

Fostering Ethical Business Practices: A Bibliometric Review of the Linkages of Organizational Culture, Environment, and Business Ethics

Arif Rahman HAKIM^{1*}, and Nurul ASFIAH²

¹ University of Muhammadiyah Malang, Indonesia

*Corresponding Author

Abstract— Business ethics is becoming an important concern in the era of increasing sustainability issues, and a strong organizational culture can be the foundation for implementing business ethics. This research analyzes publication trends related to organizational culture, environment, and business ethics, as well as how to build an ethical business environment. The study used bibliometric analysis with Scopus data sources with 134 documents from 1994-2024 with the keywords "organizational culture", "organizational environment", and "business ethics", VOSViewer and NVIVO software were utilized to analyze data. It was discovered that ethical and integrity leadership, a strong organizational culture, and ethical communication are key pillars in creating an ethical and sustainable business environment. This research highlights the importance of integrating ethical values in organizational policies and governance, as well as the active role of leaders in upholding ethical standards. Open and honest communication and a sustainable CSR program reinforce organizational ethical practices. These findings highlight the importance of strengthening ethics policies, implementing regular ethics training, and building an organizational culture that supports ethical values to improve long-term performance. The research also offers theoretical insights into the strategic role of leadership and culture in sustainable business ethics.

Index Terms— organizational culture, organizational environment, business ethics, sustainability, bibliometric

I. INTRODUCTION

Business ethics today is receiving widespread attention due to the requirement for sustainable growth and profitability in global businesses (Ugoani, 2019). During the 21st century, the need for more ethical business procedures and operations is growing, driven by public initiatives and consumer expectations (Lluka, 2010). Increasing attention is being given to the ethical, environmental, and social dimensions of business, often linked to corporate social responsibility (CSR) (Kolk, 2016). Business ethics are increasingly seen as essential to address global challenges such as climate change, the financial crisis, internet technology, artificial intelligence, and the global health crisis (Böhm et al., 2022). Ethical issues have posed a huge challenge for companies have emerged in recent times, and more will likely follow. Good ethical habits may require work to keep up. Efficient, ethical regulations, ethical leadership, and the implementation of ethics with organizational plans and procedures will make it simpler (J. Graham, 2014).

Business ethics have recently become a concern in the business world. The urgency is determined because, in the long run, if an organization fails to adhere to business ethics, its survival will be disrupted (Andjarwati & Budiadi, 2018). The ever-changing needs of customers, workers, and investors have made ethical business practices more essential. A dynamic environment requires a critical review of traditional business models and practices from an ethical standpoint (Ateeq & Milhem, 2024). Businesses with ethical values, in essence, reward ethical behavior and successfully create confidence with their many business stakeholders, creating an ethical and trusted company culture and a pleasant corporate environment (Su, 2014). Business ethics is also based on the culture of the organization or company. The company culture adopted is the foundation of how the business operates. A recent survey by J. R. Graham et al., (2022) found that up to 92% of the 1348 North American executives polled feel that enhancing company culture will boost company value. A staggering 84% say that their company's culture should be improved.

According to the survey, up to 93% of CEOs identify their society as based on value, with some of the most widely reported cultural values being results-oriented (55%), community-oriented (49%), cooperation (39%), and adaptability (38%). For example, in this survey, 85% agree that a poorly executed and inadequate culture increases the possibility of an employee's unethical or unlawful behavior. A total of 70% of executives

reported that culture has a moderate or crucial role in making legal choices, and 69% indicated that culture is important for the quality of financial reporting (J. R. Graham et al., 2022). Business ethics is formed from the company culture implemented; a good and strong culture in the company will impact ethical employee behavior or according to the game's rules. On the other hand, a bad or weak culture makes unethical behavior by employees possible.

Business ethics are important to pursue long-term profits and the sustainability of the organization and society as a whole (Lluka, 2010). Business ethics is a critical measure of success for stakeholders, including customers, vendors, shareholders, and society. Compliance with business ethics has profoundly transformed the way organizations operate (Gita & Krishnakumar, 2023). Businesses cannot survive without ethics, and studies show ethics do not reduce profits and seem to contribute to profits (Velasquez, 2014). This study attempts to examine various empirical literature relevant to this topic. Findings from existing empirical studies show that one of the things that organizations can do to form an ethical business environment is to apply the company culture. The existing survey has described how company culture impacts employee behavior and how the company operates, whether ethical or unethical. Business ethics will impact the company's responsibility to stakeholders. The research question was formulated based on the existing phenomenon: RQ1: What are organizational culture, environment, and business ethics publication trends? Moreover, RQ2: How to build an ethical business culture and environment? Seen from a bibliometric approach.

II. LITERATURE REVIEW

A. *Company Culture and Business Ethics*

Edgar Schein, who is the figure most closely associated with the study of organizational culture, defines it as a basic assumption pattern found or created by a specific group while trying to address the difficulties of outward adaptability and within integration that succeeded well enough to be regarded useful and, thus, to be taught to new participants as the right way to comprehend, think, and feel about the situation (Luthans, 2011). Organizational culture is a system of common purpose adopted among employees that differentiates the organization from other companies. The underlying framework of shared meaning contains the values, beliefs, and assumptions that characterize organizations (Robbins & Judge, 2019).

Schein describes company culture as a set of common beliefs and the premise that people learn from mistakes. Schein contends that culture is a complex blend of values, control systems, missions, structures, and symbols that work together to define what is proper for a given business; the basis of all these cultures is the company's moral culture (Chadegani & Jari, 2016; Schein, 1985). An ethical corporate culture creates and maintains norms that illustrate the acceptable and correct behavior that is worth doing. Corporate culture matters to corporate ethics because it instills and nurtures moral ideas and values, both good and evil, that enliven life within an organization (Jondle et al., 2014). Organizational culture is an important determinant of ethical decision-making. Organizational culture can influence how ethical decisions are made. A company's ethical culture may be described as some feature of an organization that supports ethical behavior while preventing unethical activity among employees (Chadegani & Jari, 2016).

Some of the benefits and issues mentioned about business ethics relate to an organization's culture. Organizational culture is considered one of the determinants of the extent to which individuals behave ethically in an organization (J. Graham, 2014). The culture of certain groups encourages and rewards only business goals without regard to ethics. In contrast, the culture of other organizations encourages and values ethical behavior and not just the result. Organizations have a strong ethical culture tend to make it simple for individuals to choose to act what is correct, whereas organizations with a robust culture of business might make it difficult for us to determine what is proper (Velasquez, 2014).

B. Business Ethics and Ethics

Ethics is the "study of morality". Ethics is a subject that studies an individual's ethical norms or the moral standards of a community to assess their fairness and consequences for a person's life. Morality refers to an individual or organization's standard of right and wrong or evil and good. Moral standards are the rules regarding the activities we believe are morally proper and wrong, and the values we place on what we feel constitutes good or evil (Velasquez, 2014). Ethics is a view about right and wrong activities, or good and terrible actions, that impact various aspects (Wilardjo, 2011). Business ethics is an increasingly important field because it plays a role in helping companies deal with significant global and local challenges, such as the financial crisis, climate change, and technological developments (Böhm et al., 2022).

Business ethics is also the study of right and wrong morals with an emphasis on business organizations, structures, and activities as this relates to the social systems and organizations in which modern society produces and distributes goods and services, as well as the activities of individuals working within organizations. Business ethics is a type of practical ethics (Velasquez, 2014). Business ethics is a means of doing business in the global arena with an array of norms of values and core principles, and each company must operate under the confines of recognized business ethical values (Ahmed et al., 2017). Business ethics refers to the moral principles that guide behavior and decisions in the business world. Therefore, business ethics, in short, is an ethical and unethical behavior by individuals or organizations following applicable values and norms and does not harm various stakeholders.

