

**KAPITEL 14 / CHAPTER 14¹⁴****EXAMINING ETHICAL CULTURE AMONG LEGAL PROFESSIONALS:
FACTORS INFLUENCING INTEGRITY AND DECISION-MAKING IN THE
JUDICIAL SYSTEM****DOI: 10.30890/2709-2313.2025-42-06-011****Introduction**

The integrity of the legal profession is essential for the functioning of a just and equitable society; however, ethical culture among lawyers has been subjected to increasing scrutiny due to various pressures that influence their decision-making processes. This research seeks to examine the multifaceted factors that shape ethical culture within the legal profession, exploring how organizational culture, peer interactions, and personal integrity interweave to influence ethical behavior among legal practitioners. We will delve into the essential role of personal integrity in guiding professional choices, recognizing the challenges lawyers face in upholding their ethical standards amidst external and internal influences. Additionally, this work will address the ethical dilemmas confronting judges, considering how ethical considerations inform judicial decision-making and the existing mechanisms for promoting ethical conduct in courtrooms. Furthermore, we will evaluate the effectiveness of existing professional codes of conduct in guiding legal ethics and identify their limitations, proposing improvements to better serve the legal community. Finally, this research will present strategies for promoting an ethical culture within the judicial system, emphasizing the importance of training, education, and leadership in fostering ethical decision-making among legal practitioners. Through synthesizing these elements, this research aims to contribute to a deeper understanding of the ethical landscape of the legal profession and propose actionable insights for strengthening integrity and ethical behavior within the judicial system.

Main text

Ethical culture among lawyers is complexly shaped by a combination of virtues,

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knowledge, and professional responsibilities. Executive virtues, such as strong resolve, courage, and determination are vital, as they empower lawyers to navigate complex legal landscapes while maintaining ethical standards [1]. Simultaneously, moral virtues, including truthfulness, empathy, and kindness, are indispensable for ensuring that lawyers interact with clients in an honest and compassionate manner, thereby fostering trust and integrity within the profession [1]. Moreover, a profound understanding of legal jurisprudence and related theories is essential, as it equips lawyers with the necessary framework to make informed ethical decisions that align with principles of justice. This knowledge base is crucial when lawyers confront challenging scenarios, such as deciding whether to represent clients who have admitted guilt, which requires careful evaluation of ethical obligations. Ultimately, these factors are interconnected and contribute to a holistic ethical culture that not only enhances the reputation of individual lawyers but also strengthens the broader legal system in its pursuit of justice and integrity. To maintain and improve this culture, continuous reflection on these virtues, coupled with a firm commitment to ethical practices, is imperative for fostering a legal environment that is both fair and respected.

Organizational culture within law firms plays a pivotal role in shaping the ethical behavior of legal professionals. A rule-oriented hierarchical culture, for instance, is associated with higher ethical attitudes among accountants, suggesting that clear rules and structured environments promote ethical behavior. Conversely, a clan culture, which emphasizes familial bonds and support, significantly enhances ethical judgment and intention among accountants, underscoring the importance of a supportive environment in fostering ethical decision-making. This contrasts with the more relaxed attitudes toward unethical scenarios observed in adhocracy and market cultures, which prioritize flexibility and competition over ethical considerations. Thus, the ethical culture within a firm not only influences individual behaviors but also shapes the organization's overall ethical standards and public interest commitment. Therefore, understanding and cultivating a strong ethical culture is crucial for law firms to ensure that their professionals adhere to high ethical standards, thereby enhancing their commitment to public interest and strengthening the integrity of the legal profession.



Within the legal profession, peer interactions significantly shape lawyers' ethical decision-making, providing a platform for reflection and learning. Unlike the hierarchical or clan cultures observed in accounting, where ethical attitudes are often influenced by organizational culture, lawyers benefit from the dynamic and interactive environment of peer engagement [4]. This interaction facilitates the development of ethical decision-making as a skill, emphasizing the notion that such competencies are not innate but can be enhanced through continuous dialogue and exchange with colleagues. Communities of practice play an essential role in this context, as they bring together legal professionals with diverse experiences and perspectives, fostering an environment where ethical standards can be discussed, debated, and internalized. Through sharing experiences, lawyers gain insights into approaching complex ethical dilemmas, learning from both the successes and challenges encountered by their peers [4]. These interactions not only strengthen individual lawyers' ethical frameworks but also contribute to a collective elevation of ethical standards within the legal community. Therefore, it is imperative for legal institutions and firms to promote environments that encourage open interaction and discussion among peers, as these are essential for fostering ethical development and maintaining professional integrity.

