Ethical Aspects in Legal Management: A Unique Approach to Addressing Moral Dilemmas in Business Decision-Making

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Abstract. In an increasingly complex and rapidly changing business environment, ethical dilemmas become routine challenges in decision-making. The study examines the importance of ethical aspects in legal management as a foundation for dealing with moral dilemmas in business decision-making. This analysis highlights how ethical dilemmas affect law management policies and practices and the potential positive outcomes of decisions taken with adequate ethical consideration. Using a qualitative approach and relevant literature studies, the study outlines the need to integrate ethical principles into business strategy and operations through the formulation of ethical codes, ethical training, breach reporting mechanisms, and ethical decision-making. Research results show that applying ethical aspects in law management not only improves legal compliance and minimizes risk but also plays a crucial role in building reputation, public trust, and long-term business sustainability. The conclusion emphasizes the importance of ethical aspects in law management to create value and strengthen the organization's integrity in the eyes of stakeholders, thereby reassuring them about the organization's credibility.

Keywords: Business decision-making, Ethical aspects, Legal management, Moral dilemmas.

1. INTRODUCTION

Technological advances have transformed the business landscape in unprecedented ways. Innovations such as cloud computing, artificial intelligence (AI), and Big Data have revolutionized our operations in this digital era. For instance, AI and machine learning have automated complex processes, from customer relationship management (CRM) to logistics operations, boosting productivity and cutting operating costs. (Buriak et al., 2022). (Buriak et al., 2022). Moreover, extensive data analysis has enabled more informed and quicker decision-making, offering deep insights into consumer behavior and market trends. These examples demonstrate the tangible benefits of technological integration in business.

Technological advances have also enabled us to reach global markets with unprecedented ease. E-commerce platforms and social media have broken geographical boundaries, allowing even small to sell their products and services to corners of the world. Digital technology not only expands the market reach but also enables the personalization of offerings, improves customer experience, and builds brand loyalty (Amankwah-Amoah, J., & Lu, Y. 2022). As a result, digital agility has become a key factor in global competition, dictating who grows and thrives in this increasingly connected market (D'Cruz et al., 2022).

Furthermore, technological change drives innovation in product development and business models. Companies can now leverage technologies such as 3D printing for rapid prototyping, reducing time and costs associated with R&D. (Ahi et al., 2022). Similarly, the sharing economy and subscription business models supported by mobile applications and online platforms show how technology changes the products and services offered and how they are consumed. It shows that technology is not only a tool for business optimization but also a catalyst for creating new value and meeting market needs in an innovative way (Kaipainen, J., & Aarikka-Stenroos, L. 2022).

The relationship between technology and business development cannot be overstated. Technological advances lay the foundation for operational efficiency and drive innovation and access to global markets. In the future, a business's ability to adapt and implement technological innovations will determine its success in this rapidly changing ecosystem. (Buriak et al., 2022).

Ethical dilemmas are becoming increasingly common and challenging in an increasingly complex business ecosystem. Business decisions are no longer based solely on financial and legal considerations but also require strong ethical considerations. Business decisions are critical elements that determine the direction and success of an organization. In a changing market environment, timely and data-based decisions are crucial (D'Cruz et al., 2022). With advances in Big Data and analytics, organizations now have the ability to analyze large amounts of information from a variety of sources to generate insights that can guide strategic decisions. Advanced analytical tools reveal previously hidden trends, patterns, and relationships, providing a foundation for business leaders to make more targeted choices and more likely to produce positive results. (Burrell et al., 2022).

Besides, business decisions are also heavily influenced by predictive and prescriptive technologies that help identify future opportunities and risks. Artificial intelligence and machine learning help simulate various scenarios, allowing decision-makers to evaluate the consequences of each decision option in more detail. (Dahl Rendtorff, J. 2022). This proactive and predictive decision-making helps in risk mitigation and identifying new growth areas and business innovation. Therefore, integrating technology in business decision-making is now a key determinant in market competition and the adjustment of business strategies for a sustainable future. (Anggraini et al., 2023).

As an entrance, ethics in business refers to the principles and standards that guide behavior in the business world. This element is critical because, without a solid ethical foundation, companies can fall into practices that are detrimental not only to individuals but also to the social environment and even to the economy as a whole.

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Research into business ethics leads to an understanding that, behind numbers and profits, there are fundamental questions about what is right and what is wrong. (Hollstein, B., & Rosa, H. 2023).