Business ethics is a reflection of business behavior and its impact. This reflection can be demonstrated in the emphasis on the company principles, including integrity, accountability, openness, trustworthiness, equity, responsibility, collaboration, reciprocity, professionalism, and transparent communication (Ahmed et al., 2017; Epstein, 1989). Business ethics are important for long-term benefits and organizational sustainability (Ugoani, 2019). Business ethics have a significant impact on a company's reputation and sustainability. When a company acts ethically, it can strengthen the public's reputation and trust. Conversely, suppose a company fails to act ethically. In that case, this can decrease consumer demand and damage brand equity (Sisson & Bowen, 2017), and an unethical environment can lead to stress and dissatisfaction, increasing employee turnover rates (Fichter, 2018). Strong ethical values and honest and transparent communication are essential to prevent crises and maintain a company's reputation (Sisson & Bowen, 2017). A strong business ethic also increases employee engagement and retention, as they are more satisfied working in an ethical environment. In addition, business ethics play an important role in the company's long-term sustainability (Ateeq & Milhem, 2024). Thus, ethical businesses also care about stakeholders affected by their behavior.

III. RESEARCH METHODS

The word "data" is plural, not singular. A graph within a graph is an "inset," not an "insert." Be aware of the different meanings of the homophones "affect" and "effect," "complement" and "compliment," "discreet" and "discrete," "principal" and "principle." Do not confuse "imply" and "infer." The prefix "non" is not a word; it should be joined to the word it modifies, usually without a hyphen. There is no period after the "et" in the Latin abbreviation "et al." The abbreviation, "i.e.," means "that is," and the abbreviation "e.g.," means "for example."

This study uses a bibliometric analysis approach. Bibliometric analysis is a quantitative method for assessing academic literature by analyzing large amounts of scientific data (Donthu et al., 2021). This analysis helps identify trends, map research areas, and understand the structure of scientific knowledge. The data source is sourced from the Scopus data index as a database. Data collection with criteria (*TITLE-ABS-KEY (organizational AND culture) AND TITLE-ABS-KEY (organizational and environment) AND TITLE-ABS-KEY (business AND ethics)*) started from the first appearance in 1994-2024, 136 documents were obtained. The inclusion criteria are set in the screening of documents to suit the topic; the main inclusion requirements are that the data must be open access from titles, abstracts, keywords, and document articles that use English.

Documents that did not meet the inclusion criteria were two documents, therefore, eliminated, so 134 documents that met the criteria were obtained.

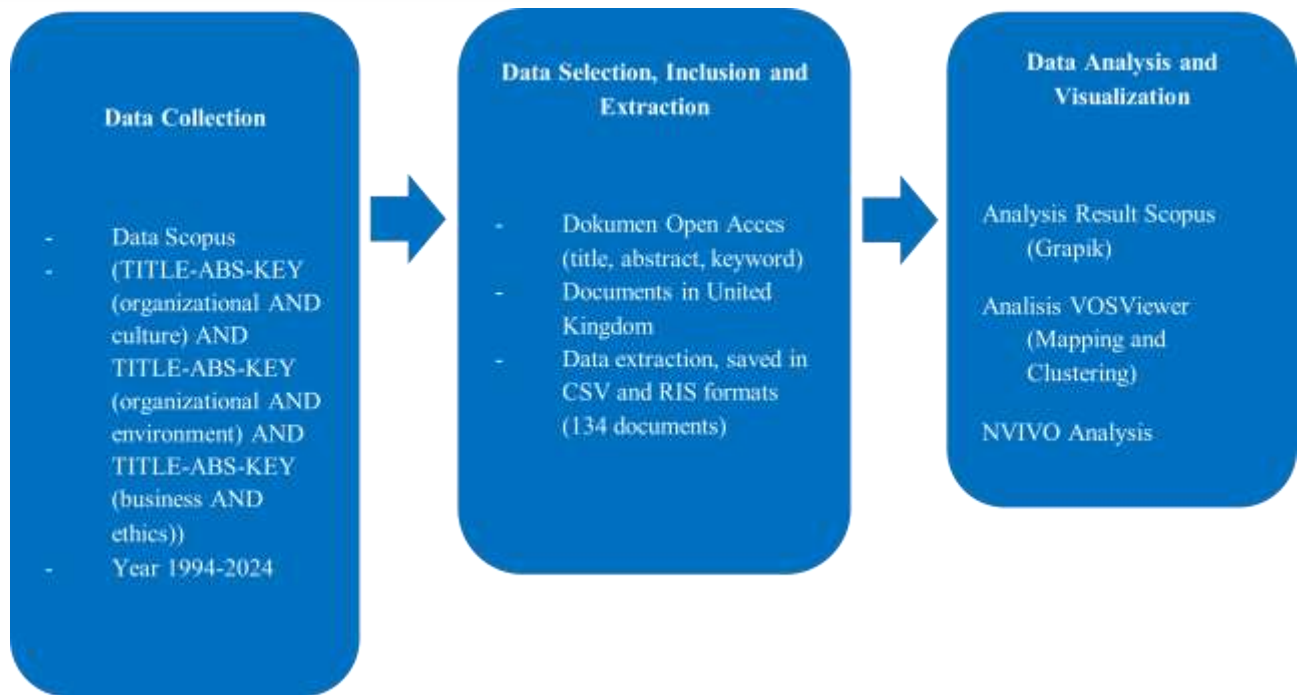


Figure 1. Research Stage

Data analysis and visualization are done using Scopus results in graphs to explain publication trends. VOSViewer is used for data analysis for mapping and clustering trending and dominating keyword topics related to "organizational culture, organizational environment, and business ethics". VOSViewer processing begins by selecting the data method "create a map based on bibliographic data." The data source is selected "read data from reference manager file" in the form of RIS from Scopus that is downloaded, with a co-occurrence type analysis with a minimum occurrence of 3 times the occurrence of keywords in the selected paper included in the visualization clustering results. The results of visualization clustering with the most significant keyword term (total link strength) are used to analyze each keyword's relationship and impact. Figure 1 shows the search stages for article data and the author's data analysis.

IV. RESULT AND DISCUSSION

A. Documents by Year and Citations

The publication of articles titled "Organizational Culture, Organizational Environment, AND Business Ethics" from 1994 to 2024 has experienced significant development. As shown in Figure 2, the evolution of ethical business topics began in 1994 with two published articles, and it continued until 2002 with, at most, ten published articles per year. Seeing this condition, only some academics still study ethical business globally. The increase occurred starting in 2013 with seven articles and in 2017 with as many as eight articles, and there was consistently no drastic increase until 2022. A significant increase occurred in 2023, with as many as 11 published articles related to ethical business globally; until mid-2024, there were eight published articles. Looking at the development of this publication, there is still a very minimal publication per year of research conducted by academics, so it attracts attention from academics globally.

