SRIWIJAYA INTERNATIONAL JOURNAL OF DYNAMIC ECONOMICS AND BUSINESS
http://ejournal.unsri.ac.id/index.php/sijdeb

Two Decades of Organizational Ethics: A Systematic Review

Maryam Ma'ruf Yakubu[1]**, Umar Ibrahim Abbas**[2]**,** and **Umaru Zubairu**[3]
[1,2,3] Nile University of Nigeria
[1]maryammaaruf@gmail.com; [2]abbas.ibrahim@nileuniversity.edu.ng, [3]uzubairu@gmail.com

Abstract: This paper conducted a systematic review of organizational ethics (OE) articles published over the last two decades, 2000-2020. This paper utilized the Systematic Quantitative Assessment Technique to identify 58 OE articles published by six of the most popular academic publishers in the world:Emerald, Elsevier, Sage, Springer, Taylor and Francis, and Wiley. The review covered five key issues: 1) Time distribution; 2) Geographic distribution; 3) Article type; 4) Data collection methods; and 5) Themes explored. The findings of the systematic review revealed that interest in OE waxed and waned over the two decades covered by this review, and that Africa and South America. The spread between conceptual and empirical OE articles were quite balanced, and survey was the most popular data collection method. Nine themes were identified, with the most striking findings being that having a strong and positive ethical climate had a positive impact on employee and organizational outcomes.

Keywords: Organizational Ethics, Systematic Review, SQAT, Research Gaps, Two Decades

---

Introduction

The last two decades (2000-2020) had been a difficult one for organizations in terms of dealing effectively with ethical dilemmas (Wing et al., 2021). The beginning of this time period was riddled with a series of financial scandals due to the ethical failings of organizations such as Enron, WorldCom, Tyco and Freddie Mac (&Dimitras, 2020). In 2007/2008, the unscrupulous lending practices of American banks led to the global financial crisis that led to a deep global recession and the loss of millions of jobs (Winchester, 2020). Currently (2020-2021), organizations are dealing with many ethical issues brought about by Corona Virus global pandemic that has gripped the world; these issues typically centre on employee issues such as deciding whether to retain or sack

employees, deciding how to help employees dealing with the virus, and deciding which employees can work from home (Eachempati et al., 2020).

The ethical upheavals faced by organizations over the last twenty years have brought the issue of organizational ethics into sharp focus among academic scholars, organizations and policy makers alike (Martinez et al., 2020; Adler et al., 2021; Mohd Ghazali, 2021). Organizational ethics have been defined as the systematic way in which organizations deal with issues that occur as a result of internal and external stimuli (Lu et al., 2020). The "correct" way of dealing with these issues is typically communicated to employees via various principles, guidelines, and code of conduct manuals so that every member of the organization knows how to behave (Zeng et al., 2020).

Organizational ethics are important because they embody the values that are most important to an organization and enable all other stakeholders to understand what those values are and what to expect when dealing with that organization (Grobler & Grobler, 2021). Research has shown that organizations with a very clear ethical ethos lead to employees making better quality decisions with the subsequent consequence of improved employee morale and increased productivity (Lin et al., 2020; Schwepker et al., 2020). Additionally, organizations that advocate for the highest levels of ethical behaviour by management and employees alike are able to develop a strong and positive reputation in the society in which they operate, and are able to recruit and retain the most talented individuals (Brinkman & Kochupillai, 2020).

In light of the importance of organizational ethics to the long-term success of organizations, this study sought to conduct a systematic review of the extant scholarship on organizational ethics over the last two decades (2000-2020). The review relied on high-quality, peer-reviewed journal articles published by six of the most renowned academic publishers: Emerald, Elsevier, Sage, Springer, Taylor and Francis, and Wiley. The objective of the review was to provide a holistic understanding of the nature and focus of previous studies on organizational ethics as well as to identify research gaps for future research to explore. This was achieved by answering five research questions: 1) What is the time distribution of organizational ethics (OE) articles?; 2) What is the geographical spread of OE articles?; 3) What types of OE articles have been published (conceptual versus empirical)?; 4) What methods were used to collect data?; 5) What themes have OE articles explored and what were some key findings?

In the course of carrying out this study, two prior systematic reviews of OE were discovered (Suhonen et al., 2011; McLeod, 2016). Suhonen et al. (2011) focused on OE articles in the healthcare sector, while McLeod focused on OE articles published between 1980 and 2012. McLeod (2016) only focused on the data collection methods of the studies reviewed, their geographical scope and the business discipline explored. This study provides an update on McLeod (2016) and is more robust in that it addresses three important research questions which McLeod (2016) did not address: 1) Time distribution of OE articles reviewed, 2) Type of OE articles published, and 3) Themes explored by the OE articles as well as key findings.

The rest of the paper proceeds as follows: First the methodology utilized for this study is described. This is followed by a discussion of the findings for each of the five research

questions (as this is a review paper, the traditional literature review section is omitted), and the paper ends with a conclusion.

Methods

This study used the Systematic Quantitative Assessment Technique (Pickering &Byrne, 2014) to conduct the review of OE articles over the last two decades (2000-2020). The SQAT provides a clear five-step process for a researcher to conduct a systematic review of any concept. In addition, it allows the researcher's study to be easily replicated by other scholars which is very important in the context of systematic reviews (Pickering & Byrne, 2014). Table 1 presents the five-step process recommended by SQAT, and how it was used in the context of this study.

Table 1. **SQAT Description and Application**

S/N	Step	Application in this study
1.	Define topic	Occupational ethics in the last two decades: A systematic review
2.	Formulate research questions	Five research questions: 1. What is the time distribution of OE articles? 2. What is the geographical spread of OE articles? 3. What kinds of OE articles were published? (conceptual versus empirical) 4. What data collection methods were used? 5. What themes did OE articles investigate and what were the key findings?
3.	Identify key words	"Organizational Ethics"
4.	Identify and search databases	1. Google Scholar was the primary article database used. 2. The search focused on articles that had the phrase "organizational ethics" in its title and were published between 2000-2020. 3. The search was limited to journal articles published by Emerald, Elsevier, Sage, Springer, Taylor and Francis, and Wiley.
5.	Read and assess publications	1. The abstracts of all articles found were read to ensure that their primary focus was on OE. 2. Only journal articles were selected for analysis.

