sound decisions.

### **1.1 Problem Statement**

According to the World Bank (2020), the labour force of Ghana is made of 46.44% females as compared with the figure in 2019 which was 46.66%. However, only a few of them are found at the top echelons of organizations in the formal sector, resulting in gender imbalance; Aidoo, E. et al. (2016). Men, though to a lesser extent than women, are more economically engaged and move up the organizational ladder more swiftly than women. Uneven representation, a lack of equitable opportunities, and a lack of advancement to senior leadership roles are all real issues that continue to stymie Ghanaian women in the workplace (Adu-Oppong al. et, 2015; Darko et al., 2016). The field of public relations is continuously confronted with ethical concerns. There are many occasions of competing interests when performing the PR role of creating and maintaining mutually beneficial connections between corporations and their public.

The colonial historical history of Africa has a lot to do with its perception of knowledge and leadership. Most Africans were taught that their knowledge system was primitive, and that in order to thrive, they needed European leadership. Indigenous knowledge systems in Africa have

been ignored and weakened. This was then trickled down to women, who, according to African culture, were lumped in with children and hence marginalized (Choge, 2015).

It is in this vein that this study sought to find out the everyday ethical dilemma women in PR management positions in Ghana.

## **1.2 Research Objectives**

The main aim of the study was to explore the ethical dilemmas in decision-making by women in PR positions. The following specific research objectives underpin this study:

1. To find out the ethical dilemmas that confront women PR Managers in Ghana.
2. To find out what choices women in PR management position have had to make in ethical dilemmas.
3. To identify the contributing factors to women in PR management's ethical or unethical decisions in ethical dilemmas.

## **1.3 Research Questions**

1. What are the ethical dilemmas that confront women PR Managers in Ghana?
2. What are the choices women in PR management position have had to make in ethical dilemmas?
3. What are the contributing factors to women in PR management's ethical or unethical decisions in ethical dilemmas?

## **1.4 Significance of study**

The goal of this study is to learn how women in the PR management make decisions when faced with ethical difficulties during the decision-making process.

The findings of this study contribute to public relations knowledge and practice, notably in the areas of ethical issues and decision-making. The realities of ethical difficulties, obstacles, and choices faced by women in PR are understood, assisting young women in their career aspirations for leadership and ethical decision-making.

### **1.5 Scope of the Study**

The study assessed ethical dilemmas in decision making among PR Professional women at the Management level. The study was limited to the Greater Accra Region. The study sample was drawn from the Institute of Public Relations (IPR) of Ghana. A total of eight (8) women were purposively selected for the study.

### **1.6 Limitations of the Study**

- Looking at the type of research that was conducted and the sensitivity of the subject requiring in depth interviews, respondents- the woman professional were unwilling to cooperate all the way because of some regrettable choices they have made in the past.
- Targeted respondents who are managers were also available to grant interviews due to their busy schedules. This delayed the data collection duration.

### **1.7 Organisation of Chapters**

The study is organised into five (5) chapters. Chapter one looks at the background statement, problem statement, objectives, research questions, significance, scope and limitations, and the organisation of the study. Chapter two reviews the relevant literature in the area of study under the objectives of the research. Chapter which is the methodology outlines the methods or strategies that were adopted to conduct the research. Chapter four presents the results and

discussion of the results with the aid of literature. Chapter five draws conclusions and recommendations from the discussion of results.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter dissects the literature that surrounds public relations and the ethical problems that women face in the field. In order to explore the different problems and factors that are presented in this research's topic, this chapter dives into preexisting knowledge presented by scholars in the field on their various views on social role theories, feminisation theory and ethical paradigms.

#### 2.1 Factors Influencing Ethical Decision Making

##### 2.1.1 Personal factors

There are a variety of personal or individual characteristics that influence ethical behaviour of the individual in organizations and some of these include the following:

- a) **Moral development level:** The moral development of an individual dictates his/her moral judgement. Andrea, Cimino, Rorke and Adams (2013) defined moral judgment as an individual's personal assessment of a particular behaviour or course of action in this study. An individual's readiness to engage in ethical behaviour is bolstered by their moral identity. As a result, people with comparable ideas can respond differently in the same situations because the importance of their self-identities differs.
- b) **Religion:** The strong influence of religion on a person's life, according to Rahizah (2019), leads to the function of religion being investigated extensively in the world of business. In ethical decision-making, religion plays a larger role. He claims that all

religions place a high value on morals and ethics. Furthermore, various religions present strong reasons for their believers to engage in moral behaviour. Most faiths, as well as their resulting theological beliefs, contain strong instructions on proper ethical behaviour. Samia et al. (2019) discovered that two cultural components, intrinsic and extrinsic cultures, play critical roles in instilling ethical judgment and influencing ethical intention.

- c) **Culture:** According to Naude (2004), cultural factors have a significant impact on individual employees' value orientation, which have the potency of influencing their ethical behaviour. In every institution, the departments, boards, and other smaller contexts all have their own cultural dynamics. This tendency does occur, according to supervisor Andrea, Cimino, Rorke, and Adams (2013), however only in a small percentage of ethical issues experienced in social work practice. Navigating ethical difficulties is challenging enough, but it is even more difficult when one's own supervisor is acting unethically.
- d) **Peer group pressure and reference others:** According to Flynn (2010), ethical standards can help members of organizations make better decisions by explaining what the majority of people believe is appropriate. Individuals may fail to recognize the normative view (what the majority of others believe is the "correct" course of action) due to the fact that ethical standards are frequently held inferentially rather than formally agreed upon. People's proclivity to project their own beliefs might skew their perceptions of what others consider ethical, giving them the impression that they are in the majority even when they are not. He further argued that moral ideals change through time and are influenced by patterns of conduct and conversation within a social group. Socially shared

ethical standards are vital to recognize for members of organizations, but they can be difficult to assess.