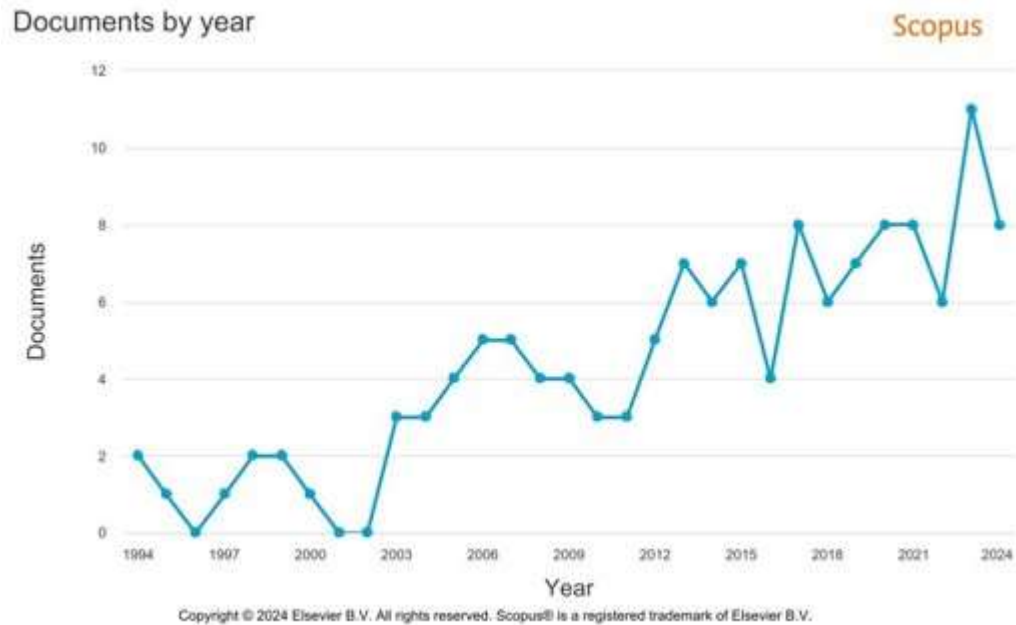


Figure 2. Publication of documents by year

The first publication was in 1994, one of which was conducted by (Soutar et al., 1994). Its essential findings revealed that business ethics has become a significant field of study, especially regarding ethical conflicts in the workplace. Top management's values and decisions greatly influence employees' ethical choices, and superiors are often a trigger for unethical behavior. It is also emphasized that ethical standards require strong cultural management, not just a formal code of ethics, and that the informal climate is also crucial for ethical behavior. Meanwhile, in 2024, one of the publications was carried out (Ateeq & Milhem, 2024). Ethical leadership is considered crucial in building a transparent and ethical organizational culture. Meanwhile, CSR increases business competitiveness and solves social problems. Business ethics are important for sustainability, influencing customer loyalty and employee engagement.

Furthermore, Table 1 (Scopus CSV data processed, 2024) presents the publications with the most considerable citations related to the keywords "organizational culture, organizational environment, AND business ethics" from 1994-2024. The largest number of citations occurred in the publication in 2006, with 332 citations from 5 published documents. One of the most cited publications of 2006 was the study; the important findings showed that the attributes of ethical leadership differ across cultures, suggesting that local norms and values influence views on ethics. The study reveals that ethical leadership measures remain relevant in various cultural contexts despite being rooted in Western perspectives. Ethical leadership is strongly correlated with improved organizational performance—ethical business results from ethical leaders understanding the prevailing culture.

Table 1. Largest number of Citations from 1994-2024

Year	Number of Documents	Percentage (%)	Number of Citations
2006	5	10,4	332
2005	4	8,3	253
2004	3	6,3	197
2000	1	2,1	184
2012	5	10,4	150
2007	5	10,4	136
2018	6	12,5	130
2009	4	8,3	106

Year	Number of Documents	Percentage (%)	Number of Citations
2021	8	16,7	105
2013	7	14,6	79
Total	48	100	

In addition to 2006, the largest citations from the last ten years occurred in 2021, as shown in Table 1 and Table 2 (Scopus CSV data processed, 2024). The number of citations is 85 times in the last ten years, and this study was conducted by (Al Halbusi et al., 2021), the Findings of importance are consistent with the study (Ateeq & Milhem, 2024; Resick et al., 2006) As previously explained, ethical leadership significantly improves organizations' ethical climates. Ethical leaders create a work environment that encourages ethical values, motivating employees to behave more ethically. These findings provide important insights for organizations to design leadership strategies and policies that support ethics in the workplace.

Table 2. Top 5 Number of Article Citations in the last ten years

Rank	Author	Title	Source	Citation	DOI
1	(Al Halbusi et al., 2021)	Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person–organization fit	Personnel Review	85	10.1108/PR-09-2019-0522
2	(Holbeche, 2018)	Organisational effectiveness and agility	Journal of Organizational Effectiveness	71	10.1108/JOEPP-07-2018-0044
3	(Gh Popescu, 2019)	Corporate social responsibility, corporate governance and business performance: Limits and challenges imposed by the implementation of directive 2013/34/EU in Romania	Sustainability (Switzerland)	50	10.3390/su11195146
4	(Su, 2014)	Business Ethics and the Development of Intellectual Capital	Journal of Business Ethics	45	10.1007/s10551-013-1623-4
5	(Al Halbusi et al., 2022)	Do ethical leaders enhance employee ethical behaviors?: Organizational justice and ethical climate as dual mediators and leader moral attentiveness as a moderator- -Evidence from Iraq's emerging market	Asian Journal of Business Ethics	43	10.1007/s13520-022-00143-4

B. Documents by Country

The United States dominates publications by author country, as shown in Figure 3, with 50 documents, far behind other countries. The second place is from India with nine documents, and the third place is from the United Kingdom with eight documents, followed by Australia and Canada with seven documents. Meanwhile, Indonesia and Malaysia each have four published documents. The dominance of publications from the United States shows that this topic is in high demand and research. The United States has a long history of business research, especially in management and business ethics. One of the academics from the US is (Resick et al., 2006), who has received the largest citations in business ethics topics from 1994-2024 to the present.

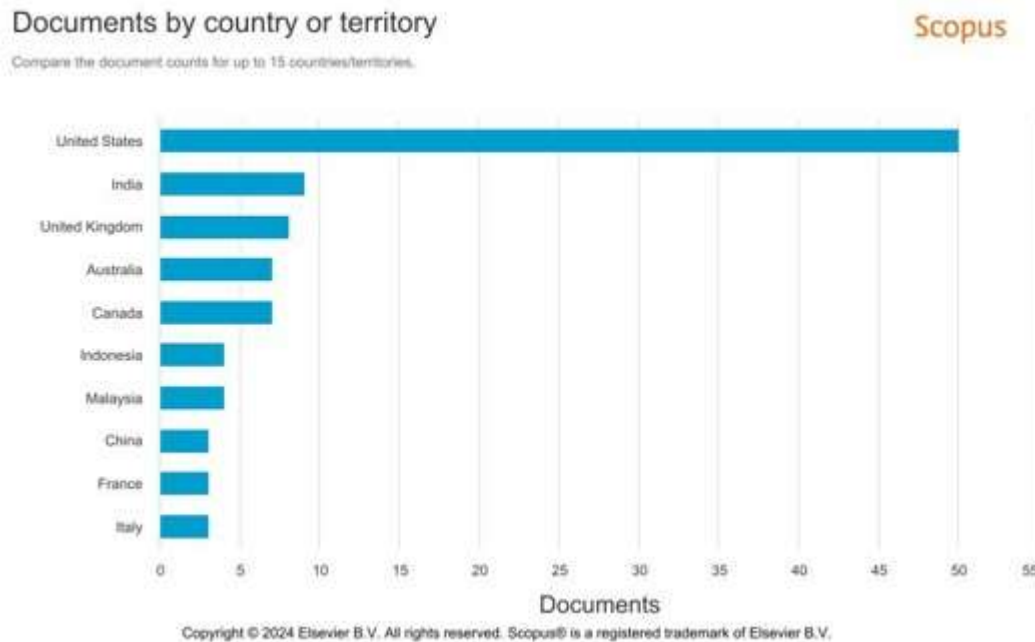


Figure 3. Publication of documents by country

Another publication from the US academic that received the most citations was (Bowen, 2004). In its review publication, the organization explained that it emphasizes ethical culture, integrates ethical considerations in all decisions, and focuses on ethics, which impacts its reputation and operational success and improves the company's position in public perception and trust. These findings illustrate the critical role of ethical organizational culture in encouraging ethical decision-making and maintaining a positive reputation in the industry.