Source: Authors' review

A total of 58 OE journal articles met the criteria explained in Table 1. The breakdown of these articles based on academic publisher is presented in Table 2.

Table 2. **Breakdown of OE Journal Articles Based on Academic Publisher**

S/N	Publisher	Number of OE articles
1.	Emerald	6
2.	Elsevier	4
3.	Sage	13
4.	Springer	18
5.	Taylor and Francis	12
6.	Wiley	6
	Total	**58**

Source: Authors' review

Findings

Time distribution of OE articles

Figure 1 presents the time distribution of the 59 OE articles reviewed for this study over the last two decades, 2000-2020.
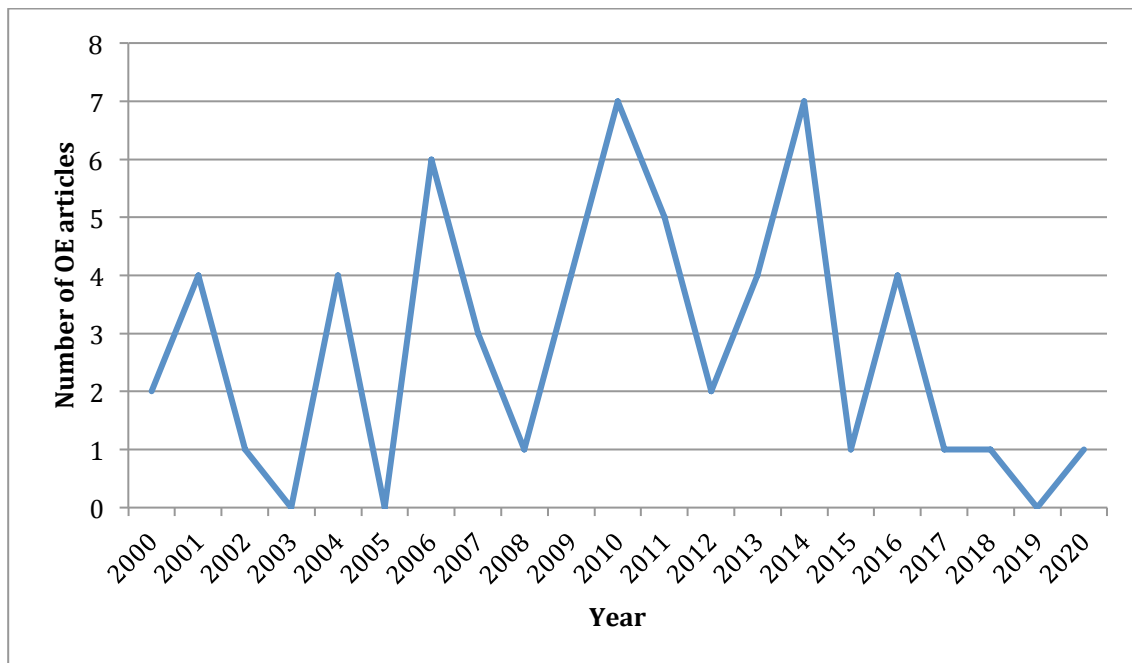

Figure 1. **Time Distribution of OE Articles**
Source: Authors' review

It can be observed from Figure 1 that interest in OE has waxed and waned over the two decades covered by this systematic review, with 2010 and 2014 being the most productive years (seven OE articles) in the context of OE research. It can also be observed that in 2003, 2005 and 2019, no OE articles were published based on the 58 articles reviewed for this study.

Geographic distribution of OE articles

The systematic review of 58 OE articles revealed that 18 countries were represented, and Figure 2 presents the top three countries from which these articles originated from over the last two decades, 2000-2020.
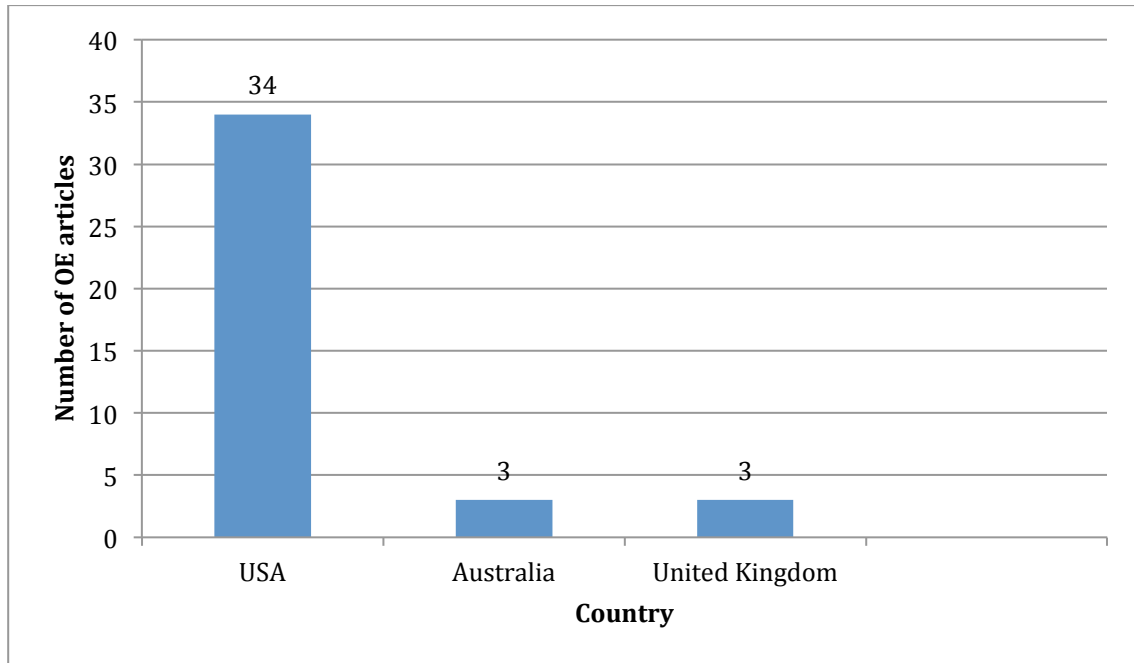