- e) **Personality:** Since the beginning of philosophic thinking, education and morality have been linked in intellectual and political domains, according to Headley-Soto (2013). Socrates connected the two, stating that immoral behaviour sprang from a lack of understanding of the good. Aristotle elaborated on this in his argument that, in order to be virtuous, one's emotional responses to a circumstance must be educated to work in tandem with one's rational replies.
- f) **Ego strength:** Ego strength according to Naude (2004) is a word that refers to self-assurance and is strongly linked to personal ideas. A person with high ego strength is more likely to rely on his or her own values and thus be influenced by others.
- g) **Field dependence:** Naude (2004) argued that when situations are confusing, field dependency means the level to which an individual tends to rely on information offered by others to explain concerns. People with a high field reliance are more likely to make decisions in the job that differ from those they would make outside the organization if they did not have access to other people's knowledge.

The perceptions of the individual regarding their control over the occurrences of life are reflected in their locus of control. An 'external' locus of control perceives that fate, luck, or destiny is in charge of life's occurrences. An 'internal' locus of control believes that by controlling his or her own behaviours, he or she can control life's occurrences (Naude, 2004). Painter-Morland (2001 cited in Naude, 2004) mentions another factor (the type of a job in a company), the seniority of a person's job and the amount of authority he or she wields have an impact on the likelihood of

unethical behaviour. The more discretion a person has to exercise in the course of his or her work, the easier it will be for this person to commit corruption and thus behave unethically.

### **2. 1.2 Institutional Factors**

According to Naude (2004), organisational corporate culture and the formal structure have a major impact on individual employees' moral behaviour. The culture of an organisation is defined by its employees' beliefs and shared values, as well as group norms, heroes, entrenched skills, rituals, and myths, and the organisational language. Under the issue of organizational structure, Naude (2004) lists a number of aspects requiring special consideration, including the rewards, (the structure of monetary and non-monetary rewards in the organization should not mistakenly promote the types of behaviour the company wants to avoid). The process of performance evaluation and monitoring process can affect the ethical behaviour of the employee. He argued that unreasonable pressure and expectations lead to unethical behaviour when the wrong performance evaluation, monitoring, and control methods are applied. Worker decision-making rights and responsibilities are partitioned and assigned by a system that includes job design and levels of empowerment.

### **2. 1.3 Economic Factors**

Fritzsche (1991) explained in his model that economic factors in a given society can influence the behaviour of an individual. He opined that if people are struggling financially, they may engage in more unethical behaviour in their environment. Economic factors that are longer-term factors can be significantly linked to ethical decisions. Naude (2004) also stated that the ever-increasing competitive pressure to focus on short-term profits had an impact on the ethical behaviour of individuals in organizations. He argued that economic conditions that are not stable can also sabotage ethical behaviour in businesses.

#### **2.1.4 Political Environment**

Political issues, according to Naude (2004), have a significant impact on ethical behaviour of employees. He indicated that when there is a lot of political conflict within a society, it might have an impact on ethical behaviour of the members of that society.

#### **2. 1.5 Technology**

Technology can sometimes lead to unethical behaviour in organizations. For example, if an organization has the ability to monitor and read it is the personal e-mails of employees, as well as listen to and record their phone calls, it might lead to unethical behaviour of the employees (Naude, 2004).

#### **2. 1.6 Factors at the Meso or Organizational Level**

According to Naude (2004), competition, reward systems, the organization's code of conduct, job characteristics, resources, organizational culture, organizational goals, managers' behaviour, organizational environment, positional authority, performance appraisals, and referent others are some of the factors at the organisational level:

- a) **Competition:** Competitors' behaviours, according to Naude (2004), appear intuitively to be a plausible moderator of ethical decision making and behaviour, because problematic behaviour may be regarded more necessary in times of strong competition.
- b) **Reward system:** If monetary and non-monetary rewards are given for unethical behaviour, such behaviour will proliferate. Several studies conducted discovered that if immoral behaviour is rewarded, the likelihood of such behaviour increasing (Naude, 2004). He indicated that the higher the benefits and the lower the punishment for

unethical behaviour, the more likely the individual will engage in the unethical behaviour. Subjects' incentive systems can thus be conditioned to behave unethically.

- c) **Code of ethics:** Naude (2004) stated that in a laboratory experiment, it was discovered that an organization's ethics policy dramatically reduced unethical decisions. He further stated that there appears to be substantial evidence indicating that certain types of organisational policy can significantly affect the ethical behaviour of employees. Policy may take the form of a code of conduct.
- d) **Job characteristics:** Naude (2004) stated that several characteristics of the job itself also influence the ethical behaviour of employees. According to him, the more centrally positioned a job is in the company's communication network, the more ethical considerations the incumbent of that job will have to make. It is also thought that jobs with external contacts have more ethical ramifications than jobs with only internal contacts.
- e) **Resources:** According to Naude (2004), resource scarcity and stakeholder demands may also work to impair ethical behaviour in organizations. These external factors create an evident ethical trap. The ability to act ethically can be considerably hampered by a lack of resources. He indicated that this forces a company to choose between becoming an ethical role model for its industry and the environment in general, or succumbing to the constraints of the situation and engaging in unethical practices. Information, money, time, and existing equipment are the four categories of resources available. Decision-makers must have access to relevant information, be aware of the various options available, and be mindful of the potential implications and dangers associated with those options. To act ethically responsible, you will need enough financial means to choose the most

responsible option, as well as appropriate existing equipment and the availability of necessary time (Naude, 2004).