Legal management, which is the process of regulating and controlling business activities in relation to legal norms and rules, is intrinsically related to the concept of ethics. (Tylchyk et al., 2023). Managing legal aspects in business is about complying with applicable law and ensuring that every business action and decision respects ethical values. This shows the importance of integrating moral and ethical aspects into the legal management framework. (Ihyak et al., 2023).

Later, the concept of the moral dilemma in business decision-making became a significant focus point. This dilemma arises when there is a conflict between two or more options, where each option has substantial ethical consequences. Examples include a decision between maximizing profits versus minimizing losses that a community or environment may suffer. (Cahn, E. S. 2022). This kind of dilemma demands deep thought and careful ethical analysis. (Ojunim, M. F. 2022).

The ethical aspects of law management play an important role in the modern business era, where moral dilemmas linger in every decision-making. Amid increasingly intense business competition and ever-increasing profit demands, the importance of knowing and understanding moral and ethical integrity is often overlooked. (Abeyratne, R. I. R. 2023). However, in the long run, ethics provides a moral foundation for business and is the key to corporate survival and reputation. Therefore, research that examines the ethical aspects of legal management aims to explore how organizations can face the moral dilemma in making business decisions with integrity and solid ethical principles. (De Stefano, V., & Taes, S. 2023).

The current global and digital era demands greater transparency and social responsibility from organizations, expanding the scope of legal management to not only comply with the law but also promote ethical principles. (Nalyvaiko, L., & Chepik-Trehubenko, O. 2023). Ethical decision-making is about choosing a morally right and good action, considering aspects of its legality and its social and environmental impact. (Usman, R. 2023).

This study aims to explore ethical aspects of legal management in the face of moral dilemmas in business decision-making. It hopes to provide a broader insight and understanding of how ethics and morality can be integrated into business decision-making processes and how legal management can help facilitate ethical decisions.

2. RESEARCH METHOD

The research methods carried out in this study are literature research. Various disciplines often use literature research methods to gather, analyze, and interpret works or sources relevant to a particular research topic (Ratislavová & Ratislav, 2014; Richardson, 2018). In literature research, researchers collect secondary data from various sources that relate to a given research problem. (Antin et al., 2015; Marshall et al., 2013). There are several important stages in the method of literature research, ranging from the search for sources and the selection of materials to the criticism of literature. One of the early stages is searching for relevant keywords in catalogs, indexes, search engines, or electronic databases to find literature that matches the research topic. (Punch, 2013; Adhabi & Anozie, 2017).

This method can provide an overview and in-depth analysis of the research that has been carried out in relation to the research topic, as well as identify the research gaps that may still exist. (Champe & Kleist, 2003; Tharenou et al., 2007). In addition, literature research also allows researchers to structure the theoretical framework of their research better. The flow of research in literature studies is usually presented in the form of a flow chart that makes it easy for researchers to describe their research process from beginning to end. (Basrowi, 2008; Zed, 2004).

3. RESULT AND DISCUSSION
3.1. Business Ethics Theory

Ethics is a branch of philosophy that concerns the consideration of what is right and what is wrong. Ethics involves systematizing, defending, and recommending good and bad behavior concepts. In short, ethics studies the standards and principles that guide behavior in society and individually. (Ellemers, N., & de Gilder, D. 2022). This study not only includes the theory of how we should act but also explores questions about what is considered morally good or bad, fair or unfair, important or not important in various situations. (Dacin et al., 2022).

In the context of its application, ethics can be divided into various sub-categories, including application ethics, normative ethics, and meta-ethics. Applied ethics seeks to apply moral principles to concrete practical situations, such as medical, business, or environmental. (Yang et al., 2022). Normative ethics explores standards or norms of behavior that should be made, such as what makes a moral act or how values can be justified. Meanwhile, meta-ethics concerns a conceptual analysis of how we understand and what we mean in ethical terms (Kałużny, R., & Stanek, S. 2022).

It shows that ethics plays an important role in guiding individuals and groups in making morally responsible decisions, influencing how laws and policies are formed, and helping build social norms that govern human behavior in various aspects of life. (Arar, K., & Saiti, A. 2022).