Figure 2. **Countries with The Most OE Articles**
Source: Authors' review

The United States of America had by far the largest number of OE articles, with 34 articles referencing this country. Australia and the United Kingdom were a distant joint second with three OE articles each. The remaining 15 countries and the number of OE articles associated with them are presented in Table 3. It must be noted that some studies referenced more than one country in their study of OE, so the total number of articles contained for all countries will surpass the total number of 58 articles reviewed

Table 3. **15 Remaining Countries and The Number Of OE Articles Associated with Them**

S/N	Country	Number of articles			
1.	Canada	2	8.	Finland	1
2.	China	2	9.	Kuwait	1
3.	Germany	2	10.	Malaysia	1
4.	Israel	2	11.	Oman	1
5.	Netherlands	2	12.	Poland	1
6.	Belgium	1	13.	Saudi	1
7.	Bulgaria	1	14.	Singapore	1
			15.	Spain	1

Source: Authors' review

In order to provide additional insight regarding the geographic distribution of OE articles, Figure 3 provides a continent-by-continent breakdown of the 58 articles reviewed.
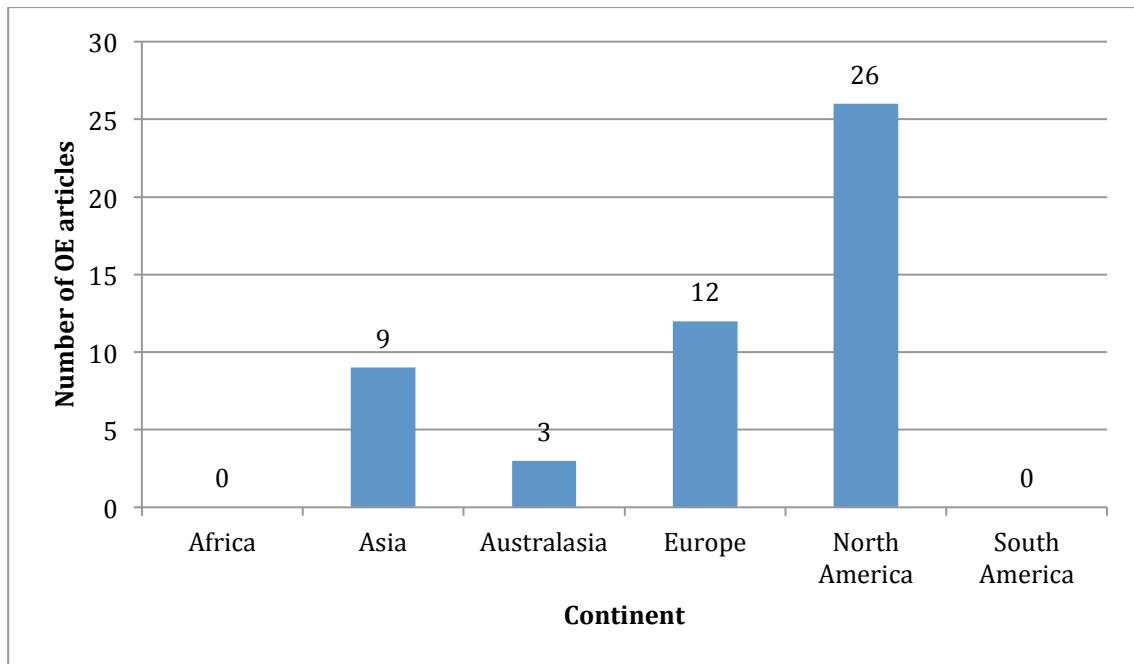
Figure 3. **OE Articles by Continent**
Source: Authors' review

Figure 3 clear shows the geographical research gap in the context of the extant OE articles reviewed for this study. Africa and South America had no representation among the 58 OE articles reviewed. There is thus a need for OE scholars to investigate this phenomenon in these two continents, particularly because ethical behaviour of organizations has been identified as a source of competitive advantage in the global market place. In addition, the Ethisphere Institute produce a list of the world's most ethical companies every year, and the 2020 edition had only two companies from South America (Natura and Sertecpet) and none from Africa among the 131 companies that made the list (Ethisphere, 2021). OE scholars can thus play an advocacy role in these two continents by conducting empirical studies to provide evidence to organizations in these countries that having a robust ethics framework is indeed a valuable resource.