- f) **Organisational culture:** In every organisation, there are values and beliefs that guide the organisation. These are the factors that define the organisation and employees are expected to act in accordance with these values and beliefs. According to Naude (2004), organizational culture is a common set of assumptions, beliefs, and values that has developed within the organization to cope with the external and internal environment and is handed on to new members to guide their activities in these surroundings. Since people work at work at a level of moral development, they are susceptible to the influence of these elements of culture.
- g) **Organizational goals:** According to Fritzsche (1991 cited in Naude, 2004), organizational goals have an impact on the ethical dimension of decision making, in addition to organizational culture. He opined that because there are numerous organizational goals that are unlikely to influence the ethical element of actions, this discussion is limited to those that have been proved to have an impact: policy and compensation systems. Organizational goals could be compared to organizational terminal values (Naude, 2004).
- h) **Managerial behaviour:** If a manager sets a high quota for a salesman, that expectation may have no ethical implications. It is possible that whether the salesman meets his quota or not has no ethical implications. However, if the sales manager puts so much pressure on the salesman to fulfill the quota that the salesman has to resort to unethical techniques to do so, then the sales manager's expectations have ethical implications (Naude, 2004). Management behaviour has an impact on ethical behaviour. Top management activities

can help employees resolve ethical dilemmas. As evidenced by a number of studies cited by Naude (2004) superiors have a significant impact on their subordinates' ethics. According to (Naude, 2004), those in moral growth stages 3 and 4 were more prone than those in stages 5 and higher to follow their superiors in ethically dubious behaviour. Ethical behaviour on the part of the leader would appear to be a fundamental condition for the establishment of an ethical organization.

## **2.2 Conceptual and Theoretical framework**

This section presents the literature on the concepts and theories of ethical dilemmas. The concepts and theories of ethical dilemmas are explained in relation to this study.

### **2.2.1 Ethical Dilemma**

Individuals in everyday life, whether personal or professional, are forced to make decisions, according to Figar and Orevi (2016). They usually have a few options to choose from. As a result, people are at a loss as to which option to take. The goal is to pick the best one, but what constitutes the best criterion differs for different people, organizations, and countries. Furthermore, because the choices are frequently in conflict, the decision maker is unsure which option to choose. Every dilemma has an ethical dilemma (ED), which asks whether the conclusion is good or terrible, fair or unjust, moral or immoral. Judgments are made from the perspectives of those who make the decisions (agents), those who demand decisions (principals), and the vast majority of people who do not participate in decision-making but are influenced by it (the common good or the general interest). There are various forms of EDs for which information is required because different types of EDs necessitate distinct tactics for resolution.

Any attempt to find a solution, on the other hand, is a process, not a one-time act, demonstrating the ED's complexity and relevance.

An ethical dilemma (also known as an ethical paradox or a moral dilemma) is an issue that arises when a decision must be made between two options, neither of which is completely ethical. Although we face many ethical and moral issues in our daily lives, the majority of them have simple solutions. Ethical problems, on the other hand, are highly difficult challenges that cannot be simply resolved. As a result, everyone's ability to discover the best answer in such instances is crucial. Almost every element of a person's life, including personal, social, and professional, can lead to an ethical problem (Figar & orevi, 2016).

#### **2.2.1.1 Types of the Ethical Dilemmas**

According to Figar and Orevi (2016), the ED can be classified using a variety of parameters. The idea is to set up the right conditions for the rules to work properly in order to solve the problem. Holders of the ED, levels of the ED, number of agents, complexity of the ED, number of selected choices, and the interaction between different degrees of ethics are some of the factors that can be employed. Agents are those who are faced with ethical difficulties and must choose the best options on behalf of their principals. However, one individual can act as both an agent and a principal, as is the situation with personal ED in this case. When an agent and a principal are not the same person, business ED is involved. A single person or a group of people/organizations can act as both an agent and a principal.

Individual, organizational, sectoral, national, and global levels of ED are all possible. Individual, organizational, sectoral, national, and global EDs exist as a result. Each lower level of the ED may be at odds with a higher level, such as the conflict between individual and organizational

ED, organizational and sectorial ED, cross-sectoral, national, and global ED, and so on. In such a situation, hierarchy rules must be applied, i.e., higher levels consistently have an advantage over lower levels of power (e.g., an employee must subordinate his or her ethical principles to the ethical principles of the organization in which he or she is employed; ethical principles of the sector (business) are generally valid for all companies within the same sector; global ethical rules bind all states, businesses, companies, and individuals).

They are classified as simple or multiple depending on the number of agents involved in addressing ethical challenges. When it comes to elementary ethical issues, only one agent is involved in their resolution, i.e., only one agent chooses between two options. When dealing with multiple ethical issues, at least two agents should be involved: one should exercise alternative A, and the other should practice alternative B. They are not independent in this way since the actions of one actor influence the actions of the other. Their actions may conflict: for example, whether the second agent chooses option B depends on whether the first agent picked option A (so-called symmetric ED), or the first agent may choose option A and the second agent may not choose option B (so-called asymmetric ED) (so-called asymmetric ED). As a result, an interpersonal conflict ethical dilemma is referred to as numerous ethical dilemmas. Multiple ED comprises more agents and two alternatives or more agents and more alternatives, whereas simple ED includes only one agent and two choices.

