Responsible Leadership and Corporate Social Responsibility: A Systematic Review

Saira Maitlo
PhD scholar, Sukkur IBA University
saira.phdmgts22@iba-suk.edu.pk

Saba Maitlo
Lecturer, Shaheed Benazir Bhutto University, Shaheed Benazirabad
saba.maitlo@sbbusba.edu.pk

Naveed Shakir
Graduate of CMA Managerial Level - 2, Institute of Cost & Management Accountants, Pakistan.
naveedshakir1980@gmail.com

Abstract

Although there is most of the research has been done on responsible leadership and CSR, few research have observed into their relation. The goal of this systematic review is to identify the major study subjects, their change through time, the areas and nations that dominate, and to concentrate on the research, journals, authors, and theories that have been employed. The authors found 17 research articles in different journals throughout 2022. PRIMA statement and PRISMA checklist and relevant studies have been published throughout 2022 and were retrieved from the Scopus, Emerald, Willey Online Library, and ScienceDirect and then systematically reviewed. Seventeen research papers were reviewed and retained in inclusion and evaluated. The systematic review found that the responsible leadership and CSR work throughout the time has increased in 2020 and then declined in 2021. Research has found responsible leadership, CSR, mediators, moderators and outcomes variables that have been studied in the leadership and CSR literature over the period of time.

Keywords: responsible leadership, Corporate Social Responsibility

Introduction

Responsible leadership is the form of value-based leadership that aims to conceptualize the practice of fostering values in consideration of the interest of the individual in personal interest and the degree of the power they hold within the organization and people that they serve. The value of the responsibility concept for organizational leadership practices (Pless, 2007). The role of the leader and follower relationship as well as explains how the identity of the employees identify and respond to themselves as well as their manager's leadership practices (Schinzel, 2018). Responsible leadership develops and maintains a moral strong relationship with all the organizational stakeholders, culture, and organizational change that are the basic elements that an organization continuously renews its products and process while adapting them to the new context base (Awan, Abro, & ul Mustafa 2021; Javed et al., 2021).

Every person is responsible for their actions. In terms of the sphere of economic activity every individual is responsible for their actions suitable to the freedom limits and knowledge of the action taken. The leader shapes the organization's ethical climate. Ethical standards are the models that are used within the company to evaluate the activities of the people by giving them the moral foundation for morally positive actions (Groves, 2011). Nowadays business is running mostly in a responsible way. Responsibility is noticed at the increasing level in the companies that forced the environment of the companies to some extent and also through the laws by imposing the responsibility on the supervision institutions (Zhao & Zhou 2021).

In previous period researcher have brought forwarded the concept of the ethics to the leadership practices forefront. In fact the consideration of the ethics in the business perspective is sustaining and building relationships at global level. In terms of the responsible leadership, organizations do not put ethics on the high list priorities, not only the stakeholders suffers but also the public as well. Business executives have been under growing pressure to prioritize ethical behavior that since global financial crisis of 2008, which necessitates accountability on both an individual and institutional level (Pless et al., 2012). Following the financial crisis, which put many organizations' economies in danger, stakeholders joined a global call and revival for the adoption of ethical practices. As a result, corporate leaders were made accountable for seeking a global common good, which required them to consider their part in eradicating poverty and advancing human rights (Pless et al., 2012). In order to further these goals, practitioners alike have a strong incentive to investigate the primary causes and consequences of responsible leadership in the

corporate world. Because once social problems are dealt, not only is the relationship with decision makers and the general public sustained, but the company also makes a positive contribution to the environmental sustainability of their organizations (ul Mustafa, Abro, & Awan 2021; Mousa and Ayoubi 2021).

Recent studies have demonstrated that in order for businesses to successfully engage in corporate social responsibility (CSR), companies require CEOs that uphold these "good will" ideals (Waldman et al., 2006). Pervious studies explained that the environmental management, sustainable development, corporate reputation, and financial performance of businesses can all be significantly enhanced by carefully crafted CSR policies and practices (Aguilera et al., 2007; McWilliams et al., 2006; Turban and Greening 199; Aguilera et al., 2007; McWilliams and Siegel, 2011). CSR initiatives may help improve stakeholder-company relations generally and encourage consumer loyalty (Luo and Bhattacharya, 2006).