C. Documents by Subject

Judging from the field of research, the subject "Business, Management and Accounting" dominated publications related to the keyword "organizational culture, organizational environment, AND business ethics," with 87 documents (29.8%) published. The second place was in the subject "Social Sciences" with 55 documents (18.8%), the third place was in the subject "Economics, Econometrics and Finance" with 47 documents (16.1%), and the rest in other subjects as shown in Figure 4 (Elsevier, 2024) below. The number of publications in business and economics indicates that the issue of business ethics is a major concern in the study of management and accounting. This research may focus on how organizational culture and work environment affect business ethics, compliance, and integrity decisions.

One of the documents on the subject of business and management with 45 citations, in Table 2, is in the top 5 most citations in the last ten years of study (Su, 2014); the findings reveal a favorable association between corporate ethics and the three components of intellectual capital: business capital, social capital, and human capital. The greater the state of business ethics in a company, the higher the development of intellectual capital. Ethical businesses foster a positive workplace that promotes employee engagement and satisfaction and contributes to human resources development.

Documents by subject area

Scopus

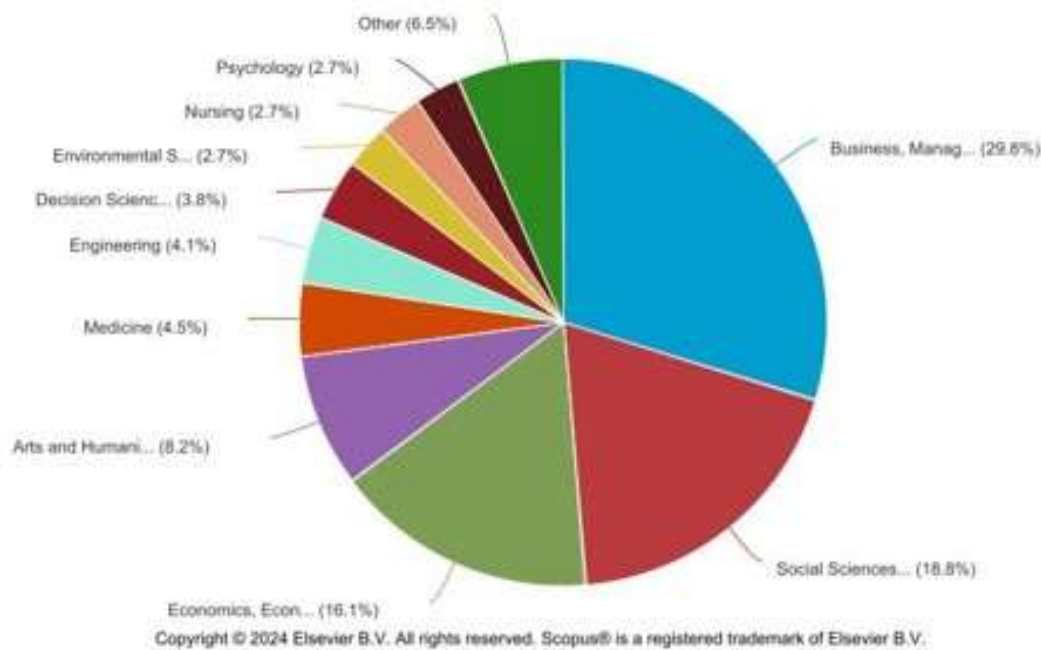


Figure 4. Publication of documents by subject area

D. Documents by Type

Publication data has several types used as analysis databases for the keywords "organizational culture, organizational environment, AND business ethics". The documents used were dominated by article types (Figure 5 (Elsevier, 2024)) with 68 publications (50.7%), second place followed by book chapter types with 24 publications (17.9%), and third place review type with 18 publications (13.4%); the rest were conference papers, books to notes and others. The dominance of article types is commonplace because journal articles are generally the main source of academic knowledge, offering in-depth analysis and relevant case studies. Usually, this article comes from original research that has gone through a peer-reviewed process.

Some of the publications of the articles with the highest citations (table 2) include studies (Gh Popescu, 2019). The findings show that the level of compliance is strongly related to the organization's legal form, the form of ownership, and the branch of activity. Its findings highlight the need for improved corporate governance and social responsibility to optimize organizations' sustainability, competition, efficiency, and financial and non-financial success. Other studies (Al Halbusi et al., 2022) revealed that revealing ethical leadership significantly affects organizational fairness, which affects employees' ethical behavior, especially when leaders' moral concerns are high. In contrast, organizational justice serves as a stronger mediator than the ethical climate in the relationship between ethical leadership and the ethical behavior of employees.

Documents by type

Scopus

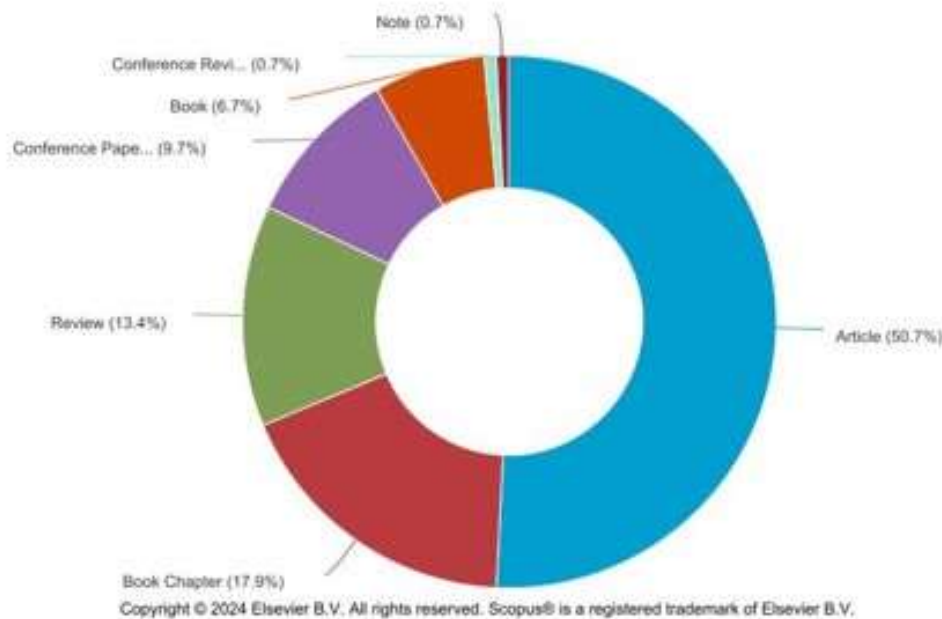


Figure 5: Document publication by type

E. Cluster Mapping Keyword: VOSViewer Analysis

Based on 134 document data obtained with the keyword "organizational culture, organizational environment, AND business ethics" from 1994-2024, the results of network occurrence visualization are obtained as shown in Figure 6 (VOSviewer, 2024). The analysis results showed that 6 clusters and 46 occurrence items were formed. Topics such as "organizational culture, ethics, business ethics, leadership, human, and organization" have the largest term/node in the image formed, with "organizational culture and business ethics" being the center of the relationship between occurrences. This shows that there have been many papers that relate to business ethics itself. Looking at the correlation of business ethics with other nodes, each cluster formed will be able to present a comprehensive picture of the connection between interconnected keywords.