A lawyer's personal integrity often serves as the compass that guides their professional decisions, particularly when confronting ethical dilemmas that lack clear resolutions. The impracticality of always seeking guidance when encountering ambiguous aspirational norms underscores the critical role that integrity plays in such situations. Lawyers with strong personal integrity are more likely to navigate such complexities by relying on their internal moral compass, rather than constantly seeking external validation. Conversely, those who do not prioritize moral considerations or who place their immediate needs or interests above ethical standards may make decisions that compromise their professional responsibilities. This could lead to actions that conflict with a lawyer's duty to uphold justice and fairness, ultimately affecting their reputation and the trust placed in them by clients and the legal system. Consequently, maintaining a high level of personal integrity is essential not only for individual moral satisfaction but also for the collective ethical standards of the legal



profession. Emphasizing the importance of integrity in legal practice can encourage lawyers to make conscientious choices that reflect both their personal values and professional obligations.

The task of maintaining lawyers' personal integrity is closely linked to their ability to navigate the complex landscape of legal ethics, where conflicts of interest often lurk as significant challenges [6]. The dynamic nature of legal practice can lead to situations where a lawyer's duty to one client may conflict with their responsibilities to another, necessitating a careful balancing act to maintain impartiality and fairness [7]. Furthermore, representing multiple parties with potentially divergent interests further complicates this scenario, testing the lawyer's objectivity and ability to uphold their ethical obligations. In such situations, personal judgment and discretion become crucial, as lawyers must not only identify potential conflicts but also implement proactive strategies to manage them effectively. By remaining vigilant and adhering to the code of conduct, lawyers can preserve their personal integrity, which ultimately supports the integrity of the legal system itself. Emphasizing ethical fortitude amidst these challenges is essential, as it ensures that the pursuit of justice remains principled and unwavering, thereby fostering confidence in the legal profession.

Within the legal profession, promoting personal integrity among practitioners is crucial not only for individual professional development but also for maintaining the credibility and legitimacy of the entire legal system. Just as auditors are influenced by the ethical culture of their organizations, legal professionals must cultivate a similar culture of integrity within their practice. This can be achieved through mentorship programs that pair experienced lawyers with younger practitioners, facilitating the transmission of ethical values and practices. Such relationships encourage a collective commitment to integrity, which is essential for the overall resilience and effectiveness of the profession. Additionally, informal networks within the legal community serve as platforms for reinforcing these values, promoting an environment where integrity is prioritized and celebrated. Ultimately, by fostering a culture of integrity, the legal profession can maintain its duty to fairness and justice, thereby strengthening public trust and enhancing the reputation of individual practitioners.



One of the predominant ethical dilemmas facing judges within the judicial system is the conflict of interest that arises when judges have personal or familial connections to parties involved in cases, as highlighted by the North Carolina Supreme Court's refusal to review disqualification procedures. This ethical quagmire is exacerbated when judges choose to protect their colleagues rather than confront these difficult situations, thereby diminishing accountability and potentially undermining public trust in the judicial system. Additionally, pervasive issues such as judges engaging in ex parte communications, where case discussions occur outside formal legal proceedings, raise significant ethical challenges that can compromise the fairness and impartiality of judicial decisions [1]. These ethical difficulties are compounded by the internal dynamics of the judicial system, where pressure to maintain collegial relationships may lead judges to prioritize personal connections over ethical fulfillment of their duties. To address these dilemmas effectively, there is an urgent need for robust ethical guidelines and oversight mechanisms that ensure judges can fulfill their roles with integrity while maintaining public trust in the impartiality and fairness of the judicial system.

Ethical considerations significantly impact judicial decisions, influencing the framework and principles that judges employ when interpreting the law. Judges often confront complex ethical dilemmas that require them to balance moral concerns with legal mandates. This balance is crucial, as the decision to prioritize moral concerns can shape the process through which judicial decisions are made, ultimately leading to more ethical outcomes. Furthermore, the integrity of the judicial process is maintained by avoiding any external influences, such as ex parte communications, that could compromise the fairness of litigation outcomes [2]. Additionally, the perception and labeling of cases, such as those involving minors, can also influence judicial decision-making, underscoring the need for judges to maintain objectivity and ethical clarity in rendering judgments [3]. Therefore, it is imperative that ethical considerations be deeply embedded in judicial processes to ensure that decisions are not only legally sound but also morally justified. This requires continuous assessment and reinforcement of ethical standards within the judicial system to promote justice and



public confidence in legal outcomes.