The purpose of this study is to analyze at what extent responsible leadership and CSR have been understood in the existing literature. As there is extensive literature available but there is no systematic literature available, this research is significant and needed reinforcement by claiming the change in terms of responsible leadership and CSR. This research help in understanding the responsible leadership and CSR in existing literature.

- What do we know about responsible leadership and corporate social responsibility through existing research theories?
- What authors, journals have the highest impact factor over the period of time ?
- What volume, growth and geographical distribution of the journals on the responsible leadership and CSR published over the period of 2022?

To address these three questions, researcher conducted the systematic literature review to identify the pertinent to responsible leadership and CSR. For an article to included the review, it must have focus on responsible leadership and CSR as a key variables or subject area of the research. We searched 4 databases (Scopus, ScienceDirect, Willey online library and Emerald) using key word Responsible leadership and CSR, "responsible leadership and CSR" through the use of Boolean operator AND. Searches were limited to the peer reviewed articles. Our review span were not limited to year because of the lack of the work done on the responsible leadership and CSR.

This research used the systematic review analysis to disclose the knowledge by providing key perspective within the field of leadership and CSR theories. The 17 most significant articles on responsible leadership and CSR were recognized by the researcher. Relevant research publications have been reviewed to verify that the themes are correctly recognized. First, this study maps the literature review on responsible leadership by years and number of publications. Second, the review maps the geographical distribution of the research papers to assist analysis based on the knowledge base relevant to the research topic. This review was conducted on the journals' particular dataset. These were generated using the outcomes of various queries in the Scopus, Emerald, Willey online Library, and ScienceDirect databases.

Methods

Primary conceptual and quantitative and qualitative studies on responsible leadership and CSR constructs published in the peer-reviewed journal published over the period of 2022 were included in the review. Empirical studies were included to identify the responsible leadership and CSR journals, theories, authors and publications over the period of time. Different types of databases were used in the review to search the articles on responsible leadership and CSR research study. The articles were found in the management, business ethics, corporate responsibility, and leadership research journals. A combination of the keywords (or keywords) used for the research search was responsible leadership and corporate social responsibility.

Aim of the study

The systematic review aimed to highlight the demand for responsible leadership and corporate social responsibility when conducting the research reviews on organizational leadership and corporate image.

Systematic review search method

The Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) flowchart was utilized in this study to eliminate biases and offer a clear reviewing reason for the specific research field (Ahmad & Omar, 2016; Knocke & Schuster, 2017). The PRISMA approach is used in this systematic study to emphasize responsible leadership and CSR. The review concentrated on the specific literature based on a careful selection and explicit criteria to discover a review of all prior research within the timeframe. The PRISMA approach is used in

this systematic study to investigate the need for responsible leadership and CSR in developing the organizational corporate image. Five criteria were used in total for the search that is:

1) English language papers were included

2) Over the period of 2022

3) A Qualitative or quantitative paper reporting the link between responsible leadership and corporate social responsibility.