Article Type

Figure 4 presents a grouping of the 58 OE articles reviewed based on whether they were conceptual or empirical in nature. It can be seen that 28 of the 58 articles were conceptual while the remaining 30 articles were empirical. This shows that OE scholars have explored both conceptual and empirical perspectives quite evenly, and it is expected that future OE studies continue on the same path. Conceptual studies provide the research agenda for future empirical OE studies.
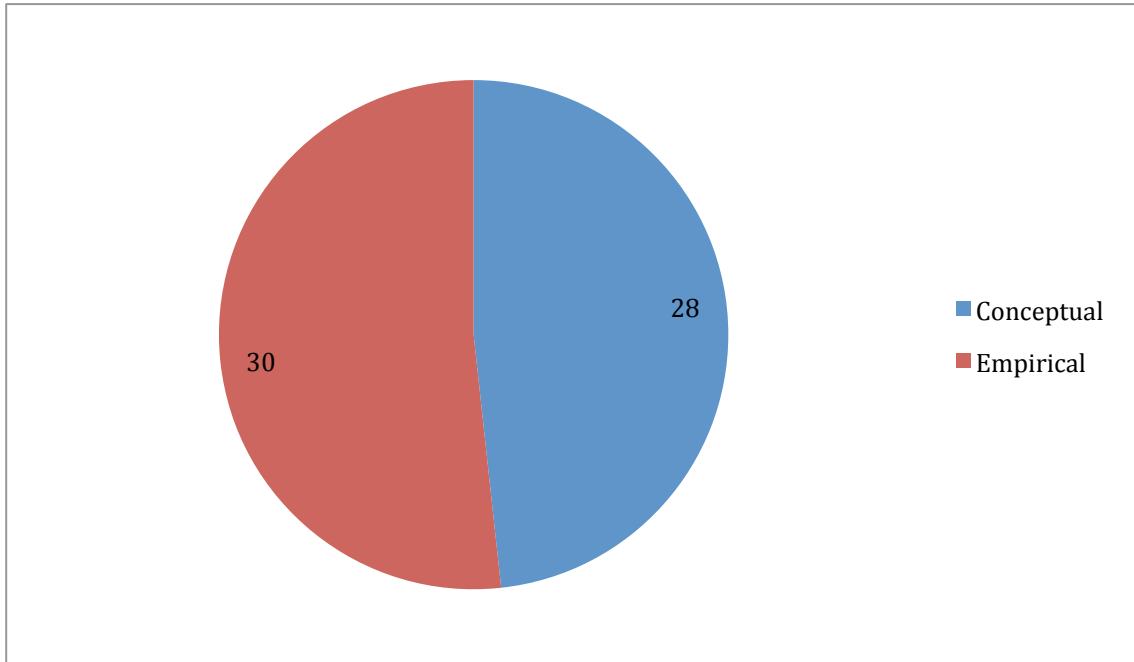
Figure 4. **OE Article Types**
Source: Authors' review

Data Collection Methods

Figure 5 presents the six different data collection methods used by the 30 empirical OE studies reviewed in this study; the remaining 28 OE articles were conceptual and thus did not collect any data.
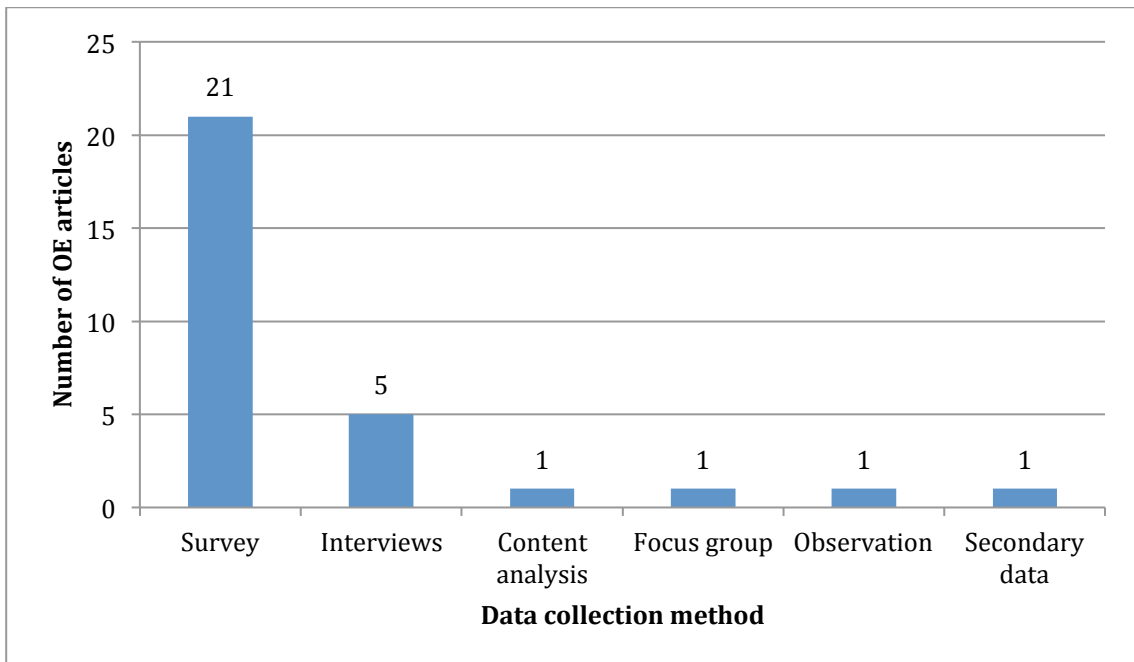

Figure 5. **Data Collection Methods**
Source: Authors' review

It can be seen from Figure 5 that 70% (21 out of 30) of the empirical OE articles reviewed utilized a survey to collect data; this was by some distance the most commonly used data collection method (e.g., Valentine et al., 2013; Akhavan et al., 2014; Dietz &Kleinlogel, 2014; Kowal&Roztocki, 2015; Pathardikar et al.., 2016). Interviews were a distant second in terms of data collection method used (5 out of 30) (Weber, 2006; Sekerka, 2009; Rhodes et al., 2010; Van Der Wal, 2011; Martinez et al., 2020), while the other four methods were utilized by only one study each: 1) Focus group (Goltz&Hietapelto, 2006), 2) Observation (Page, 2007), 3) Secondary data (Ormiston & Wong, 2012) and 4) Content analysis (Tan, 2012).

Figure 5 reveals that prior empirical studies on OE have tended to favour quantitative data collection methods over quantitative ones over the last two decades. This is probably because studies on OE tend to solicit the perception of respondents regarding the organizational ethics present in their firms (e.g., Credo et al., 2010; Elango et al., 2010; Valentine et al., 2010; Ploeger et al., 2011; MohdGhazali& Ismail, 2013). Future empirical OE studies should utilize more qualitative data collection methods like observation and interviews so that additional in-depth insight can be obtained on OE and how it affects various organizational outcomes.