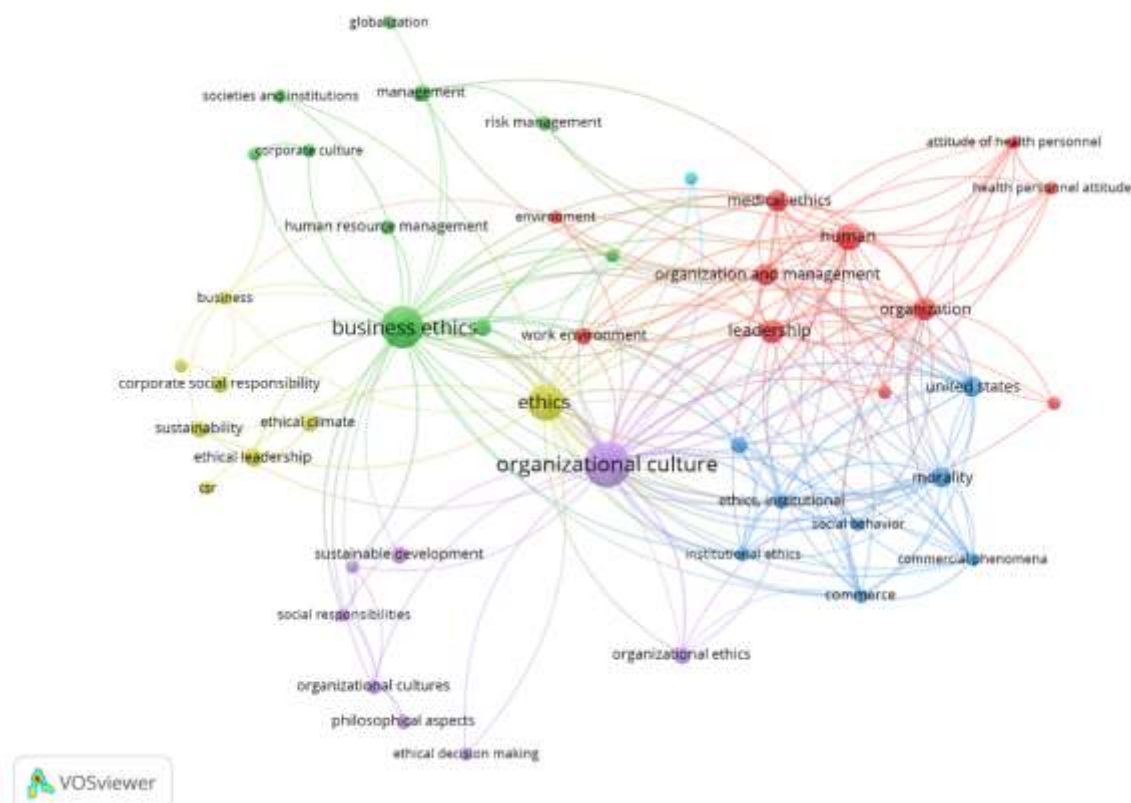


Figure 6. Output Cluster “organizational culture, environment, and business ethics”

Table 3 (VOSViewer Output, 2024) shows the cluster and total link strength of each cluster. Cluster 1 focuses on aspects of leadership, medical ethics, and the work environment in the organization's context. This cluster highlights the importance of people and leadership in shaping an ethical organizational culture, especially in the health sector. Studies are consistent that one type of leadership, namely ethical leadership, significantly improves the organization's ethical climate and is vital in building an ethical organizational culture (Al Halbusi et al., 2021; Ateeq & Milhem, 2024). The importance of leadership and ethics in organizational management emphasizes that an ethical organizational culture requires a strong moral foundation from leaders. This trend shows an increasing attention to the influence of leadership on organizational culture in complex environments such as the healthcare sector.

Cluster 2 describes the connection between business ethics, corporate culture, and risk management in the context of globalization. Business ethics and culture are central to this cluster, reflecting how corporate strategies must align with ethical norms to support long-term sustainability. Regarding consistent business ethics related to sustainability, studies show a direct and favorable connection exists between business ethics and the SDGs, as well as between organizational culture and the SDGs. Ethical business contributes to environmental and social responsibility and creates a positive organizational culture for employees (Anggusti, 2022). Culture plays a vital impact in motivating subordinates and improving performance. However, the impact of cultural change on the motivation and adaptation of new cultures (e.g., in Kosovo) has not yielded significant results since the post-war period (Sadrija, 2014). This cluster highlights the trend of ethical integration in business strategy amid the challenges of globalization.

Cluster 3 focuses on commercial, moral, and socially responsible phenomena, especially in the United States. Institutional ethics and morality are key in promoting corporate social behavior and responsibility in the commercial environment. For example, an organization's reputation is greatly influenced by actions and communication based on ethics. Starbucks, before the tax crisis, had a good reputation thanks to its commitment to business ethics and social responsibility, which helped the company in dealing with the crisis (Sisson & Bowen, 2017). This cluster underscores that morality and institutional ethics must be key

components of organizational culture. They aim to enhance social responsibility and ethical behavior in business and its impact on society.

Cluster 4 emphasizes corporate governance, social responsibility, ethics, and sustainability. Ethics and CSR are the main pillars of creating an ethical climate in the organization. Ethical leadership and good governance are fundamental in building organizational sustainability. Ethical practices are a moral obligation and an essential component of business sustainability and success, affecting consumer loyalty, employee engagement, performance, and a company's reputation globally (Ateeq & Milhem, 2024). Research shows that some ethical leadership practices can influence employee perceptions more than others. Effective, ethical leadership and supportive organizational culture can significantly improve employees' perceptions of ethical qualities (Foglia et al., 2013). This cluster emphasizes applying ethical standards to all aspects of a company's activities to achieve true sustainability.

Table 3: Co-Occurance Cluster formed

Cluster	Co-Occurance/Term	Total link strength
Cluster 1 (11 items)	<i>attitude of health personnel, environment, health personnel attitude, human, leadership, medical ethics, organization, organization and management, professional competence, public relations, work environment</i>	Human (80), Leadership (52), Medical Ethics (53), Organization (72)
Cluster 2 (10 items)	<i>business ethics, corporate culture, corporate strategy, culture, ethics, professional, globalization, human resource management, management, risk management, societies and institution</i>	business ethics (81), culture (22), ethics, professional (23)
Cluster 3 (8 items)	<i>Commerce, commercial phenomena, ethics, institutional, institutional ethics, morality, social behavior, social responsibility, United States</i>	ethics, institutional (41), morality (42), social responsibility (37), United States (49)
Cluster 4 (8 items)	<i>Business, corporate governance, corporate social responsibility, CSR, ethical climate, ethical leadership, ethics, sustainability</i>	corporate social responsibility (11), Ethics (89), sustainability (10)
Cluster 5 (8 items)	<i>ethical decision-making, human rights, organizational culture, organizational cultures, organizational ethics, philosophical aspects, social responsibilities, sustainable development</i>	organizational culture (136), organizational ethics (26), social responsibilities (14)
Cluster 6 (8 items)	<i>communication</i>	Communication (7)

Cluster 5 combines organizational culture, ethical decision-making, and social responsibility in the context of sustainable development. Organizational culture and ethics ensure that decisions align with ethical values. Studies reveal that unethical cultures in organizations are positively correlated with unethical behavior among managers and employees, suggesting that organizational cultures that lean towards unethical increase the likelihood of unethical behavior throughout every level of the company (Karabay et al., 2018). Other studies show that Islamic business ethics have a substantial direct impact on organizational performance, and organizational culture has a direct and significant effect on organizational performance, showing that organizational culture is a major factor contributing to organizational growth and development (Buldan et al., 2021). This cluster is relevant to the growing research on creating an organizational culture that supports ethical behavior.

Cluster 6 focuses on communication as a key element in an organizational culture and ethical business environment. Effective communication is necessary to spread ethical values and ensure all organization members understand and support the ethical culture they want to build. (Sisson & Bowen, 2017) Strong business ethics and an authentic organizational culture can be the cornerstone of effective communication. Companies must ensure that their ethical values are reflected in every aspect of

communication. The application of business communication ethics is not only important for maintaining good relationships but also for improving the image and sustainability of the organization in the long run (Suhairi et al., 2023). Communication is the link between ethical principles and their implementation in the organizational environment.