Within the courtroom context, ethical decision-making mechanisms are closely tied to the procedural frameworks and cultural ethos of judicial entities. Existing procedural mechanisms, such as the adversarial process, ensure that decisions are made within a structured, rule-based environment, which is essential for maintaining ethical standards. Additionally, the judicial system benefits from various inputs, such as amicus briefs, which serve as a significant mechanism for influencing the decision-making process by providing broader perspectives on social and moral issues. This integration of external perspectives helps ensure that decision-making does not rely exclusively on internal biases or narrow viewpoints. The role of judicial decision-making is further enhanced by maintaining a balance between legal and extralegal explanations, allowing for comprehensive understanding of the issues at hand [5]. To ensure ethical outcomes, it is imperative that courts continuously adapt these mechanisms, encouraging an environment where justice is not only served but also perceived as fair and impartial. This requires a concerted effort to integrate diverse perspectives and maintain strong adherence to procedural integrity, ultimately strengthening the ethical foundation of judicial decision-making.

Professional codes of conduct occupy an essential role in guiding legal ethics, yet their effectiveness often depends on several factors. These codes are designed to serve as a foundational framework that helps lawyers navigate morally ambiguous situations by clarifying the norms that should govern professional behavior. However, the effectiveness of these codes is undermined by their inherent limitations, including the presence of ambiguous aspirational norms that may not provide clear guidance in all scenarios. While the process of developing these codes is crucial for achieving consensus on ethical norms and professional values, it is evident that the mere existence of codes does not guarantee adherence to high ethical standards [6][5]. Moreover, lawyers' moral character plays an essential role in their ethical behavior, underscoring the need for codes to contribute positively to character development rather than diminish it. To enhance their effectiveness, continuous efforts and initiatives are necessary to adapt these codes to the evolving ethical landscape of the legal profession.



Therefore, while professional codes are invaluable tools, they must be part of a broader strategy that includes character development and practical ethical education to truly guide lawyers toward ethical decision-making.

Despite the essential virtues and knowledge that lawyers must possess, the limitations of existing codes of conduct pose significant challenges for the profession. A major limitation is that codified rules of legal ethics may not fully account for lawyers' individual moral judgment, which can lead to situations where lawyers abdicate moral responsibility in favor of strict adherence to codes [7]. Furthermore, the MBA Code introduces specific complexities around confidentiality obligations, as it permits waiver of professional secrets with the client's informed consent, thereby creating potential vulnerabilities in client information protection. Additionally, the application of these codes is inconsistent, as evidenced by the fact that they do not extend to lawyers acting in administrative tribunal capacities, leading to discrepancies in ethical expectations and enforcement. Such limitations highlight the need for a more dynamic and adaptable approach to legal ethics that can accommodate the nuanced realities lawyers face, ensuring that ethical standards are sufficiently comprehensive and flexible to guide behavior across diverse professional contexts.

Improving codes of conduct to enhance ethical behavior in the judicial system requires a multifaceted approach that considers the intricate interplay between legal frameworks and professional responsibilities. One essential strategy is revising existing rules to mandate that lawyers and judges actively engage in ethical practices, as such revisions are crucial when adopted by state supreme courts, thereby elevating legal ethical standards [2]. By integrating these revisions into the operational ethos of the judicial system, they not only address current ethical dilemmas but also strengthen the judicial system's role as guardian of ethical standards within the legal system. Additionally, the judicial system should make greater use of professional ethics codes, which, when detailed, have "the effect of law," thereby enhancing compliance and reducing ethical violations. This approach would not only enhance the credibility of the judicial system but also ensure consistent application of justice. Furthermore, encouraging the judicial system to issue ethics opinions and barrier decisions could



pave the way for a more transparent and accountable legal system, as these opinions play an essential role in guiding judges and lawyers in addressing ethical challenges within litigation. To achieve these improvements, a concerted effort is needed to engage all stakeholders, including legislatures, courts, and professional societies, in recognizing and supporting these enhanced ethical standards [6]. Through these targeted interventions, the judicial system can establish a robust ethical framework that not only guides behavior but also strengthens public confidence in the legal system.