OE Themes

Critical analyses of the 58 OE articles reviewed for this study revealed that they explored nine distinct themes which are showcased in Figure 6.
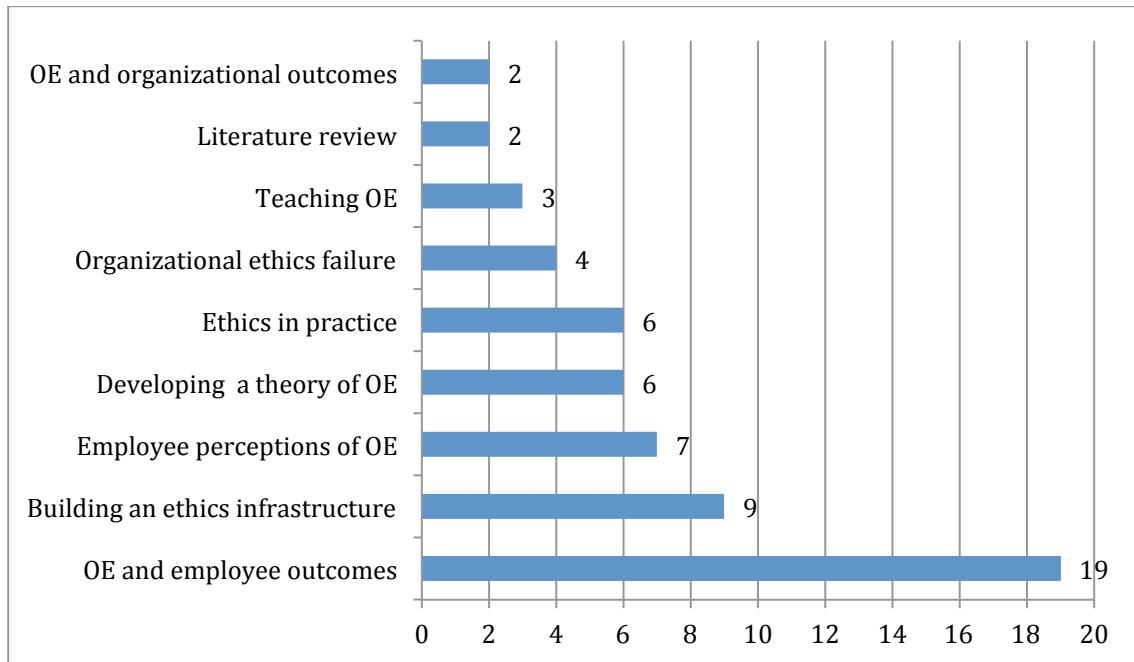

Figure 6. **OE Themes**
Source: Authors' review

It can be observed from Figure 6 that the most common theme explored by the OE articles reviewed was investigating the impact of OE on various employee outcomes (19 out of 58). The positive employee outcomes included job satisfaction (Koh & El'Fred,

2001; Kowal & Roztocki, 2015), stewardship and integrity (Magil, 2001; Magill &Prybil, 2004), valuing diversity (Barker, 2002; Connor, 2006; Valentine et al., 2006), ethical judgments (Mohd Ghazali & Ismail, 2013) and career satisfaction (Pathardikar et al., 2016). On the other hand, negative employee outcomes included intent to leave (Shapira-Lishchinsky& Rosenblatt, 2009a), work absence (Shapira-Lishchinsky& Rosenblatt, 2009b) and role conflict (Valentine et al., 2010).

What was most interesting was that most of these studies in this first theme that were empirical in nature found that when employees had a positive perception of the organizational ethics of their firms, it had a positive impact on desirable employee outcomes (e.g., Mohd Ghazali & Ismail, 2013; Kowal & Roztocki, 2015; Pathardikar et al., 2016) and a negative impact on undesirable employee outcomes (e.g., Shapira-Lishchinsky & Rosenblatt, 2009a; Shapira-Lishchinsky & Rosenblatt, 2009b; Valentine et al., 2010). The implication of the findings of these studies is that organizations should endeavour to build a strong and positive ethical climate as this encourages employees to give their very best in ensuring that shared organizational goals are achieved.

The second most common theme (9 out of 58) included studies that offered comprehensive recommendations on how an organization could build an effective ethics infrastructure that would enable all stakeholders to embody the core values of that organizations. The studies covered different organizational contexts such as healthcare (Ray, 2006; Suter, 2006 ; Bean, 2011 ; Lemiengre et al., 2014; Castlen et al., 2017), academia (Weber, 2006) and the public sector (Tremblay et al., 2016). Sekerka (2009) argued that organizations needed to go beyond merely relying on compliance-based ethics to build a strong ethical infrastructure; rather organizations needed to encourage its members to actively seek to be ethical in their actions.

The third most investigated theme was an attempt at understanding the factors that affect employees' perceptions and expectations of ethics within their organizations (7 out of 58). Factors identified included culture (Rhey et al., 2000; Al-Khatib et al., 2004), age (Faber, 2001), gender (McDaniel et al., 2001; Ploeger et al., 2011) and ethics training (Valentine & Fleischman, 2004; Van der Wal, 2011).

The fourth theme contained six studies all seeking to develop a theory of organizational ethics to underpin future empirical OE research (e.g., Sekerka et al., 2013; Munro, 2014; Dion, 2018), while the fifth theme also containing six articles focused on providing case studies of OE in practice in different contexts (e.g., Lair, 2014; Martinez et al., 2020).

Four studies made up the sixth theme all providing case studies of instance where organizational ethics failure led to negative consequences for the organizations involved (Page, 2007; Adams & Balfour, 2010; Naylor & Berlinger, 2016). As for the seventh theme, the focus of the three studies was to recommend and demonstrate the effectiveness of various OE teaching approaches in the university system (Goltz & Hietapelto, 2006; Craft, 2010; Morris & Wood, 2011).