The ED can be both restricted and mandatory, depending on the amount of options available. When it comes to banned ethical difficulties, only one option is allowed and all others are prohibited, however when it comes to mandatory ethical dilemmas, more than one option is allowed. General (common) and conditioned ethical issues are both possible. When we talk about general ED, an agent's responsibility stems from the fact that he is a moral agent, whereas

when we talk about conditioned ED, an agent's obligation stems from his or her profession, responsibilities, and positions in society. For example, a doctor's professional obligation is to choose the best alternative treatment for each patient; a representative in assembly's moral obligation stems from his or her role in representing his or her political party's attitudes, as well as aligning them with the attitudes of representatives from other parties for the sake of social interests; a top manager represents the company in front of internal and external stakeholders (he or she is an ethical leader, i.e. the "champion" of the moral virtues).

Ferrell and Fraedrich (1994) have shed a lot of light on the ethical difficulties that managers face. They saw ethical dilemmas as events, difficulties, or opportunities that require the manager to select between options that are morally rated as good or bad, correct or incorrect. In this light, the public relations manager faces a plethora of ethical difficulties in the performance of his duties. When confronted with these predetermined events, he or she has a moral obligation to perform, a choice between good and bad, and the responsibility to maximize every opportunity to make ethical decisions. Very often, these are uncomfortable moments of conflicting interests and having to choose from difficult alternatives to attain mutual satisfaction for any person or persons involved (Levant & Alto, 2017).

### **2.2.1.2 Ethical and Unethical Behaviour**

According to Emery (2015), the greatest solution to an ethical issue for many company leaders is to have a predetermined function, objective principle, and principle recast as corporate policy. Ethical behaviour is a process of contemplation and a social activity that concerns individuals' moral behaviour based on an established and expressed norm of individual ideals. All organizational leaders must conduct themselves in an ethical manner.

Moral behaviour among employees has a higher validity than knowledge-based metrics. According to Li and Madsen (2011), the standard of one's behaviour in business should be no different than the quality of one's behaviour in life in general. Traditional ethics has meant bringing principle-based reasoning and philosophy to the complicated task of running business (Charalabidis, 2012 cited in Emery, 2015).

Organizational leaders have a responsibility to uphold the highest ethical standards. Corporate leaders are more responsible for ethical or immoral firm activity, according to responsibility. Individuals, not corporations, can be held accountable. According to Emery (2015), there is no such thing as corporate ethics, but there is casuistry. Contemporary business ethics is a sort of casuistry. People in positions of power who are compelled or expected to undertake specific things in the name of social responsibility are subject to a special code of ethics in contemporary corporate ethics (Emery, 2015).

A number of contextual factors influence a leader's decision to engage in unethical activity (Drucker, 1960 cited in Emery, 2015). Leaders may make poor decisions whether it comes to performance, unethical issues, or interpersonal strife. There is a need to establish conceptual clarity around the topic of unethical behaviour as well as the scope of the ethical dilemmas setting. The concept of moral responsibility is in corporate ethics (Emery, 2015).

The outcome of ethical activities is influenced by four opinions (Drucker, 1960 cited in Emery, 2015). One point of view is cost-benefit ethics, which holds that a leader has a greater responsibility to provide benefits to others. This stance is known as the ethics of social responsibility and it is too risky to adapt as corporate ethics since company executives might use it to excuse unethical behaviour (Emery, 2015).

The ethics of prudence, which means to be cautious, is the second point of view. The according to Emery (2015), strategy offered by Drucker (1960) did not address the appropriate level of behaviour, and leaders must make hazardous and difficult-to-understand judgments. This technique to was beneficial to leaders and would aid in the development of self-management of individual behaviour. Prudence ethics, on the other hand, is not much of a foundation for making ethical business decisions.

The third point of view is profit ethics, which holds that if a company does not make a profit that is at least equal to the cost of capital, it is socially irresponsible and unethical. Profit is an ethical metric with very shaky moral foundations. The fourth point of view is what Drucker (1960 cited in Emery, 2015) referred to as Confucian ethics, or the demands for equality of responsibility between parents and children or bosses and employees. Confucian principles cannot be applied to business ethics. Individuals, not organizations, are included in the Confucian ethics system, and only the law may address collective rights and disagreements, according to Confucian ethics.

Stakeholder responsibility means that other parties are responsible to the organization, while social responsibility is a belief in shared accountability for the common good (Stanaland et al., 2011 cited in Emery, 2015). Executives in corporations are not allowed to engage in social responsibility. According to Emery (2015), a business's social responsibility is to use its resources and engage in activities that boost profits. To increase profit, company leaders must adhere to the rules of the game, which include fair and open competition without deception or fraud.

Leaders should follow the same code of ethics as their employees and should not blame their unethical behaviour on employees or cost-benefit analyses. According to Emery (2015), there

should be a single ethic that applies to all situations, regardless of status. Contemporary business ethics authors that propose a return to ethical principles as a foundation for executives making effective decisions, emphasize the insufficiency of conventional principle-based decision-making (Emery, 2015).

According to Emery (2015), a study by Toubiana and Yair's (2012) revealed that the discipline of workplace ethics is still alive and well. In the workplace, ethical behaviour norms frequently place a great value on dedication. Workers can perceive a great connection between their beliefs and those of the company if they engage in unethical activities. When confronted with unethical concerns, workplace ethics directs organizational leaders to achieve higher financial performance and productivity in a harmonious manner (Emery, 2015).