4) Includes phrases responsible leadership and corporate social responsibility and responsible leader in the title or the abstract of the research study.
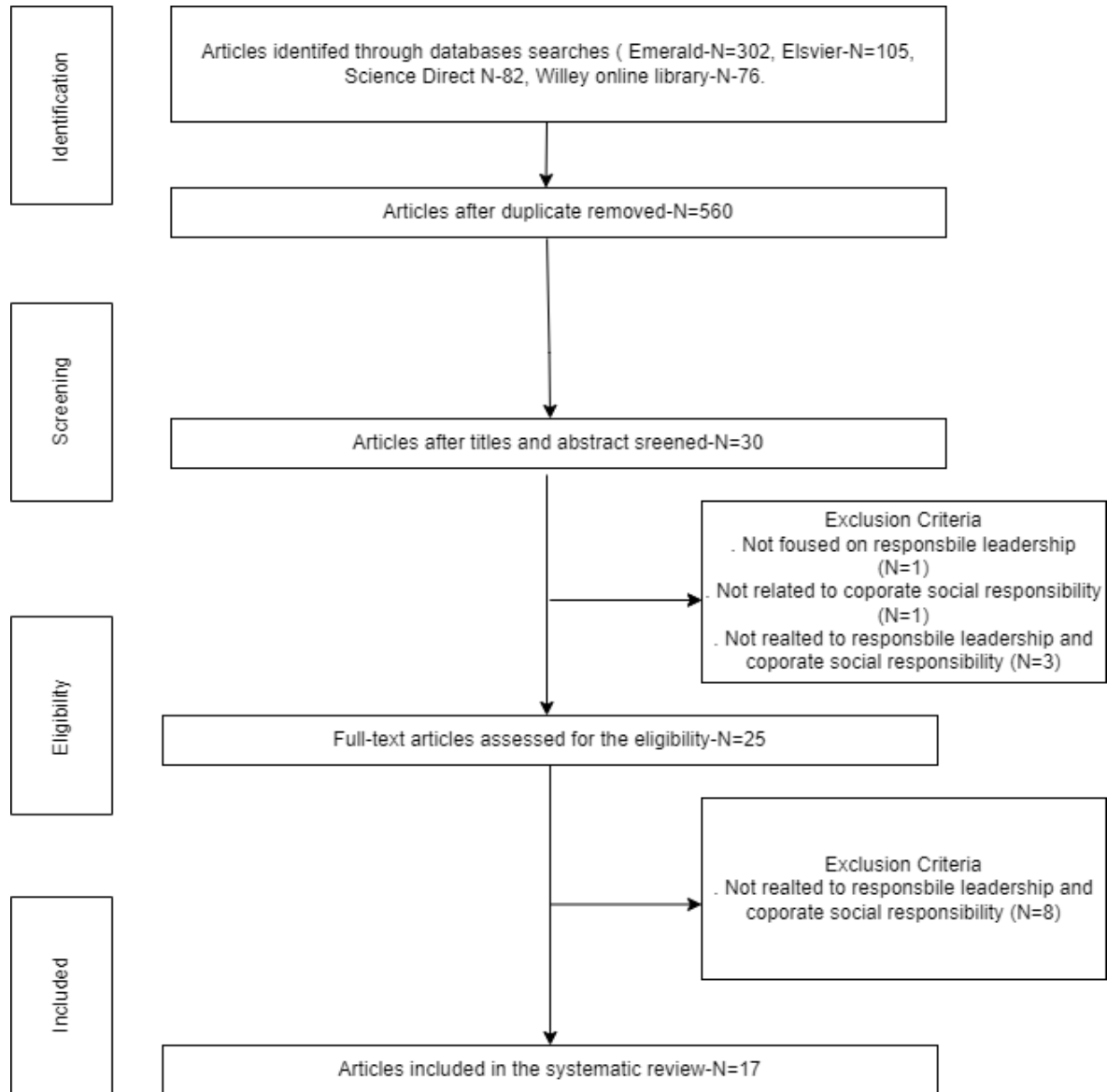
5) All peer-reviewed research papers.

The PRISMA method includes the popular databases for the studies linked to responsible leadership and corporate social responsibility, these include google scholar, science direct, emerald, and Willey online library.

Inclusion and exclusion Criteria

The inclusion criteria for the systematic review and meta-analysis studies focused on the responsible leadership and corporate social responsibility constructs. Empirical studies were also included in the systematic review to identify the different responsible leadership and corporate social responsibility theories, journals and authors. Only those studies were included that went under the peer-reviewed, English language, full text, search phrase contains in the title and abstract and published over the period of 2022. The research must include the relationship between responsible leadership and corporate social responsibility.

Figure 1

PRISMA Model

Identification
Articles identifed through databases searches (Emerald-N=302, Elsvier-N=105, Science Direct N-82, Willey online library-N-76.