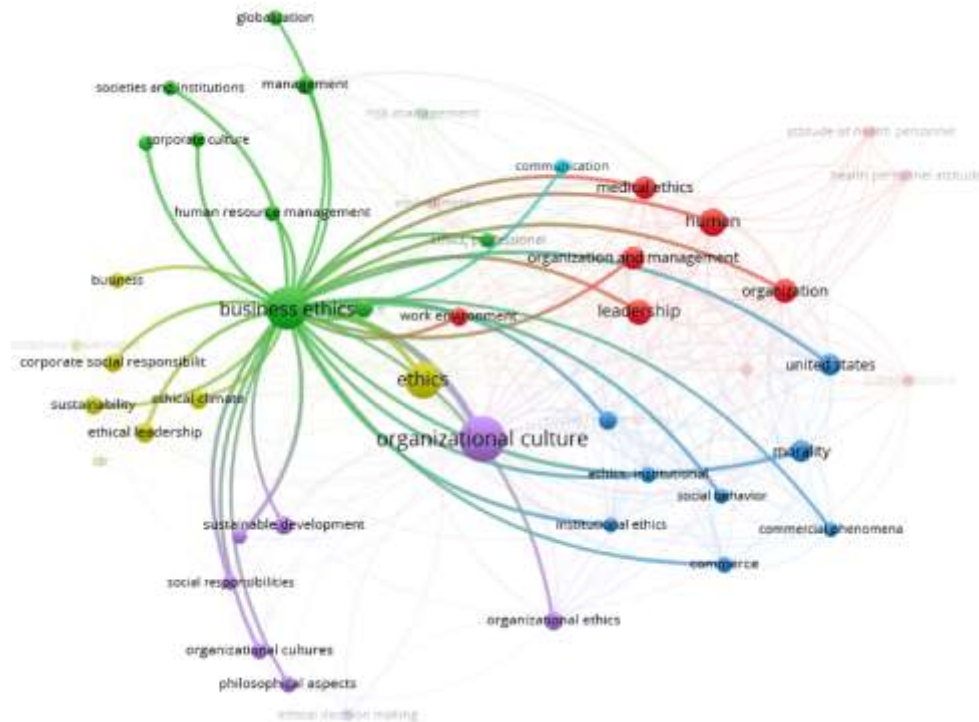


Figure 7. Relationship between Business Ethics and other keywords

Globally, business ethics are related to or influenced by and mutually influence various aspects of relevant topic keywords. Business ethics arise due to various factors that precede them. The Company's operational practices reflect the business ethics that exist in the Company. Figure 7 shows the largest "business ethics" cluster related to other keywords. The researcher describes various topics related to and mutually influencing business ethics presented in the following Table 4 (Elaboration of VOSViewer Output, 2024).

Table 4: Relationship and Impact between Topics and "Business Ethics"

Keywords/Topics	Relationship with "Business Ethics" and vice versa
Cluster 1 (Red)	
Work environment	<ul style="list-style-type: none"> - Creating an ethical organizational environment can improve relationships between workers and external parties and is essential for achieving better economic, social, and environmental outcomes (la Fuente & Abad-Segura, 2023). - When companies practice and promote ethical behavior, it creates an attractive work environment for employees, reduces unethical behavior, and lowers the tendency of employees to leave the Company (Azami, 2022) <p>>> The work environment and business ethics are closely intertwined and mutually influencing, where ethical practices significantly affect employee well-being and productivity.</p>
Organization and management	<ul style="list-style-type: none"> - Organizations can succeed in a variety of environments if decision-makers adhere to standards of morality, fairness, care, and truth and condemn any unethical behavior

Keywords/Topics	Relationship with "Business Ethics" and vice versa
	(Joseph, 2020) <ul style="list-style-type: none"> - There is a strong positive relationship between business ethics and sustainability in organizations, in which integrity and effective corporate governance are key elements that influence both aspects (Ugoani, 2019) <p>>> The relationship between organization/management and business ethics is essential to the sustainable success of organizations everywhere. All existing corporate policies and governance are formulated by the organization/management of the company.</p>
Leadership	<ul style="list-style-type: none"> - Research shows that the integration of ethical values in leadership is essential to achieving productive and ethical outcomes in different types of organizations (Pomarón, 2020). - Leaders play an essential part in building company culture by serving as models of behavior and upholding ethical standards (John Graham, 2013). <p>>> The link between leadership and business ethics is essential to shaping an organization's ethical culture and ethical organizational success</p>
Human	<p>Personal ethics play an essential role in shaping business ethics. Individuals bring their personal values and moral principles to the workplace, which can affect the ethical standards of the organization</p> <p>>> Human focuses on individuals who practice moral values/principles in work practices in organizations</p>
Medical ethics	<p>Medical ethics prioritize patient well-being, while business ethics focus on profits; the two must be balanced in healthcare (Poruțiu et al., 2019).</p> <p>>> The integration of medical ethics and business ethics is essential for the sustainability of healthcare</p>
Cluster 2 (Green)	
Human resource management	<p>MSDM plays a vital role in promoting and implementing business ethics through ethical behavior involving occupational safety, fairness, privacy, and human rights (Sharma & Kumar, 2023).</p> <p>>> HR and business ethics are inextricably linked, as HR plays a crucial role in ensuring ethical practices in organizations, and ethics in HRM are essential for creating a fair, accountable, and trustworthy work environment</p>
Corporate culture	<ul style="list-style-type: none"> - Corporate culture and business ethics are closely intertwined, with ethical principles embedded in organizational values, norms, and behavior (Leta, 2024) - Companies that are proactive in building an ethical culture tend to be more successful in the long run, as a strong ethical culture increases brand loyalty and business success (Enciso et al., 2017) <p>>> A strong company culture that emphasizes ethical values, leadership, and practices is essential for promoting ethical behavior and improving organizational performance</p>
Management	<p>Management serves an important role in developing an ethical organizational culture by showing the right behavior and providing the necessary training (Shao, 2024)</p> <p>>> Business ethics and management are closely intertwined, where ethical considerations play an important part in the organization's decision-making and behavior</p>
Globalization	<p>Globalization has greatly influenced business ethics, thus creating complex challenges for multinational companies (Cruz Lopez, 2024)</p> <p>>> Globalization requires the integration of business ethics into corporate strategies to ensure responsible behavior, fair trade practices, and the well-being of society</p>
Ethics, Professional	<ul style="list-style-type: none"> - Business ethics is a term that is generally related to ethical or unethical behavior by managers or owners of organizations. Ethics affect individual behavior in the work environment (Wilardjo, 2011) - Professional ethics involves a special morality that can allow actions that are considered unethical in daily life, while business ethics does not involve such a specific morality (Tomhave & Vopat, 2013) <p>>> Ethics, professional ethics, and business ethics are interconnected concepts that guide behavior and decision-making in a variety of contexts</p>
Cluster 3 (Blue)	