The ethical principles in business relate to guidelines and standards that guide behavior in a professional

context. They aim to ensure that business practices are fair, transparent, and accountable to all stakeholders, including employees, consumers, society, and the environment (Kałużny, R., & Stanek, S. 2022). Some fundamental business ethics principles include:

1. Integrity: Demonstrate honesty and truth in all business activities and interactions. Integrity means doing the right thing, even when no one is watching.
2. Transparency: Open to communicating relevant information to all stakeholders. This includes not hiding important information that can influence other people's decisions about the business.
3. Responsibility: Accept responsibility for actions and decisions and their consequences. Businesses must be prepared to respond and, if necessary, correct the mistakes or losses they cause.
4. Respect: Treat everyone with respect, including employees, customers, and competitors. Respecting the rights and dignity of every individual is important.
5. Justice: Ensure that decisions and actions are fair and equal, without discrimination or favoritism. This includes giving equal opportunities to everyone without distinction of origin, race, gender, or other factors.
6. Care for the Environment: Act in a way that considers environmental impact, reduces business environmental footprint, and promotes sustainability.
7. Privacy: Respect privacy and carefully manage the personal data of consumers and employees, following relevant regulations and laws.
8. Righteousness: Fighting for a reasonable profit without excessive exploitation or exploitation of consumers, employees, or natural resources.
9. Rightening: Avoiding conflicts of interest and ensuring that decisions are made on the basis of merit and common good, not personal gain. (Yang et al., 2022; Dacin et al., 2022; Ellemers, N., & de Gilder, D. 2022).

These are the core principles implemented in ethical business activities. Adhering to these principles not only builds a good reputation and trust between stakeholders but can also positively contribute to society and the environment as a whole.

3.2. Legal Management from an Ethical Perspective

Legal management is a system or process used to manage all legal aspects within an organization or company, including but not limited to legal documents, legal information, and business processes related to the law. These systems are designed to improve efficiency and reduce legal risk by providing features such as document management, deadline tracking, and contract management. (Wettstein, F. 2022). The purpose is to help companies or organizations comply with applicable regulations as well as avoid disputes or legal problems that may arise (Buvabaevna, K. Y., & Buvabaevna, K. K. 2022).

Legal management plays an important role in supporting and strengthening business ethics within an organization. Here are some key roles of legal management in supporting business ethics:

1. Legal compliance: Legal management ensures that all business operations are carried out in accordance with applicable legal regulations. It helps prevent violations of laws and sanctions that can damage the company's reputation and performance.
2. Reducing Risk: Legal management can prevent legal problems that may burden companies in the future by identifying potential legal risks early on and taking measures to address them.
3. Policy formulation: Legal management helps formulate internal policies that ensure business activities are conducted within the correct ethical and legal corridors. These policies include a code of ethics, anti-corruption policies, and data privacy policies.
4. Training and Education: Legal management is often involved in providing legal and ethical training to employees to ensure that they understand and are able to apply ethical and legal principles in their daily work.
5. Oversight and Audit: Through effective oversight and audit mechanisms, legal management monitors compliance with relevant business ethics and legal standards and provides if any improvements need to be made to maintain the company's integrity.
6. Problem Management and Conflict Resolution: Legal management plays a role in dealing with internal and external complaints and conflicts relating to ethical issues or law violations. This includes enforcing legal and ethical provisions fairly and consistently.
7. Ethical Contract Making: Legal management ensures that all contracts made and signed by the company reflect high ethical standards and are fair to all parties involved (Drummond, D., & Coulet, A. 2022; Hamilton, R. H., & Davison, H. K. 2022).

Through these functions, legal management not only helps ensure that companies operate within legal boundaries but also supports the creation and maintenance of a strong ethical culture. It is crucial to maintain confidence and a positive image in the eyes of stakeholders, which ultimately affects the company's long-term success. (Hunkenschroer, A. L., & Luetge, C. 2022).

3.3. The Moral Dilemma in Business

In business, a moral dilemma refers to a situation that requires an individual or a company to choose between several actions that all have significant and contradictory ethical consequences. A closely related definition can also characterize an ethical dilemma as a condition in which any available choice has a negative side or is

considered wrong on the moral or ethical side. (Congleton, R. D. 2022).