The final two themes had two studies each, with the ninth theme providing a literature review of previous OE studies (Suhonen et al., 2011; McLeod, 2014), and the tenth theme investigating the influence of OE on organizational outcomes (Ormiston & Wong, 2012;

Akhavan et al., 2014). Ormiston & Wong (2012) found that an organization with a positive and clear ethical culture tended to have a high level of corporate social performance.

Table 4 presents the key findings of this review of 58 OE articles published over the last two decades, 2000-2020

Table 4. **Summary of Review Findings of 58 OE Articles**

S/N	Focus	Key Findings	Implications
1.	Time distribution	- 2010 and 2014 were the most prolific years in OE research, with 7 articles each - Only two OE articles were published in 2020; none were published in 2003, 2005 and 2019.	- Interest in OE has gone up and down at different points over the last two decades, 2000-2020
2.	Geographic distribution	- 18 countries had at least one OE article - USA had the most number of OE papers with 34. - Africa and South America had no OE articles	- Future OE research should focus on African and South American organizations
3.	Article type	- Conceptual (28) and empirical (30) OE articles were quite balanced	- Future OE studies should continue in the same path, with conceptual articles providing the research agenda for empirical OE studies.
4.	Data collection methods	- Six different data collection methods were used. - Survey was the most common method used to collect data.	- Future OE studies should adopt more qualitative data collection methods in order to provide in-depth insights into OE.
5.	OE themes	- 9 distinct OE themes were identified. - The most common theme investigated the impact of OE on various employee outcomes - Most of the studies in the first theme found that OE had a positive impact on beneficial employee outcomes.	- A strong ethical culture is beneficial in motivating employees to full support their organization.

Source: Authors' review

Conclusion

The ethical culture and climate of an organization has been shown to be an important determinant of employee and organizational performances (Mohd Ghazali& Ismail, 2013; Kowal & Roztocki, 2015; Pathardikar et al., 2016). These findings thus indicate that organizations must place a renewed emphasis on the nature and quality of their organizational ethics particular after the many problems faced by organizations over the last two decades. It is against this backdrop that this study conducted a systematic review of OE scholarship published between 2000-2020 by six of the most prolific academic publishers (Emerald, Elsevier, Sage, Springer, Taylor and Francis, Wiley); in total 58 OE articles were reviewed for this study. These articles were reviewed along five dimensions: 1) Time distribution; 2) Geographic distribution; 3) Article type (conceptual versus empirical); 4) Data collection methods; and 5) OE themes.

From the point of view of organizational practice, the most important findings of this review was the fact that empirical evidence indicates that organizations that embody and encourage excellent ethical behaviour have the most committed employees which translates into sustained overall performance.

This review had certain limitations which future OE reviews can address. First, its reliance on only six academic publishers means that high quality OE articles by other publishers were not included in this review. Closely linked to this first limitation is the fact that only peer-reviewed journal articles were included in this review, which means that quality OE articles in terms of conference proceedings and book chapters were also excluded from this review. Future reviews can expand their source of articles by expanding the number of publishers as well as the type of OE articles included in the review.

As 2021 begins and organizations continue to battle with the events of the global COVID-19 pandemic, developing a comprehensive ethics infrastructure has become a necessity for all organizations in order to successfully navigate the turbulent business environment that shows no signs of abating in the foreseeable future.

References

Adams, G. B., & Balfour, D. L. (2010). Market-based government and the decline of organizational ethics. *Administration & Society*, *42*(6), 615-637. DOI: 10.1177/0095399710381347

Adler, T. R., Pittz, T. G., Strevel, H. B., Denney, D., Steiner, S. D., & Adler, E. S. (2021). Team Over-Empowerment in Market Research: A Virtue-Based Ethics Approach. *Journal of Business Ethics*, 1-15. https://doi.org/10.1080/17517575.2020.1856418

Akhavan, P., Ramezan, M., YazdiMoghaddam, J., &Mehralian, G. (2014). Exploring the relationship between ethics, knowledge creation and organizational performance. *VINE, 44*(1), 42–58. doi:10.1108/vine-02-2013-0009

Al-Khatib, J. A., Rawwas, M. Y., & Vitell, S. J. (2004). Organizational ethics in developing countries: A comparative analysis. *Journal of Business Ethics*, *55*(4), 307-320. https://doi.org/10.1007/s10551-004-1525-6

Barker, R. A. (2002). An examination of organizational ethics. *Human Relations*, *55*(9), 1097-1116. https://doi.org/10.1177%2F0018726702055009021

Bean, S. (2011). Navigating the murky intersection between clinical and organizational ethics: A hybrid case taxonomy. *Bioethics*, *25*(6), 320-325. https://doi.org/10.1111/j.1467-8519.2009.01783.x

Castlen, J. P., Cote, D. J., Moojen, W. A., Robe, P. A., Balak, N., Brennum, J., … Broekman, M. L. D. (2017). The Changing Health Care Landscape and Implications of Organizational Ethics on Modern Medical Practice. *World Neurosurgery, 102,* 420–424. doi:10.1016/j.wneu.2017.03.073

Connor, K. T. (2006). Assessing organizational ethics: measuring the gaps. *Industrial and Commercial Training, 38*(3), 148–155. https://doi.org/10.1108/00197850610659418

Craft, J. L. (2010). Making the case for ongoing and interactive organizational ethics training. *Human Resource Development International*, *13*(5), 599-606. https://doi.org/10.1080/13678868.2010.520484

Credo, K. R., Armenakis, A. A., Feild, H. S., & Young, R. L. (2010). Organizational ethics, leader-member exchange, and organizational support: Relationships with workplace safety. *Journal of Leadership & Organizational Studies*, *17*(4), 325-334. https://doi.org/10.1177%2F1548051810366712

Dietz, J., &Kleinlogel, E. P. (2014). Wage cuts and managers' empathy: How a positive emotion can contribute to positive organizational ethics in difficult times. *Journal of Business Ethics*, *119*(4), 461-472. https://doi.org/10.1007/s10551-013-1836-6

Dion, M. (2018). Chapter 7 Organizational Ethics and Self-Realization: How Could Artists' Self-Portraits and Philosophical Novels Release Us from Estrangement? *Visual Ethics,* 105–128. doi:10.1108/s1529-209620180000019007

Eachempati, P., Srivastava, P. R., & Zhang, Z. J. (2020). Gauging opinions about the COVID-19: a multi-channel social media approach. *Enterprise Information Systems*, 1-35.