Keywords/Topics	Relationship with "Business Ethics" and vice versa
Commerce /Commercial	Commercial and business ethics are integral to the functioning of business and its relationship with society. Ethical principles such as responsibility, fairness, and trust are fundamental to business behavior
Morality	Morality emphasizes personal and social values, while business ethics focuses on applying these values to business practices to ensure ethical and socially responsible operations.
Social behavior	Business ethics positively influence the ethical behavior of managers and corporate social responsibility (Andjarwati & Budiadi, 2018) >> Social behavior refers to the interaction of individuals and groups in society, which in the context of business shapes the company's culture and affects stakeholders such as customers, employees, and society
Cluster 4 (Green Yellow)	
Ethical climate	The ethical climate in companies influences worker attitudes and behaviors, with different effects based on their individualistic or collectivistic orientation (Teresi et al., 2019) >> Ethical climate is an important component of business ethics, influencing organizational behavior and outcomes. Effective Ethical climate management is vital for encouraging favorable mindsets and behaviors and fostering a strong ethical culture within the organization.
Ethical leadership	Ethical leadership strongly impacts how employees act, with leaders who demonstrate integrity and ethics being role models, setting high standards that encourage employees to follow and behave ethically in a work environment (Al Halbusi et al., 2021; Ateeq & Milhem, 2024) >> Ethical leadership is essential to creating a positive and sustainable business environment
Corporate social responsibility / Social responsibilities	<ul style="list-style-type: none"> - CSR requires companies to take responsibility for their social impact, covering economic, legal, ethical, and philanthropic aspects (John et al., 2020). - Business ethics refers to the principles and rules of behavior in business (Jha, 2020). - Business ethics and CSR are key to an organization's success, and they help maintain a competitive advantage while building a morally and ethically responsible business (Milas et al., 2020). >> CSR and business ethics are essential to modern business. CSR focuses on the positive impact of business operations on society and the environment, while business ethics provides an ethical framework that guides these actions.
Sustainability	Ethical operations are critical to the future viability of a corporation, where integrity and good corporate governance play a crucial role (Ugoani, 2019). >> Sustainability and business ethics drive positive change by safeguarding the environment, ensuring sustainability, and promoting corporate social responsibility.
Cluster 5 (Purple)	
Organizational culture	<ul style="list-style-type: none"> - Companies that build a strong ethical culture tend to be more successful and can increase brand loyalty and long-term business success (Enciso et al., 2017) - Organizational culture has a significant relationship with employee behavior and values (Kuye et al., 2015) - Organizational culture and ethical business reinforce each other and are intertwined in a dynamic relationship (Leta, 2024) >> Organizational culture and business ethics are intertwined, with a solid ethical culture being the main driver of positive organizational outcomes
Organizational ethics	Organizational ethics refers to ethical standards and principles that guide an organization's behavior, decisions, and culture. Meanwhile, business ethics focuses more broadly on the moral principles, policies, and practices that govern overall business operations
Sustainable development	Organizational ethics, which integrates the climate and ethical culture, plays a vital role in ethical decision-making and sustainable outcomes (Wesarat et al., 2017) >> Ethical business practices that align with CSR support sustainability and help the

Keywords/Topics	Relationship with "Business Ethics" and vice versa
	company achieve sustainable development goals that benefit stakeholders.
Cluster 6 (Purple)	
Communication	Business communication ethics include honesty, integrity, responsibility, and respect that govern business communication behavior. Applying these ethics is important to building strong connections with customers, employees, and other stakeholders and maintaining a positive perception of the firm (Suhairi et al., 2023).

Table 4 shows that the relationship between various aspects of the organization and business ethics is very important in creating a productive and sustainable work environment. Business ethics influence and are influenced by the work environment, human resource management, organizational culture, and leadership. An ethical work environment improves employee well-being and productivity, while human resource management plays a role in implementing ethical principles that support safety, justice, and human rights. A strong organizational culture and ethical leadership reinforce ethical behavior and long-term success, while communication ethics support positive stakeholder relationships. Integrating business ethics in global strategy and CSR is important to ensure social responsibility and organizational sustainability.

Most importantly, organizational culture is an important aspect that influences ethical behavior, demonstrating that a strong commitment to ethical principles is important for aligning values with actual practice (Fichter, 2018). In addition, managerial ethical behavior has a positive effect on corporate responsibility in the social environment (Andjarwati & Budiadi, 2018), forming ethical leadership is mandatory for organizations. Overall, this analysis shows that the trend of publications related to organizational culture and ethical business environment has evolved, with an increasing focus on integrating ethical values in all organizational operations. To establish an ethical culture and environment, organizations must develop ethical leadership, integrate ethics into business strategies, and ensure effective communication. The publication trend shows increased attention to developing an organizational culture that is not only adaptive to change but also deeply rooted in ethical principles.

Likewise, the results of the NVIVO analysis from the Scopus article show the focus on business ethics itself. The topic of "ethical" is the main focus of the company's business. Important topics related to "ethical" include "culture, leadership, management, communication, sustainability, responsibility" being one of the topics that are interconnected and have an impact on "ethical business". The question is, **how important are Business Culture and Ethics in the Organization?**

Ethics is a moral decision that determines what is right and wrong. A worker acting honestly and responsibly assists the overall organization's success (Loan, 2020). The company is growing aware that acting ethically is beneficial for the company. According to the findings (Loan, 2020), implementing a company's business ethics is very important and impacts the organization. What is the importance of business ethics in organizations? 1) business ethics drives investing; 2) business ethics provides benefits for the company; 3) business ethics shapes employee behavior; 4) business ethics improves a company's reputation; and 5) business ethics promotes socioeconomic progress. Working in an honest firm offers many advantages, including recruiting and maintaining investors, employees, and consumers (Loan, 2020).

Studies show that business ethics have a positive effect on corporate responsibility in the social environment (Andjarwati & Budiadi, 2018). Ethics are crucial for a nation's development and success. Businesses can enhance revenue and reputation by engaging in ethical activities. For long-term success, organizations must be ethical in dealing with customers, employees, investors, and society (Loan, 2020). Business ethics must begin with a strong organizational culture. Companies that proactively build an ethical culture are more successful in the long run. A strong ethical culture fosters brand loyalty and supports long-term business success (Enciso et al., 2017).

Organizational culture significantly influences the ethical behavior and values of employees, which determines behavior through accepted norms, values, and rules in the public and private industries (Kuye et al., 2015). A strong organizational culture can provide a competitive advantage, support long-term sustainability by improving employee morale, minimizing violations, and strengthening the company's reputation (Shao, 2024). This culture is important to support good ethical decisions and behavior among employees. With a more open and ethical corporate organizational culture, employees tend to be more dedicated to corporate social responsibility, and this will result in a more honest environment (Craft, 2018).

F. How do we implement and build an ethical organizational environment?

Corporate organizations have a moral duty and are responsible for their actions. Company policies, culture, and norms significantly influence employee behavior (Velasquez, 2014). Companies must prepare and implement business ethics themselves in building an ethical organizational environment. There are at least arguments that support the importance of ethics in business (Velasquez, 2014), stating 1) ethics extends across all human actions; 2) businesses cannot survive absent ethics; 3) ethics correlates with the pursuit of income; 4) consumers, employees, and society are overall concerned about ethics; and 5) ethics does not diminish earnings but appears to contribute to the company's profitability.

Business ethics considers the ethical connections that exist across businesses and their customers, as well as between enterprises and workers. It also addresses the influence globalization has on the surroundings and society in general (Loan, 2020). Research shows that unethical behavior often triggers harmful responses, while ethical behavior tends to result in cooperation. Most people value ethics very highly, and they are willing to punish unethical behavior and reward the ethical, even if it has to be sacrificed (Velasquez, 2014). This shows that a person who behaves ethically will get a good response and results from what he does, and vice versa; unethical behavior that a person has will get a negative response.

An ethical business environment is built through the company's ethical values related to the organizational culture. Previous empirical evidence shows that corporate ethical values can guide business ethical thinking and behavior because morals influence business strategy (Dolan et al., 2006), decision-making, and behavior (Al Halbusi et al., 2021). The vital ethical values that are considered essential to a strong company culture are integrity, fairness, and responsibility (Shao, 2024). Thus, the company's values influence what the business considers to be the right thing to do (Biong et al., 2010). As a result, businesses with ethical values must show concern for stakeholders and act ethically since their activities correspond with their ideals (Valentine et al., 2011).

Ethical behavior guided by ethical values and enforced through rewards and punishments can shape an organization's culture, creating a set of shared norms and values among the organization's members (Su, 2014). When a culture is established and accepted, it can be an effective tool for leaders to convey their principles and values to all people in the business (Kristiawan & Yunanto, 2012). Organizations that develop an ethical culture will succeed in maintaining their organizational growth and ultimately compete with existing competitors. To build an ethical environment, companies need to strengthen their corporate culture so that it is embedded and applied in company activities.