Articles after duplicate removed-N=560   ts

Screening
Articles after titles and abstract sreened-N=30

Exclusion Criteria
. Not foused on responsbile leadership (N=1)
. Not related to coporate social responsibility (N=1)
. Not realted to responsbile leadership and coporate social responsibility (N=3)

Eligibility
Full-text articles assessed for the eligibility-N=25

Exclusion Criteria
. Not realted to responsbile leadership and coporate social responsibility (N=8)

Included
Articles included in the systematic review-N=17

Result and Discussion

This section illustrate results in terms of the responsible leadership and CSR. The description and analysis of the results around the proposed research questions.

Volume growth, trajectory of responsible leadership and CSR

Figure 2

Responsible leadership and CSR publication by Year and Type
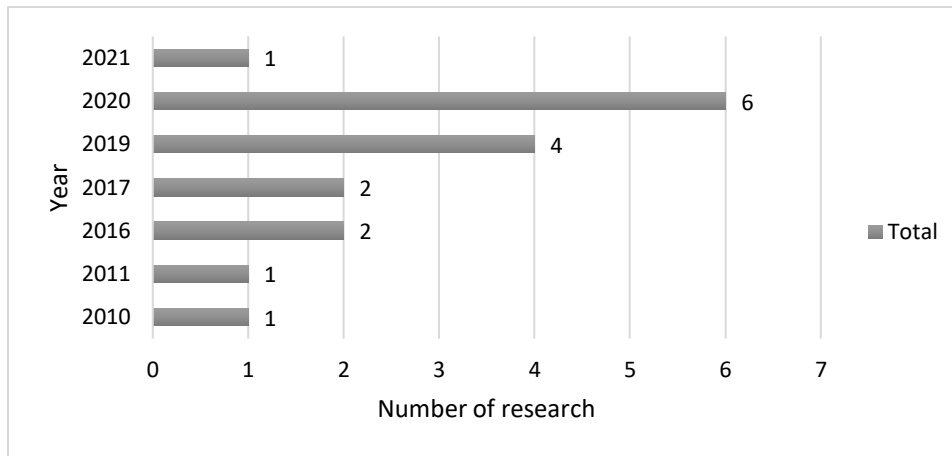
In total researcher reviewed 17 articles published across academic journals. Within sample there were 4 qualitative and 13 quantitative research articles were included. By analyzing the publications trend, researcher see that 2020 was the tipping point where the responsible leadership and CSR went from the being the conceptual idea to search the right research stream (see figure 1). Prior to 2020, there were 6 articles, in 2019 there were 4 , 2017 there were 2, 2016 there were 2, 2011 there were 1 and in 2010 there were 1 article. In 2020 there were found to be the most often year in which the responsible leadership and CSR have been studied.

Journals, number of articles and highest impact factor

Table 1

 Journals (Select) Publishing Responsible leadership and CSR

Journals	Number of Articles	Impact Factor
International Journal of Hospitality Management	1	9.327
Journal of Business Ethics	3	4.141
Corporate Social Responsibility Environment Management	4	9.25
International Review on Public and Nonprofit Marketing	1	1.63
International Journal of Organizational Analysis	1	1.891
Leadership & Organization Development Journal	2	3.242
Social responsibility Journal	2	3.72
Journal of Knowledge Management	1	8.182
Journal of Management Studies	1	5.839
Journal of Management Development	1	2.372

Due to the nature of the leadership, responsible leadership and CSR have been found a home in the number of the different journals outlets (see table 1). Since previous years research on responsible leadership and CSR have been increased and have been published in the high impact factors journals over the period of the time including the international journal of hospitability management and journal of knowledge management. Furthermore the journal of the business ethics and corporate social responsibility management have also published multiple work on responsible leadership and CSR. While an overwhelming majority have been conducted in the Corporate social responsibility management (n=4), responsible leadership and CSR have been emerged on other disciplines like business ethics (n=3), leadership and organizational management (n=2) and so on.