The best practices for evaluating unethical decision-making by leaders are included in the organization systems approach (Emery, 2015). Workplace ethics helps leaders make ethical decisions in the workplace. In a study including 13 interviewers and renowned Sri Lankan business leaders, Dyck (2014 cited in Emery, 2015) discovered that 87 percent of the leaders said workplace ethics influenced their capacity to make effective decisions. To make effective decisions in the workplace, 100% of the leaders used a variety of leadership tools. The ability of Sri Lankan leaders to make decisions was influenced significantly by workplace ethics.

Workplace ethics is a safeguard against unethical behaviour in decision-making. Effective leadership in society includes combining decision-making with the leader's style. The principle of decision making could be a beneficial supplement or alternative to analytical decision making, and it may or may not entail ethics (Emery, 2015).

### **2.2.2 Feminization Theory**

Public relations is a relatively new idea in the world of human communication. In terms of relevance, usefulness, and benefit to an organization, the discipline has developed over time. J. Grunig and Hunt's concept of public relations is the most generally referenced of the many alternative definitions of public relations: "The management of communication between an organization and its publics" is what public relations is defined as (Grunig & Hunt, 1984). Public relations practitioners, according to Grunig and Grunig (1992), play a significant role in organizations and perform strategic management duties. One of the reasons for this definition's success is its brevity, or the use of few words to express a lot of information.

Our civilization has developed around men's domination and authority. Patriarchy has shown itself in social, political, religious, and economic organizations, according to Levant and Alto (2017). Gender roles, according to empirical research, are "social constructions that change greatly across time, context, and culture." In many African communities, inheritance is patrilineal, which means that property and titles are passed down through the male lineage.

A male toddler who is regularly referred to as the "landlord of the house" grows up believing that everything belongs to him by default. The girl will eventually marry and become a member of another family, thus she will be unable to own any property in her father's home. She is merely a woman in her marriage house, where women have no right of ownership and cannot even be seen in a conference of males, nor can her voice be heard in public. She is continually reminded of her "inadequacy" in both her marriage and natal homes (Levant & Alto, 2017).

The residents of Navrongo in the Upper East Region, for example, often believe that having even a baby boy in the house gives them more security than having a group of adult women. A woman

does not have a child until she gives birth to a boy. The boy child is treated differently, and his female siblings are frequently warned to treat him with extreme caution. He has been conditioned to value himself more than any female sibling. Unfortunately, in some communities, these views are spread by everyone, including the elites and even the enlightened. These examples establish the tone for the Feminization notion (Levant & Alto, 2017).

#### **2.2.2.2 Virtue Ethics**

Aristotle and other ancient Greek philosophers created virtue ethics as a philosophy. According to Papouli (2019), this morality based on character assumes that we learn virtue via practice. A person's honorable and moral character is developed by practice being honest, brave, just, generous, and so on. When presented with ethical dilemmas, persons who have developed virtuous habits are more likely to make the right decision, according to Aristotle. In the practice of public relations, virtue ethics will be one of the most important characteristics for women managers. Strong moral character will be required of women. Personal values such as honesty, trustworthiness, and fairness, among other qualities, must be deeply ingrained in the character of the woman manager who is part of a dominant coalition dominated by men, who frequently equate performance with aggression, ignoring the consequences, and acting unethically.

In recent decades, feminist theorists have embraced the virtue ethical perspective as a value theory grounded in the concepts of relationships and intimacy included in the theory of care ethics, as an alternative to traditional "male-oriented" approaches to ethics (see, for example, deontology and utilitarianism) (Rachels & Rachels, 2007).

### **2.2.2.3 Utilitarianism**

Utilitarianism, or consequentialism, is an ethical theory that focuses on the final outcomes of any action. According to this view, ethical behaviour is defined as behaviour that serves the greater good or produces the best results (The Stanford Encyclopedia of Philosophy 2019 Edition). These are the ones who will often exclaim “damn the consequences” when they see better outcomes from a planned activity. This school of thought believes that the end justifies the means. Utilitarianism defends its viewpoint by claiming that sacrificing a small group of people to benefit a greater population is the more ethical path. In the area of Public Relations, an example might be spinning to soothe an organization’s stakeholders during a crisis. To calm anxieties, they will tell a falsehood to hide the genuine status of an issue. Once stakeholders’ concerns have calmed down, it is time to focus on the larger good.

Can one ever be assured of the eventual results of a circumstance, considering the uncertainties and continual changes that occur frequently and without warning? The world would be in chaos if everyone followed utilitarianism’s tenets while making decisions. We humans, by nature, have an inbuilt level of selfishness that seems to prioritize self-interest over considerations for others. Although the purpose for the greater good may appear to promote goodness for the bigger masses, if everyone were consequentialist, there would be no small group of individuals to sacrifice for the greater good because everyone may be a victim of sacrifice for the greater good.

### **2.2.2.4 Deontology**

Immanuel Kant, the philosopher, is commonly associated with deontology. He felt that ethical behaviour is guided by universal moral principles. Deontology eliminates subjectivity and uncertainty by requiring merely that one adhere to a set of principles. There are no ifs or buts in this situation. Kant uses the categorical imperative to explore dignity and respect for others: (a)

obligation, (b) dignity and respect for others, and (c) intention or a morally decent will. People must always be considered as ends in themselves, not as means to an end, according to him. Human beings have their own convictions in most situations, and when confronted with the same issue, people are likely to act in completely different ways.