In business, moral dilemmas often arise due to the conflict between business interests and ethical values or principles. For example:

1. Environmental conservation versus profitability: A company may face a dilemma between implementing more environmentally friendly processes, which may be more costly, and continuing conventional processes that are cheaper but negatively impact the environment. This decision reflects the contradiction between corporate social responsibility to the environment and the goal of maximizing profitability.
2. Uncertainty in financial reporting: Moral dilemmas can also arise in financial reports, where companies manipulate financial data to show better performance to investors. Here, the integrity and transparency of the company are being tested, as such actions can be detrimental to stakeholders who make decisions based on financial information.
3. Child labor use: In a global context, multinationals may face a dilemma when operating in countries with weaker employment regulations, including child labor. On the one hand, child labor can reduce production costs, but on the other, it is clearly in violation of human rights principles and international rules. (Yang et al., 2022; Cahn, E. S. 2022; Hamilton, R. H., & Davison, H. K. 2022).

The moral dilemma in business involves weighing economic gain, ethical principles, and social responsibility. Decisions made in this dilemma often reflect core values and corporate integrity.

Moral dilemmas can arise due to various complex factors, including conflicts between two or more principles or moral values that seem equally important but require different or even contradictory actions. One approach to understanding the causes of moral dilemmas is through a psychological perspective of how individuals develop their moral understanding, as Kohlberg's theory of moral development describes. (Tirri, K. 2023). In a broader context, moral dilemmas can also be influenced by external and internal factors, including social pressure, organizational culture, as well as individual characteristics such as personal values, experience, and education. (Dacin et al., 2022).

From a theoretical perspective, a moral dilemma can arise when there is a conflict between two or more ethical norms, which can be due to:

1. Contrary values: Moral dilemmas often arise due to conflicts between different values or moral principles so that the fulfillment of one value is contrary to the fulfillment of the other.
2. Complex situations: The complexity of a particular situation also plays a role in the emergence of a moral dilemma, in which individuals have to consider various factors at once in making decisions (Dacin et al., 2022; Grgurić Čop et al., 2024).

Moral dilemmas can be found in various aspects of life, including business, law, medicine, and everyday life. All of these require individuals to make decisions in circumstances of uncertainty, considering the ethical consequences of their actions.

3.4. Ethical Decision-Making Model

The process of ethical decision-making requires individuals or organizations to choose the best action that is consistent with moral and ethical principles. There are several steps in facilitating the process of systematic ethical decision-making:

1. Identifying problems: Identifying whether a situation requires ethical consideration and a moral dilemma. It involves understanding of factual aspects and values of the situation.
2. Gather Information: Do research or gather relevant information to understand all aspects of the dilemma, including laws, policies, social norms, and the potential impact of various action options.
3. Identify Parties Involved: Determine who will be affected by your decision and how that influence may occur. Identifying stakeholders helps in assessing the moral impact of such decisions.
4. Consider the Ethics Principles: Analyze situations by considering various relevant ethical principles, such as justice, duty, rights, and common good. These principles will help guide the most ethical actions.
5. Alternative Assessment and Consequences: Consider all action options and assess the short- and long-term consequences of any such choice.
6. Make Decisions: Choose the option that minimizes losses the most and most conforms to the established ethical principles. Decisions must be made honestly and transparently.
7. Implementation: Make decisions that have been made and ensure that you do so responsibly.
8. Result Assessment and Revision: Once the decision is implemented, review the process and the outcome to ensure that the ethical objectives have been achieved and to learn from the experience.
9. Further action: If necessary, make changes for future improvements based on such evaluations and reviews (Johnson et al., 2022; Suarez w et al., 2023; Marya et al., 2023).

Through these measures, ethical decision-making not only helps solve moral dilemmas but also promotes growth and a better understanding of ethical principles in individual or business practice. (Gupta, S., & Bhandari, S. 2022).

3.5. Legal Management Can Help Overcome a Moral Dilemma
3.5.1. Role of Legal Adviser

Legal advisors have an important role in the justice system. These roles include assisting, representing, and

defending clients' rights before the law at various levels of investigation. (Aitken, H. 2022). The rights of the legal counsel to contact and speak with the suspect or accused, including from the first moment of the suspected being arrested, are regulated in the Covenant and Articles 14 to 17 of the Act (Singal, J. P. 2023). Legal counsel reserves the right to contact the suspects from the moment of their arrest or detention at all levels of investigation in accordance with the procedures prescribed by the Act. (Hartoyo, R., & Sulistyowati, S. 2023). In the investigation process, the role or position of a legal adviser is regulated in Article 115 of the Covenant, which states that the legal advisor, according to the level of investigation, in relation to the suspect, is supervised by an investigator, a general prosecutor, or an officer of the prosecution agency without listening to the content of the speech. (Permata et al., 2022).