Geographical distribution of publications on responsible leadership and CSR

Figure 3

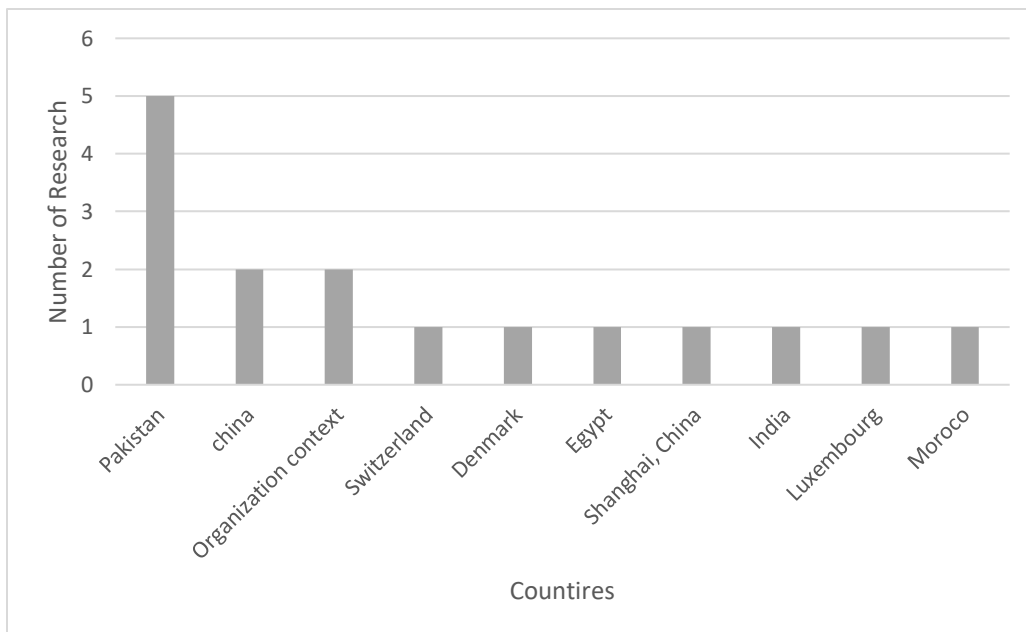*Global distribution of Responsible leadership and CSR in literature review*

Figure 2 depicts the regional distribution of published research articles on responsible leadership and CSR. The data reveals that, in addition to Pakistan's supremacy, there is a strong presence of Chinese research. According to our findings, out of 17 articles there were 5 (35%) of the Pakistan research whereas the China have (11%) and rest of the percentage is related to other countries.

Table 2

Authors, theories and country distribution

|	Authors	Theory	Country
1	Zhao and Zhou (2020)	social cognitive theory	Shanghai, China
2	Groves & LaRocca (2011)	Values-Centered Model of Transformational Leadership	
3	Voegtlin et al., (2019)	Stakeholders theory, complexity theory, behavior learning theory	Switzerland
4	He et al., (2020)	social cognition theory	China
5	Bouichou et al., (2021)	-	Morocco
6	Javeed et al., (2020)	echelon theory, stakeholder theory and signaling theory	Pakistan
7	Hemingway and Starkey (2017)	Social theory	Organization context
8	Ursula Schinzel (2017)	_	Luxembourg
9	Juhro and Aulia (2019)	-	China
10	Priya and Sinha (2020)	constructionist grounded theory	India
11	Yasin et al., (2016)	CSR theory	Pakistan
12	Yasin (2020)	corporate social responsibility theory and social identity theory	Pakistan
13	Junaid and Syed (2020)	Stakeholders theory	Pakistan
14	Lehmann and Toh (2010)	-	Denmark
15	Javeed et al., (2019)	Stakeholder and contingency theory	Pakistan
16	Maak et al., (2016)	echelon theory, multi-level model of CEO leadership	Organization context
17	Mousa and Ayoubi (2019)	Stakeholders theory	Egypt

Particularly researcher have discussed how responsible leadership and corporate social responsibility have positioned in the network of leadership and CSR theories and offer a refined definition of the responsible leadership and CSR, (2) provided a critique review of the research design of the responsible leadership and CSR (3) map the nomological network through reviewing the empirical work of responsible leadership and CSR through focusing on the theories used, antecedent, outcomes as well s the construct mechanism and (4) recommended the future research expanding agenda through the help of empirical and theoretical advancement.