Given this, some established norms regulating our interactions with one another will eliminate a lot of prejudiced behaviour in situations that call for objectivity and open-mindedness. This duty-bound paradigm creates a balance and eliminates all types of prejudice because it is universally applicable.

It has been stated that because this tradition is duty-bound and operates according to established standards, it leaves no room for inward reflection or flexibility. The foundation for the practical paradigm of ethical decision making is Kantian deontology, which is briefly examined (Bowen, 2005). Kant (1785:154) opined that “nothing may conceivably be conceived in the world, or even out of it, that can be termed good without qualification, but a good will”. A morally decent will, according to Kant, is a fundamental prerequisite for ethical decision-making.

### **2.3 Chapter Summary**

The chapter presented the review of the literature in relation to the study. The literature shows that personal factor, institutional factors, economic factors, political environment, technology and legislature are some of the factors that influence ethical decision making.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methods adopted in carrying out the study. The study methodology is the blueprint of the entire study.

#### **3.1 Study Design**

This study adopted a qualitative method using descriptive survey design. Descriptive study is defined Kothari (2014) as a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. The main feature of descriptive survey design is to describe specific characteristics of a large group of persons, objects or institutions, through interviews.

The qualitative research method refers to an approach which relies on the collection of non-numerical data from social or human narratives in order to understand an occurrence or problem. According to Cresswell (2003), a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives, because it deals with the social and historical construction of knowledge. The qualitative technique for gathering data was appropriate for this study because the researcher wanted specific information on ethical dilemmas regarding PR and also find out what women in PR position think and know about ethical dilemmas without imposing her worldview on the participants.

### **3.2 Study Population**

The study population is the group of individuals or objects with some common observable characteristics from which a sample is taken for measurement (Kombo & Tromp, 2006). For the purpose of this study, the study population consisted of women in in the Institute of Public Relations.

### **3.3 Sample Size and Sampling Procedure**

Sampling is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Kombo & Tromp, 2006). The researcher employed a non-probability sampling method in selecting the study participants. Specifically, purposive sampling technique was used to select women executive networks. The study sample was drawn from the Institute of Public Relations (IPR) of Ghana. Members were purposively selected and interviewed. The study sample is the total number of participants or objects used for the study. The researcher purposively sampled eight (8) women for the study.

### **3.4 Sources of Data and Data Collection Instrument**

Data for a research can be explained as the factual information that is recognised as important to validate the findings of the research. Research data comprise a variety of digital information that can be structured and handled in a different file formats (Kothari, 2014).

In a study, two types of data are used together or individually and these include primary and secondary data. Primary data include all information collected from the study participants with designed tools and the secondary data includes information collected from journals and other

papers. In this study, both primary and secondary data were collected. The primary data was collected using designed questionnaire whilst the secondary data were references from related studies.

The main instrument to be used for the study was the semi-structured interview guide. The most convenient way of collecting data in qualitative study is the use of interview. When properly employed, interviews provide a practical means of data collection due to the help they provide for the researcher to understand the reactions, insights, and interpretations of the participants of the situation under study (Punch, 2005). This qualitative technique for gathering data is used when the interviewer wants specific information, but also wants to find out what others think and know, without imposing his or her worldview on the interviewee.

### **3.5 Data Collection Procedure**

The researcher personally visited the participants to interview them. The interviews were all be tape-recorded and transcribed, and checked for accuracy by the researcher. The respondents were first contacted on phone to schedule a date for the interview. They were allowed to decide the meeting venues for the interview. The data collection tool was well designed to enable respondents give their views on the study objectives.

### **3.6 Data Analysis Method**

The data was analysed using thematic analysis with the codes PT1, PT2, PT3.....PT8 to represent the participants. The researcher used steps provided by Creswell (2009) to record, compile, and identify common themes during each of the interview sessions. The data was then presented in themes. According to Creswell (2009), researchers need to organize and prepare the data for analysis and read through all the data. This process assisted the researcher to transcribe

discussions of each interview and to sort and arrange the data into different categories and themes.

### **3.7 Ethical Consideration**

Informed verbal consent was sought from every participant before the interview with them. Participants were informed of their right to opt out anytime in course of the interview. Confidentiality was also maintained on any information obtained from the participants. Names were not included in the interview guide and codes were used for identification purposes. The researcher also ensured that participation in this study was purely voluntary, without any element of coercion. To ensure privacy, interviews were conducted with the respondents in their various offices.

### **3.8 Chapter Summary**

In this chapter the research methodology that was used in the study was discussed. The chapter highlighted that, in this study, the qualitative method was adopted using a descriptive approach. The study population from which the sample was drawn for the study was also stated. The sources of data for the study which include secondary and primary data were also explained in this chapter. The chapter also touched on the process by which the data was collected and the analytical method that was employed in analyzing the data.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS AND DISCUSSION

#### 4.0 Introduction

This section presents the results from the data and discussion of the results in accordance with the study objectives.