3.5.2. Development of a Code of Ethics Within the Company

Developing a code of ethics within a company is an important step in setting standards of behavior expected of all employees and management. This code of ethics serves as an internal conduct guideline and a statement of the company's commitment to ethical and responsible business practices (de los Ríos-Berjillos et al., 2023).

The following are key steps in the development of codes of ethics within the company: Establishing teams or committees, Determining core values and principles, conducting studies and research, formulating the content of codes of ethics, consulting and participating with stakeholders, preparing and reviewing, approval and validation, launch and communication, training and education, and monitoring and enforcement (Saygılı et al., 2022).

Developing and implementing an effective code of ethics requires sustained commitment and must be integral to the corporate culture. It not only enhances the reputation and confidence of the outside but also builds an ethical and productive working environment (Dacin et al., 2022).

3.5.3. Training and Ethical Education for Workers

Training and ethical education for employees is an important step in ensuring that all organization members understand and can apply the ethical standards established by the company. (Guo et al., 2023).

Here are some steps and tips for conducting ethical training and education:

1. Need assessment:
   a. identify specific training needs relevant to your industry and company;
   b. conduct surveys or interviews with employees to identify areas that require more emphasis.
2. Preparation of Training Materials:
   a. Setting up training materials that cover ethical principles, real-life cases, company policies, and relevant regulations;
   b. Use scenarios and case studies to illustrate ethical dilemmas that are commonly encountered in jobs;
   c. Ensure that training materials are easily understood and relevant to the employee's day-to-day work.
3. Choose the Training Format:
   a. Determine the training format, whether to be conducted in-person, online, or a combination of both.
   b. Consider interactive training such as workshops, role-playing, and group discussions.
4. Set schedules and places:
   a. Set a training schedule that will not interfere with the company's normal operation.
   b. Choose a location that is conducive to learning, uninterrupted, and comfortable for the participants.
5. Application and Integration:
   a. Integrate ethics training with new employee orientation programs;
   b. Provide ongoing training for topical updating and extension.
6. Implementation of Training:
   a. Use an instructor or facilitator who is competent in the field of ethics and experience in training.
   b. Involve management in demonstrating a commitment to the ethics program.
7. Use of Technology:
   a. Take advantage of e-learning technology to provide access to more employees, especially for companies with wide geographical coverage;
   b. Use platforms that provide interactive features and can track employee learning progress.
8. Evaluation and Feedback:
   a. Evaluate the effectiveness of training with quizzes, surveys, or discussions.
   b. Ask for feedback from participants to improve future training.
9. Enforcement and Support:
   a. Implement a system that allows employees to report unethical behavior;
   b. Provide support and counseling to employees facing ethical dilemmas;
   c. Record and update:
   i. record anyone who has undergone ethical training and ensure that all employees receive adequate training;
   ii. update training materials regularly to keep them relevant to changes in laws, regulations, and industry standards. (Zhunusbekova et al., 2022; Okumoto et al., 2022).

Effective ethical training and education should be a priority for companies that want to foster a culture of integrity and transparency. Programs like this are not just about violation prevention but also about building a strong foundation for collaboration, trust, and long-term success. (Sakr et al., 2022).

4. CONCLUSION

In the modern business world, legal management is not only about compliance with laws and regulations but also deeply related to ethical aspects. The ethical importance of law management is becoming important because of the various moral dilemmas that are often encountered in business decision-making. This dilemma arises from the conflict between financial gain, compliance with the law, corporate social responsibility, and moral values.

Decision-making in ethical business requires companies and individuals to act not only within the limits of what is legal but also what is morally right. It demands a good understanding of ethical principles, such as integrity, justice, honesty, and accountability. The ethical aspect of legal management aims to guide companies in dealing with moral dilemmas in a way that considers both the short-term consequences and the long-term impact on the reputation and sustainability of the company.

To integrate ethical aspects in legal management, measures include Ethics Codification Development, Ethics and Awareness Training, Reporting and Handling Mechanisms, Proper Decision-making, and Stakeholder Consideration.

Integrating ethical aspects in legal management is crucial to facing the moral dilemma in business decision-making. This approach helps organizations not only in compliance with laws and regulations but also build a positive reputation, stakeholder confidence, and long-term business sustainability.

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