Based upon the social cognitive theory responsible leadership is morally conscious towards the interest of their stakeholders and commits towards leading with external as well as internal alignment of stakeholders with organization's long-term sustainability corporate strategy (Pless, 2007). Employees' perceptions of CSR and aspirations to engage in organizational citizenship behaviour, according to Groves (2007), are influenced by responsible leadership. This is so that employees of the organization are sent messages about priorities and values by accountable leaders. Therefore, effective leadership has a more direct effect on how likely workers are to engage in CSR initiatives. The main aspect that motivates workers to take part in CSR projects is their moral efficacy (Reynolds, 2008). Employees that place a high value on integrity are more inclined to care about others and establish social workplace behaviors.

To attain the socially responsible leadership outcomes described by Barling et al. (2008), they must persuade their followers to have steadfast convictions in the stakeholders' CSR viewpoints. Since transformational leadership and its effects on the results of responsible leadership in terms of the followers' shared beliefs and values, there is, sadly, no empirical study connecting the values of stakeholders with these two concepts. The values-centered model of transformational leadership presents the responsible leadership antecedents, effects process, and consequences based on empirical research on responsible leadership and evolving theories (Pless, 2007; Pless et al., 2011, and Waldman et al., 2006). Transformational leadership has an effect on results of responsible leadership to the extent that it supports the stakeholders values (as opposed to the economic as well as instrumental) initiate responsible changes and CSR oriented performance outcomes.

According to Maak and Pless (2006) research responsible leadership theory defines followers as the broad contingencies that are external and internal to the organization. Responsible leader requires value creation and social demands for the broader and more complex set of external and internal areas. Based upon the stakeholders and contingency theory there is the direct impact of the CSR on financial performance. Multiple stakeholders endow requisite resources for survival and success. Firms have an obligation to reciprocate stakeholders support through crating value for the relevant parties (Hillman & Keim 2001). Leader complexity theory help in understanding the factor level strengthen the inherent link between the act of responsibility and CEO responsible leadership.

Figure 4 : Nomological Network of Responsible leadership and CSR
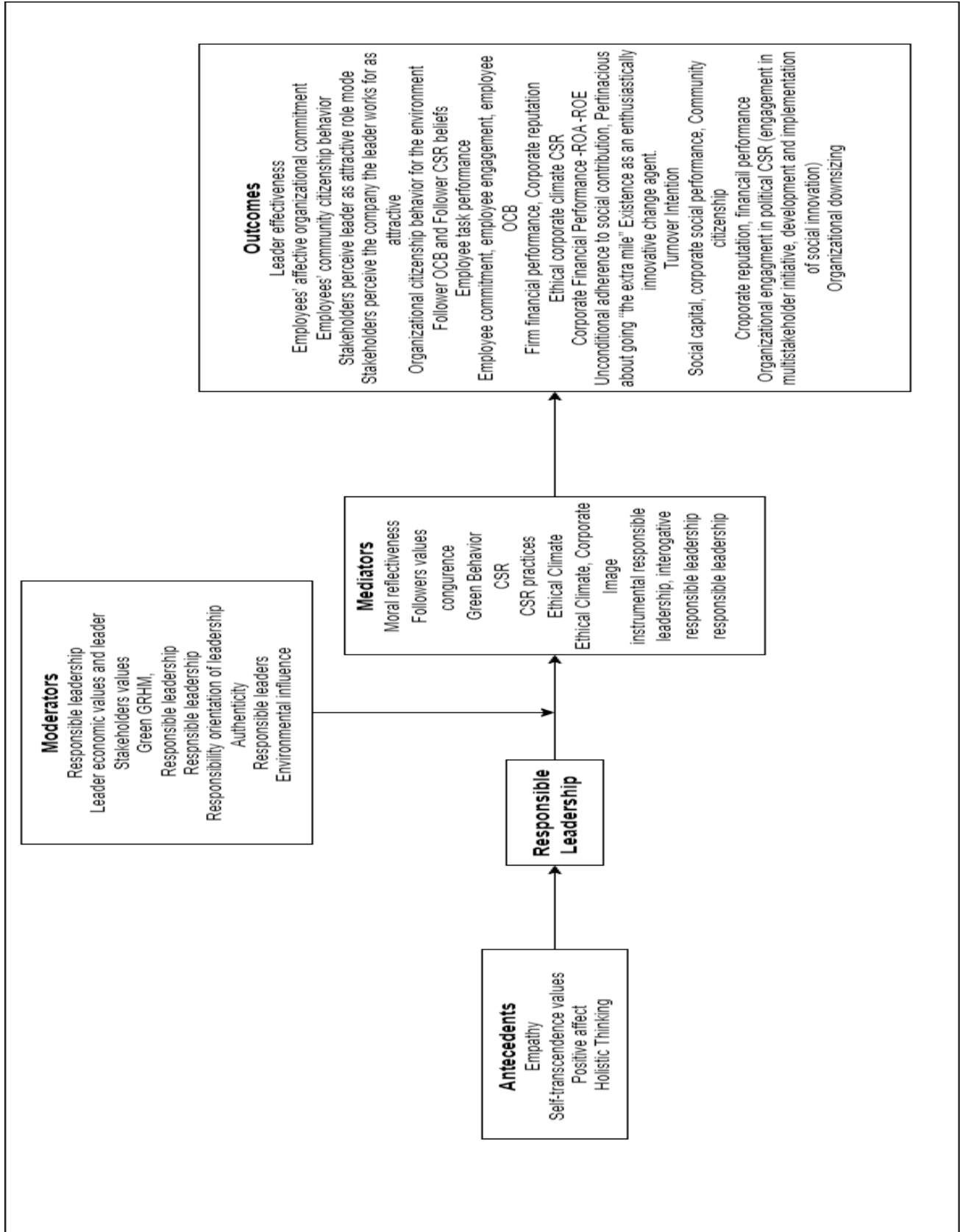
Conclusion