Elango, B., Paul, K., Kundu, S. K., &Paudel, S. K. (2010). Organizational ethics, individual ethics, and ethical intentions in international decision-making. *Journal of Business Ethics*, *97*(4), 543-561. https://doi.org/10.1007/s10551-010-0524-z

Ethisphere (2021). The 2020 World's Most Ethical Companies® Honoree List. Retrieved from https://www.worldsmostethicalcompanies.com/honorees/

Faber, B. D. (2001). Gen/ethics? Organizational ethics and student and instructor conflicts in workplace training. *Technical Communication Quarterly*, *10*(3), 291-318. https://doi.org/10.1207/s15427625tcq1003_4

Garefalakis, A., &Dimitras, A. (2020). Looking back and forging ahead: the weighting of ESG factors. *Annals of Operations Research*, *294*(1), 151-189. https://doi.org/10.1007/s10479-020-03745-y

Goltz, S. M., &Hietapelto, A. B. (2006). Using challenge course activities to teach organizational ethics. *Journal of Management Education*, *30*(1), 220-250. https://doi.org/10.1177%2F1052562905280840

Grobler, S., &Grobler, A. (2021). Ethical leadership, person-organizational fit, and productive energy: a South African sectoral comparative study. *Ethics &Behavior*, *31*(1), 21-37. https://doi.org/10.1080/10508422.2019.1699412

Koh, H. C., &El'Fred, H. Y. (2001). The link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, *29*(4), 309-324. https://doi.org/10.1023/A:1010741519818

Kowal, J., &Roztocki, N. (2015). Do organizational ethics improve IT job satisfaction in the Visegrád Group countries? Insights from Poland. *Journal of Global Information Technology Management*, *18*(2), 127-145. https://doi.org/10.1080/1097198X.2015.1052687

Lair, D. J. (2014). Normative and descriptive approaches to organizational ethics post-crisis: A review essay. *Organization, 22*(1), 139-149. https://doi.org/10.1177%2F1350508413505401

Lemiengre, J., De Casterlé, B. D., Schotsmans, P., &Gastmans, C. (2014). Written institutional ethics policies on euthanasia: an empirical-based organizational-ethical framework. *Medicine, Health Care and Philosophy*, *17*(2), 215-228.https://doi.org/10.1007/s11019-013-9524-y

Lin, C. P., Wu, C. M. E., & Tsai, J. H. (2020). Why hotels give to charity: Interdependent giving motives. *International Journal of Hospitality Management*, *86*, 102430.

Lu, H., Zou, J., Chen, H., & Long, R. (2020). Promotion or inhibition? Moral norms, anticipated emotion and employee's pro-environmental behavior. *Journal of Cleaner Production*, *258*, 120858.

Magill, G. (2001). Organizational ethics in Catholic health care: Honoring stewardship and the work environment. *Christian Bioethics*, *7*(1), 67-93.

Magill, G., &Prybil, L. (2004). Stewardship and integrity in health care: a role for organizational ethics. *Journal of Business Ethics*, *50*(3), 225-238. https://doi.org/10.1023/B:BUSI.0000024742.62802.1a

Martínez, C., Skeet, A. G., &Sasia, P. M. (2020). Managing organizational ethics: How ethics becomes pervasive within organizations. *Business Horizons.* doi:10.1016/j.bushor.2020.09.008

McDaniel, C., Shoeps, N., &Lincourt, J. (2001). Organizational ethics: Perceptions of employees by gender. *Journal of Business Ethics*, *33*(3), 245-256. https://doi.org/10.1023/A:1017593508147

McLeod, M. S., Payne, G. T., & Evert, R. E. (2016). Organizational ethics research: A systematic review of methods and analytical techniques. *Journal of Business Ethics*, *134*(3), 429-443.

MohdGhazali, N. A. (2021). Factors influencing ethical judgements of accounting practitioners: some Malaysian evidence. *International Journal of Social Economics*. Advance Online Publication. https://doi.org/10.1108/IJSE-07-2020-0473

MohdGhazali, N. A., & Ismail, S. (2013). The influence of personal attributes and organizational ethics position on accountants' judgments: Malaysian scenario. *Social Responsibility Journal, 9*(2), 281–297. doi:10.1108/srj-08-2011-0072

Morris, L., & Wood, G. (2011). A model of organizational ethics education. *European Business Review, 23*(3), 274–286. doi:10.1108/09555341111130254

Munro, I. (2014). Organizational ethics and Foucault's 'art of living': Lessons from social movement organizations. *Organization Studies, 35*(8), 1127-1148. doi:10.1177/0170840614530915

Naylor, M., &Berlinger, N. (2016). Transitional care: A priority for health care organizational ethics. *Hastings Center Report, 46*, S39-S42. https://doi.org/10.1002/hast.631

Ormiston, M. E., & Wong, E. M. (2012). The gleam of the double-edged sword: The benefits of subgroups for organizational ethics. *Psychological science, 23*(4), 400-403. https://doi.org/10.1177%2F0956797611431575

Page, J. T. (2007). A public journalism response to organizational ethics violations: A case study of a public health crisis in an American school. *Journalism Practice, 1*(2), 261-276. https://doi.org/10.1080/17512780701275564