Ethical business practices are very important because a business career is designed to serve society. Therefore, in maintaining business continuity and serving the community, it is necessary to apply the principles of business ethics (Fuadi, 2013). Honesty, integrity, trust, and good manners are part of moral values and must exist in everything that humans do, including in business, as a reflection of civilization (Kristiawan & Yunanto, 2012). When companies neglect cultural values, local resources, and employment opportunities, this can create an unfavorable social climate and threaten business stability. This noble ethical

behavior is manifested in the application of business ethics principles, which include the principles of honesty, justice, care, and courage in doing business (Andjarwati & Budiadi, 2018).

Managers describe business ethics in the workplace by discussing with workers how their behaviors and actions affect their overall mission. (Loan, 2020). Loan (2020) Stated that the values of business ethics that are used as a guide for an organization include: 1) conveying company information; 2) establishing an ethical workforce; 3) equal treatment; 4) integrity; 5) fair competition; 6) quality products and services; and 7) protecting the environment and 8) expressly eliminate unethical behavior in business. These eight business ethics values can also be used to build an ethical business organization environment that does not harm stakeholders.

Finally, based on various literature and empirical reviews from Table 4 the organization or company needs to do at least some things to build an ethical organizational environment. Establishing an ethical organizational culture and environment requires structured and integrated efforts across various aspects of the organization. The following are the results of elaborating the researcher's steps or efforts to build an ethical business culture and environment in Table 5 (Researcher Elaboration, 2024).

Table 5. Building an Ethical Business Culture and Environment

Shaped aspects	Actions that organizations must take
Strengthening ethical organizational policies and governance	Create and implement ethical and governance policies that include moral, fairness, social responsibility, and sustainability standards to govern organizational behavior and consistent guidance in decision-making, as well as develop a clear and easy-to-understand code of conduct for all employees
Strengthening Ethical Leadership and Integrity	Leaders must be role models in implementing and enforcing ethical standards. Ethical leaders can inspire employees and set clear expectations about the behavior expected in the organization, and organizations should look for ethical leaders
Development of an ethical and strong organizational culture	Establish and emphasize an ethical culture with fairness, integrity, and social responsibility. This strong culture will influence employee behavior and improve organizational performance in the long run.
Strengthening ethical communication	Practice open and honest communication to build trust with employees and stakeholders. Honesty and integrity are key to effective business communication ethics
Strengthening ethical human resources	Implement policies that ensure occupational safety, fairness, privacy, and human rights. HR has a crucial function in ensuring ethical practices across the organization
Education, training, and human resource development	Conduct regular education and ethics training to help employees understand and implement ethical standards, including ethical decision-making and policy compliance
Sustainable CSR implementation	Identify all interested parties and consider the impact of organizational actions on stakeholders, then design and implement a sustainable CSR program to provide benefits to the community (pro-stakeholder program)

Based on Table 5 above, it is concluded that by combining these elements or steps, organizations can form a culture and environment that adheres to high ethical standards and promotes sustainability and long-term success. The principles of business ethics, including honesty, prudence, integrity, fairness, and respect for stakeholders, must also be considered. Building an ethical organizational environment is certainly obtained when a company or organization can provide benefits to stakeholders. Loan (2020) said that businesses that care about ethics related to stakeholders can gain competitive advantages and improve performance. This is achieved by recruiting excellent personnel and enhancing its reputation in the eyes of consumers, shareholders, and suppliers while minimizing legal risks and adverse publicity caused by unethical activity.

Shaping an ethical organizational culture and environment involves a combination of leadership consistent with ethical standards, developing a culture emphasizing integrity and responsibility, and

implementing policies and practices supporting ethics in every aspect of operations. Ethical leadership is an example, while human resource management, ethical training, and effective monitoring systems ensure that these values are applied consistently. Open communication and clear ethical policies are also important for building organizational trust and transparency. With this holistic approach, organizations create an ethical work environment and foster sustainability and long-term success. Therefore, well-implemented business ethics give managers a high sensitivity to related parties or stakeholders in their business environment.

V. CONCLUSION

The results of the analysis using VOSviewer with the keywords "organizational culture, organizational environment, AND business ethics" from the 1994-2024 range show the formation of six interrelated clusters. The publication trend is dominated by "*organizational culture, ethics, business ethics, leadership, human, and organization*". This research highlights the importance of integrating ethical values in leadership, organizational culture, and communication to build an ethical business culture and environment. Integrity-based and ethical-based leadership plays a central role in upholding high ethical standards and motivating employees to adhere to ethical principles. A strong organizational culture, driven by the values of fairness, integrity, and social responsibility, contributes to the company's long-term success and improves employee performance. Honest and open communication strengthens the company's and stakeholders' trust, creating an ethical and productive work environment.

Implementing a consistent ethical policy and a sustainable CSR program are important steps to ensure sustainable, ethical practices in business operations. Organizations with a solid culture of ethics make it simpler for members or individuals to make the right decision. An ethical organization relates to business outcomes and the organization's reputation and positively impacts stakeholders. This study has practical consequences, including developing and implementing clear ethical policies and regular ethics training for employees and leaders who actively shape an ethical culture. Theoretically, this research strengthens the understanding of the link between leadership, organizational culture, and business ethics and highlights the role of CSR in sustainability. The limitations of this study include limited data coverage and potential bias in the selected literature. Further research recommendations include exploring the impact of ethical and CSR policies across different industry sectors and geographic regions and conducting longitudinal studies to examine changes and developments in business ethics practices over time.

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AUTHORS

A. Arif Rahman Hakim, with University of Muhammadiyah Malang, Indonesia (e-mail: arifrahmanhakim219@gmail.com).

ORCID ID: [0009-0005-3661-1860](https://orcid.org/0009-0005-3661-1860)

B. Nurul Asfiah is a lecturer at Universitas Muhammadiyah Malang, Indonesia (e-mail: asfiah@umm.ac.id).

ORCID ID: [0000-0003-3524-0402](https://orcid.org/0000-0003-3524-0402)

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The authors alone are responsible for the content and writing of this article.

Spodbujanje etičnih poslovnih praks: Bibliometrični pregled povezav med organizacijsko kulturo, okoljem in poslovno etiko

Povzetek - Poslovna etika postaja v dobi naraščajočih vprašanj trajnosti pomembna skrb, močna organizacijska kultura pa je lahko temelj za izvajanje poslovne etike. V tej raziskavi so analizirani trendi objav, povezani z organizacijsko kulturo, okoljem in poslovno etiko, ter kako vzpostaviti etično poslovno okolje. V raziskavi je bila uporabljena bibliometrična analiza s podatkovnimi viri Scopus s 134 dokumenti iz obdobja 1994-2024 s ključnimi besedami „organizacijska kultura“, „organizacijsko okolje“ in „poslovna etika“, za analizo podatkov sta bila uporabljena programa VOSViewer in NVIVO. Ugotovljeno je bilo, da so etično in

integritetno vodenje, močna organizacijska kultura in etično komuniciranje ključni stebri pri ustvarjanju etičnega in trajnostnega poslovnega okolja. Ta raziskava poudarja pomen vključevanja etičnih vrednot v organizacijske politike in upravljanje ter aktivno vlogo vodij pri spoštovanju etičnih standardov. Odprta in iskrena komunikacija ter trajnostni program družbene odgovornosti podjetij krepijo organizacijske etične prakse. Te ugotovitve poudarjajo pomen krepitve etičnih politik, izvajanja rednega etičnega usposabljanja in oblikovanja organizacijske kulture, ki podpira etične vrednote, za izboljšanje dolgoročne uspešnosti. Raziskava ponuja tudi teoretična spoznanja o strateški vlogi vodenja in kulture pri trajnostni poslovni etiki.

Ključne besede - organizacijska kultura, organizacijsko okolje, poslovna etika, trajnost, bibliometrija