The current systematic literature review provide an in depth analysis of all studies addressing the antecedents, moderators, mediators and outcome of the responsible leadership and CSR. This review intended to promote responsible leadership and CSR in terms of examining the different theories discussed in literature, as well as what contexts, journals, and authors to strengthen the responsible leadership and CSR work over the period of time. To do so we examine N=17 research publication on the responsible leadership and CSR published in Scopus, Emerald, Willey online library and ScienceDirect journals over the period of 2022 noticing the findings contradiction as well as in identifying the major gaps, developing agenda for the future research. Following the literature thorough examination, we came to conclude that responsible leadership and CSR warrants additional investigation. Specifically, few of the researchers have used responsible leadership in contrast, just few researches have used the CSR as an independent variable. As the result, researcher proposed contemporary construct design to investigate the different variables that have been studied in relation to the responsible leadership and CSR.

References

Aguilera, R.V., Rupp, D.E., Williams, C.A. and Ganapathi, J. (2007), "Putting the S back in corporate social responsibility: a multi-level theory of social change in organizations", *Academy of Management Review, Vol. 32 No. 3, pp. 836-863.*

Awan, N. W., & Abro, A. A. (2021). Do Environmental Degradation and Agricultural Accessories Impact on Agricultural Crops and Land Revenue*? Evidence from Pakistan. Sarhad Journal of Agriculture, 37(230).*

Bouichou, S. I., Wang, L., & Feroz, H. M. B. (2021). How corporate social responsibility perceptions affect employees' positive behavior in the hospitality industry: moderating role of responsible leadership. *International Review on Public and Nonprofit Marketing, 1-34.*

Groves, K. S., & LaRocca, M. A. (2011). Responsible leadership outcomes via stakeholder CSR values: Testing a values-centered model of transformational leadership. *In Responsible leadership (pp. 37-55). Springer, Dordrecht.*

He, J., Morrison, A. M., & Zhang, H. (2021). Being sustainable: The three-way interactive effects of CSR, green human resource management, and responsible leadership on employee green

International Journal of Social Sciences and Entrepreneurship (IJSSE)
ISSN (Online): 2790-7716   , ISSN (Print): 2790-7724