Pathardikar, A. D., Sahu, S., & Jaiswal, N. K. (2016). Assessing organizational ethics and career satisfaction through career commitment. *South Asian Journal of Global Business Research, 5(1), 104–124*. doi:10.1108/sajgbr-02-2015-0017

Pickering, C., & Byrne, J. (2014). The benefits of publishing systematic quantitative literature reviews for PhD candidates and other early-career researchers. *Higher Education Research & Development, 33*(3), 534-548. https://doi.org/10.1080/07294360.2013.841651

Ploeger, N. A., Kelley, K. M., &Bisel, R. S. (2011). Hierarchical mum effect: A new investigation of organizational ethics. *Southern Communication Journal, 76*(5), 465-481. https://doi.org/10.1080/1041794x.2010.500343

Ray, S. L. (2006). Whistleblowing and organizational ethics. *Nursing ethics, 13*(4), 438-445. https://doi.org/10.1191%2F0969733006ne882oa

Rhey, W. L., Rustogi, H., &Brust, J. L. (2000). Perspectives of Organizational Ethics in a Transitioning Political Economy: A Comparison of US and Bulgarian Views. *Journal of Euromarketing, 9*(1), 1-20. https://doi.org/10.1300/J037v09n01_01

Rhodes, C., Pullen, A., & Clegg, S. R. (2010). 'If I should fall from grace…': Stories of change and organizational ethics. *Journal of Business Ethics, 91*(4), 535-551. https://doi.org/10.1007/s10551-009-0116-y

Schwepker, C. H., Valentine, S. R., Giacalone, R. A., &Promislo, M. (2020). Good Barrels Yield Healthy Apples: Organizational Ethics as a Mechanism for Mitigating Work-Related Stress and Promoting Employee Well-Being. *Journal of Business Ethics*, 1-17. https://doi.org/10.1007/s10551-020-04562-w

Sekerka, L. E. (2009). Organizational ethics education and training: A review of best practices and their application. *International Journal of Training and Development, 13*(2), 77-95. https://doi.org/10.1111/j.1468-2419.2009.00319.x

Sekerka, L. E., Comer, D. R., & Godwin, L. N. (2013). Positive organizational ethics: Cultivating and sustaining moral performance. *Journal of Business Ethics, 119*(4), 435-444.https://doi.org/10.1007/s10551-013-1911-z

Shapira-Lishchinsky, O., & Rosenblatt, Z. (2009a). Organizational ethics and teachers' intent to leave: An integrative approach. *Educational Administration Quarterly, 45*(5), 725-758. https://doi.org/10.1177%2F0013161X09347340

Shapira-Lishchinsky, O., & Rosenblatt, Z. (2009b). Perceptions of organizational ethics as predictors of work absence: A test of alternative absence measures. *Journal of business ethics*, *88*(4), 717-734. https://doi.org/10.1007/s10551-008-9977-8

Suhonen, R., Stolt, M., Virtanen, H., &Leino-Kilpi, H. (2011). Organizational ethics: A literature review. *Nursing Ethics, 18*(3), 285–303. doi:10.1177/0969733011401123

Suter, R. E. (2006). Organizational ethics. *Emergency Medicine Clinics*, *24*(3), 579-603.

Tan, Y. (2012). Organizational ethics of Chinese mass media. *Journal of Mass Media Ethics*, *27*(4), 277-293. https://doi.org/10.1080/08900523.2012.746124

Tremblay, M., Martineau, J. T., &Pauchant, T. C. (2017). Managing organizational ethics in the public sector: A pluralist contingency approach as an alternative to the integrity management framework. *Public Integrity*, *19*(3), 219-233.

Valentine, S., & Fleischman, G. (2004). Ethics training and businesspersons' perceptions of organizational ethics. *Journal of Business Ethics*, *52*(4), 391-400. https://doi.org/10.1007/s10551-004-5591-6

Valentine, S., Fleischman, G., & Faircloth III, J. B. (2006). Perceived organizational ethics and skepticism of women's employment. *Psychological reports*, *98*(3), 621-624. https://doi.org/10.2466%2Fpr0.98.3.621-624

Valentine, S., Godkin, L., &Varca, P. E. (2010). Role conflict, mindfulness, and organizational ethics in an education-based healthcare institution. *Journal of Business Ethics*, *94*(3), 455-469. https://doi.org/10.1007/s10551-009-0276-9

Valentine, S., Hollingworth, D., & Francis, C. A. (2013). Quality related HR practices, organizational ethics, and positive work attitudes: Implications for HRD. *Human Resource Development Quarterly*, *24*(4), 493-523. https://doi.org/10.1002/hrdq.21169

Van der Wal, Z. (2011). The content and context of organizational ethics. *Public Administration*, *89*(2), 644-660. https://doi.org/10.1111/j.1467-9299.2010.01868.x

Weber, J. (2006). Implementing an organizational ethics program in an academic environment: The challenges and opportunities for the Duquesne University Schools of Business. *Journal of Business Ethics*, *65*(1), 23-42. https://doi.org/10.1007/s10551-005-3970-2

Winchester, D. (2020). Windows into Heaven, Mirrors for the Soul: How Icons Shape Identities among the Eastern Orthodox. *Liturgy*, *35*(2), 48-54. https://doi.org/10.1080/0458063X.2020.1739482

Wing, L., Martinez, J., Katsh, E., & Rule, C. (2021). Designing Ethical Online Dispute Resolution Systems: The Rise of the Fourth Party. *Negotiation Journal.* Advance Online Publication. https://doi.org/10.1111/nejo.12350

Zeng, C., Kelly, S., &Goke, R. (2020). Exploring the Impacts of Leader Integrity and Ethics on Upward Dissent and Whistleblowing Intentions. *Communication Reports*, 1-13. https://doi.org/10.1080/08934215.2020.1761413