Promoting an ethical culture among lawyers requires a multifaceted approach that addresses both individual behaviors and systemic structures. One effective strategy is to instill trust as a core virtue within the legal profession, emphasizing the importance of personal integrity and ethical behavior in every legal practitioner [3]. This individual commitment must be supported by institutional frameworks that promote a culture of trust and ethical practices. Establishing dedicated programs and structures, such as ethics training seminars and compliance audits, can provide lawyers with the necessary support and guidance to adhere to ethical standards. Leadership within the legal profession is also essential in shaping and sustaining this ethical culture. Leaders must actively promote trust and model ethical behavior, thereby setting a standard for others to follow. Additionally, implementing a model of enforced self-regulation can further strengthen this culture by holding lawyers accountable for ethical practices through peer evaluations and disciplinary measures. Such comprehensive strategies ensure that ethical behavior is not only encouraged but also embedded in the professional culture, ultimately leading to a more trustworthy and reputable legal system.

The ethical decision-making process of the judicial system can be significantly enriched through comprehensive training and education focused on moral responsibility and ethical principles. By incorporating ethics training into the curriculum for law enforcement officers, the justice system can enhance its integrity and fairness, thereby increasing public confidence in its operations [4]. Such educational programs serve to instill a deep sense of moral responsibility among law enforcement members, ensuring that fairness and honesty are not merely ideals but integral components of their daily conduct. Furthermore, ethics training encourages



officers to consistently prioritize these ethical principles, which not only aids decision-making processes but also supports maintaining the profession's reputation as a cornerstone of justice. Consequently, fostering an environment where ethical education is paramount leads to a more disciplined and responsible law enforcement community, which reflects positively on the judicial system as a whole. This approach underscores the necessity of continuous training initiatives that focus on ethics and morality, facilitating a judicial system that is both respected and trusted by the public.

Leadership plays an essential role in promoting an ethical culture within the legal profession, particularly amid challenges posed by hierarchical structures that often do not inherently promote trust. As highlighted in current discussions, ethical standards within the legal profession have been scrutinized by both courts and organized bar leaders, who strive to address the perceived ethical poverty in legal practice. This scrutiny has led to recognition of the imperative for leaders in the legal sector to embody and uphold professionalism and integrity, thereby strengthening ethical culture throughout the profession. However, the task of cultivating such an environment requires more than rule enforcement; it necessitates a concerted effort from leaders to implement policies that not only reflect the ideals they promote but also actively cultivate a climate of diversity and inclusion. In doing so, leaders can bridge the gap between public expectations and the ethical obligations of the legal profession, ensuring that the profession maintains its commitment to upholding justice and integrity.

Summary and conclusions.

The findings of this research underscore the critical importance of organizational culture in shaping the ethical behavior of legal professionals, highlighting the interplay between personal integrity, professional responsibilities, and the broader ethical framework within which lawyers operate. The study reveals that a rule-oriented hierarchical culture contributes positively to ethical attitudes, suggesting that structured environments with clear guidelines promote ethical decision-making. However, it also indicates the need to foster a clan culture that supports personal



relationships and collective ethical standards among lawyers. This dual approach not only enhances individual moral judgment but also fosters an environment conducive to ethical reflection and growth. The emphasis on executive virtues such as courage and determination reiterates the need for lawyers to embody these qualities when navigating complex ethical dilemmas, particularly when confronting challenging client situations. Moreover, the role of peer interactions cannot be overstated, as communities of practice serve as vital platforms for sharing experiences and learning from one another, thereby elevating overall ethical standards within the profession. This research also underscores the importance of ethics training and education in strengthening moral responsibility among legal practitioners, suggesting that such initiatives are essential for instilling a deep commitment to justice and integrity. However, while the study compellingly demonstrates the interconnectedness of personal integrity and organizational culture, it acknowledges the inherent limitations of assessing ethical behavior solely through environmental factors. Future research should explore the nuances of how individual characteristics, such as resilience and emotional intelligence, interact with organizational culture to influence ethical decision-making. Additionally, as the legal profession continues to confront perceptions of ethical poverty, it becomes imperative to address systemic challenges that impede adherence to ethical standards. This requires a more holistic approach that integrates character development and practical ethical education into existing professional codes. Ultimately, fostering a robust ethical culture is not merely an organizational responsibility but a collective commitment that requires active engagement from legal practitioners at all levels, ensuring that the legal profession not only meets public expectations but also upholds the highest standards of integrity and justice.