Vol 3   , Issue 1
January 2023

behavior and task performance. *Corporate Social Responsibility and Environmental Management, 28(3), 1043-1054.*

Hemingway, C. A., & Starkey, K. (2018). A falling of the veils: Turning points and momentous turning points in leadership and the creation of CSR. *Journal of Business Ethics, 151(4), 875-890.*

Javed, M., Akhtar, M. W., Hussain, K., Junaid, M., & Syed, F. (2021). "Being true to oneself": the interplay of responsible leadership and authenticity on multi-level outcomes. Leadership & *Organization Development Journal.*

Javed, M., Rashid, M. A., Hussain, G., & Ali, H. Y. (2020). The effects of corporate social responsibility on corporate reputation and firm financial performance: Moderating role of responsible leadership. *Corporate Social Responsibility and Environmental Management, 27(3), 1395-1409.*

Javed, M., Rashid, M. A., Hussain, G., & Ali, H. Y. (2020). The effects of corporate social responsibility on corporate reputation and firm financial performance: Moderating role of responsible leadership. *Corporate Social Responsibility and Environmental Management, 27(3), 1395-1409.*

Lehmann, M., Toh, I., Christensen, P., & Ma, R. (2010). Responsible leadership? Development of CSR at danfoss, Denmark. *Corporate Social Responsibility and Environmental Management, 17(3), 153-168.*

Luo, X. and Bhattacharya, C.B. (2006), "Corporate social responsibility, customer satisfaction, and market value", *Journal of Marketing, Vol. 70 No. 4, pp. 1-18.*

Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies, 53(3), 463-493.*

Mousa, M., & Ayoubi, R. M. (2019). Inclusive/exclusive talent management, responsible leadership and organizational downsizing: a study of academics in Egyptian public business schools. *Journal of Management Development.*

Pless, N. M. (2007). Understanding responsible leadership: Role identity and motivational drivers. *Journal of Business Ethics, 74(4), 437-456.*

Priya, K. R., & Sinha, A. K. (2021). Underpinnings of social contributions: conceptualizing behavioral patterns among socially contributive leaders in India. *Social Responsibility Journal.*

Schinzel, U. (2018). Responsible leadership and corporate social responsibility (CSR) in Luxembourg. *International Journal of organizational analysis.*

Schinzel, U. (2018). Responsible leadership and corporate social responsibility (CSR) in Luxembourg. *International Journal of organizational analysis.*

Schinzel, U. (2018). Responsible leadership and corporate social responsibility (CSR) in Luxembourg. *International Journal of organizational analysis.*

ul Mustafa, A. R., Abro, A. A., & Awan, N. W. (2021). Social Protection and Economic Growth: An Empirical Analysis for Emerging Economies. Elementary Education Online, 20(5), 6932-6932.

Voegtlin, C., Frisch, C., Walther, A., & Schwab, P. (2020). Theoretical development and empirical examination of a three-roles model of responsible leadership. *Journal of Business Ethics, 167(3), 411-431.*

Waldman, D.A., de Luque, M.S., Washburn, N., House, R.J., Adetoun, B., Barrasa, A., Debbarma, S. (2006), "Cultural and leadership predictors of corporate social responsibility values of top management: a globe study of fifteen countries*", Journal of International Business Studies, Vol. 37 No. 6, pp. 823-837.*

Wang, S., Huang, W., Gao, Y., Ansett, S., & Xu, S. (2015). Can socially responsible leaders drive Chinese firm performance?. *Leadership & Organization Development Journal.*

Yasin, R. (2021). Responsible leadership and employees' turnover intention. Explore the mediating roles of ethical climate and corporate image. *Journal of Knowledge Management.*

Yasin, R., Namoco, S. O., Jauhar, J., Rahim, N. F. A., & Zia, N. U. (2020). Responsible leadership an obstacle for turnover intention. *Social Responsibility Journal.*

Zhao, H., & Zhou, Q. (2021). Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: A social cognitive perspective. *International Journal of Hospitality Management, 95, 102749.*