#### 4.1 Ethical dilemmas that confront women PR Managers in Ghana

The study found that making a decision against the cultural background of the PR manager is one of the ethical dilemmas that most of the Women PR managers face in their organisations. A respondent indicated that she is mostly restrained by her religious status as a Christian when she needs to make decisions as a PR manager. This means that women in PR position in organisations face several ethical dilemmas in the delivery of their professional duties. These challenges may be common across all organisations. This finding agrees with the assertion by Rahizah (2019) who also indicated that the role of religion is apparent in ethical decision making because all the religions strongly emphasise on morality and ethics. A participant indicated that:

Sometimes, I am restrained by my religious status when it comes to making decisions relating to my position as a PR. I feel some people may make a comment of how I as a Christian is taking certain decisions. (PT3, 2021)

Also, there is the lack of support from colleagues at work for the woman PR manager when it comes to ethical decision making in the organisation. In every situation, people need the support of others to make decisions and act accordingly. Support can be in the form of an advice or backing for the PR manager. This agrees with Stouten et al. (2011) who also found that social

support from colleagues were discovered in an explanation of ethical decisions in an organisation. A respondent said that:

In every decision you make as a manager, the support of your colleagues is very important. In making ethical decisions, it is always difficult to determine whether your colleagues will give you the needed support or not. So a decision may not be made because of the fear of not getting the support. (PT1, 2021)

It was further revealed that the behaviour of the supervisor in an organisation may pose a challenge to the woman PR manager. One of the respondents indicated that her supervisor shoots down the opinions of others leading to the lack of open dialogue in the management team within the organisation. This also agrees with the findings of Rahizah et al (2019) who found ethical dilemmas are more complex when the supervisor is behaving badly. To confirm this, a respondent indicated that:

My superior shoots down other people's opinions and this has led to the situation that we can't have open dialogue in the management team nor develop or innovate. So there's always the fear that who's going to be hammered next, and what for. This puts an end to open discussion and honest feedback. I feel that this situation gets me down, and it gets down my colleagues and my subordinates. (PT8, 2021)

#### **4.2 Ethical choices that the PR professional woman in management have had to make in ethical dilemmas**

The study revealed that when women PR managers are faced with ethical dilemmas in the organisation, they make ethical decisions based on the need for the decision. A respondent indicated that there are situations where only the PR manager needs to make that decision which

no one else can make. In other words, they are compelled by their role as PR managers to make the decision. This agrees with Laschinger et al. (2011) who indicated that people in positions of power are compelled or expected to undertake specific decisions which are subject to a special code of ethics in contemporary corporate ethics. Below are some statements made by some participants:

Well, I really believed that someone needs to say what is true about a process and what had been found and discovered within an organisation. And if the PR manager wasn't going to do it, nobody in the organisation would do it. So I sometimes make ethical decisions based on what needs to be done and at what time it should be done. (PT4, 2021)

I don't really feel that I get pushed to do things that I think are against my better judgment. In dilemmas, I use my discretions to make the right decisions based on my professional experience. (PT6, 2021)

It was also found that women PR managers make ethical decisions in ethical dilemmas based on the opinions and behaviour of other people in the organisation. They consider what other may feel and act in accordance with the ethical decision that they make. This agrees with Flynn (2010) argued who argued that the decision making of an individual in an organisation can be guided by what majority of the group members thing is appropriate. A participant said that:

There are times that ethical decisions should be based on the opinions and behaviour of other people in the organisation. I do acknowledge the existence of different ethical viewpoints and turns to other people for advice, input and opinions. (PT7, 2021)

Furthermore, the study revealed that during ethical dilemmas, women in PR management position make ethical decisions that will be morally right but not to their own benefits as PR managers. People who are morally oriented make ethical decisions based on moral background. This agrees with the assertion by Naude (2004) who claim that a person's level of moral development influences his or her ethical behaviour. One of the participants stated that:

When I am faced with ethical dilemmas, I try to make decisions that will be morally right and not a decision that will benefit me as a PR manager. (PT5, 2021)

#### **4.3 Factors that have influenced ethical or unethical decisions in ethical dilemmas as Women in PR**

It was found from the study that ethics, morals, and values of the PR woman influence the decisions they make during ethical dilemmas in an organisation. A person's honourable and moral character is developed by practice being honest, brave, just, generous, etc. This agrees with Papouli (2019) that when presented with ethical dilemmas, persons who have developed virtuous habits are more likely to make the right decision. A participant said that:

I guess it just has to do with my upbringing, the values, ethics and morals that my parents instilled in me. Ever since I was young, my parents let us understand that they are not going to fight my battles. So my decisions as a PR manager is based on my conviction that I need to make a decision and no one else will do that except me. (PT7, 2021)

It was also found that organisational policies influence ethical and unethical decisions that a woman PR may take in an organisation. Every organisation has policies which are also the codes of ethics of the organisation. All employees are expected to abide by these codes of ethics in their professional delivery. The woman PR in her position is also expected to go by these codes

of ethics in the organisation. This agrees with Naude (2004) who also asserted that there appears to be substantial evidence indicating that certain types of organisational policy can significantly affect the ethical behaviour of employees. One of the participants indicated that:

My organisation has formal policies that prohibit unethical conduct and which clearly state what kinds of behaviours are seen to be unethical and prescribe punishment for it. So my decisions are mostly guided by these policies since they are part of my job description. (PT6, 2021)

It was also found that in ethical dilemmas, the PR woman makes decisions that agree with her cultural orientation. People from strong cultural background will always stand by their culture in making decisions. Samia et al. (2019) who also concluded that both intrinsic and extrinsic culture have decisive roles to inculcate ethical judgments that influence ethical decision making. A participant said:

Cultural issues become more conspicuous especially if the female PR manager works in a different cultural set up. (PT1, 2021)

Furthermore, factors such as the educational and professional knowledge level of the PR woman influence the decisions that she will make in ethical dilemmas. Ethical or unethical behaviour in practical situations is not simply a product of fixed individual characteristics, but results from an interaction between the individual and the situation. This makes the individual develops more knowledge about the situation and make decisions accordingly. This agrees with Headley-Soto (2013) who also argued that education and morality or ethical attitudes are associated. A participant indicated that:

There are individual factors which include the individual's education, knowledge, beliefs, values, attitudes and intentions, moral philosophies, cultural background which influence the ethical decisions that a PR manager might make. (PT2, 2021)

#### **4.4 Chapter Summary**

The chapter presented the findings and discussion of the findings from the data collected with the interview guide. The findings are presented in themes according to the study objectives. The results show that some of the ethical dilemmas women in PR face are cultural influence, the lack of support from colleagues at work, and the behaviour of the supervisor. Also, it was revealed that ethical choices or otherwise the PR professional woman in management have had to make in ethical dilemmas include the need for the decision, the opinions and behaviour of colleagues, and ethical decisions that are morally right. The factors that influence ethical dilemmas include ethics, morals, and values, organisational policies, cultural orientation and the profession of the PR woman.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of the study, conclusion and recommendations of the study based on the study objectives.

#### **5.1 Summary**

The study set out was to assess the ethical dilemmas in decision-making. Using a qualitative method, the study adopted a descriptive survey design. A total of 8 women in Public Relation positions were purposively sampled for the study. Semi-structured interview guide was use to collect data from the study participants. The study revealed that some of the ethical dilemmas that women in PR are faced with include making decisions against cultural background, the lack of support from colleagues at work for the woman PR manager when it comes to ethical decision making in the organisation, and the behaviour of the supervisor in an organisation.

It was further revealed from the study that ethical choices or otherwise the PR professional woman in management have had to make in ethical dilemmas will include decisions that are based on the need for the decision, the opinions and behaviour of other people in the organisation, and ethical decisions that will be morally right but not to their own benefits as PR managers.

Finally, the study found that some of the factors that have influenced ethical or unethical decisions in ethical dilemmas as women in PR include ethics, morals, and values of the PR

woman, organisational policies, cultural orientation of the PR woman, and the educational and professional knowledge level of the PR woman.

## **5.2 Conclusion**

The study therefore concludes that some of the ethical dilemmas that women in PR are faced with include making decisions against cultural background, the lack of support from colleagues at work for the woman PR manager when it comes to ethical decision making in the organisation, and the behaviour of the supervisor in an organisation. Individuals whose work holds them responsible for the frequent resolution of moral conflicts are more likely to continue to advance in cognitive moral development stage and if an individual advances in cognitive moral development stage, it necessarily means that he or she will behave more and more ethically. Literature has shown that women in PR management positions are faced with several challenges similar to the findings of this study.

The study also concludes that ethical choices or otherwise the PR professional woman in management have had to make in ethical dilemmas will include decisions that are based on the need for the decision, the opinions and behaviour of other people in the organisation, and ethical decisions that will be morally right but not to their own benefits as PR managers. This is in line with the utilitarianism theory which focuses on the end result of an action to serve the greater good or give the best results. The common set of assumptions, values, and beliefs shared by organisational members influences the thoughts and feelings and guides behaviour of the PR manager. As indicated by the feminization theory the role of gender is a social construct and cultural specific. Women are up to the task just as men in making decisions in ethical dilemmas. Women, though face challenges in making ethical decision, are also able to overcome these

challenges by making careful decisions in line of their profession in respect of the code of ethics of public relations. From the virtue ethics as put by philosophers, assumes that people learn virtue by practice and therefore honorable and moral character of a person is developed by practice and when presented with ethical dilemmas, persons who have developed virtuous habits are more likely to make the right decision.

Finally, the study concludes that some of the factors that have influenced ethical or unethical decisions in ethical dilemmas as women in PR include ethics, morals, and values of the PR woman, organisational policies, cultural orientation of the PR woman, and the educational and professional knowledge level of the PR woman. In addition to the organisational climate, organisational goals also impact the ethical dimension of decision making. Specifically, organisational policy and has been shown to have an impact on ethical behaviour. These factors may vary in terms of cultural perspectives. Morality may come into play in a society where moral standards are held high but in some societies, it may not. That is why the Deontology theory argues that human have their own convictions.

### **5.3 Recommendations**

Based on the findings of the study, the following recommendations are made:

- Since women are able to hold PR positions, they should be more purposeful about working on the personal factors that hinder them from making rightful decision in their position by working out on issues of self-esteem and confidence in relation to career development and leadership.

- There is also the need for management teams of organisations should also consider the fact that men and women approach ethical dilemmas in different ways. This might have implications for assigning tasks to PR managers, or for evaluating their effectiveness.
- An integrated organizational management approach should be developed by organisations to integrate all leadership systems and processes that will enable people work as a single unit, unified by organisational goals, shared vision and common values so that all employees will be given the needed support for their professional roles. The system should depend on a balanced mix of the masculine and feminine attributes.

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**APPENDIX**  
**INTERVIEW GUIDE**

Please I am a student of the above mention institution conducting a research on “Ethical Dilemmas in decision-making: The case of Ghanaian Women managers in Professional Public Relations.” I will be glad if you can spare me about 30 minutes of your time to conduct an interview with you. Any information given shall be treated confidential and used for research purpose only.

1. What are some of the ethical dilemmas that you are usually confronted with in your duties as a PR?.....  
.....  
.....
2. What ethical choices or otherwise did you have to make in ethical dilemmas?.....  
.....  
.....
3. How do you deal with these ethical dilemmas that usually confront you?.....  
.....
4. In what way does the behaviour of your manager or superiors influence some of the ethical decisions you have to make?.....  
.....  
.....
5. In general, what are the factors that have influenced your ethical or unethical decisions in ethical dilemmas as Women in PR?.....