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Exploring Socially Responsible Leadership:A ComprehensiveReviewofLiterature

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ABSTRACT

Modern leaders in any field are under high scrutiny levels of society, thereby level of trusthastobeparamount,keepinginviewanewformofleadershipisnowdiscussedasSociallyResponsibleLeadership.Thistypebeingintoitsnascentstageofresearchrequiresscholarlyattention.

This literature review paper is a genuine effort to collect the literature related to sociallyresponsible leadership. Also it aims to find a strong connect of such leader with corporatesocialresponsibilityoftheorganization.

Keywords: SociallyResponsibleLeadership,CorporateSocialResponsibility,Stakeholders

Methodology

According to Hart (1998) literature review can be defined as the selection of availabledocuments (both published and unpublished) on the topic, which contain information, ideas,dataandevidencewrittenfromaparticularstandpointtofulfilcertainaimsorexpresscertainviews on the nature of the topic and how it is to be investigated and the effective evaluationof these documents in relation to the research being proposed. The basic characteristic ofsucharticleshouldbeawellwritten,rationalnarrativewhichisup-to-dateadvancedknowledge.**Sample**Data was collected from google scholar uptill page 16. The keywordusedforthesearchwas'sociallyresponsibleleadership'.Thejournalsusedforitwerehighlyreputed and indexed.

Introduction

In this comprehensive literature review, we delve into the realm of socially responsibleleadership to gain a deeper understanding of its various dimensions and implications. Byexamining the existing body of knowledge, we aim to shed light on the critical role thatsocially responsible leadership plays in fostering positive social change and sustainabledevelopment.
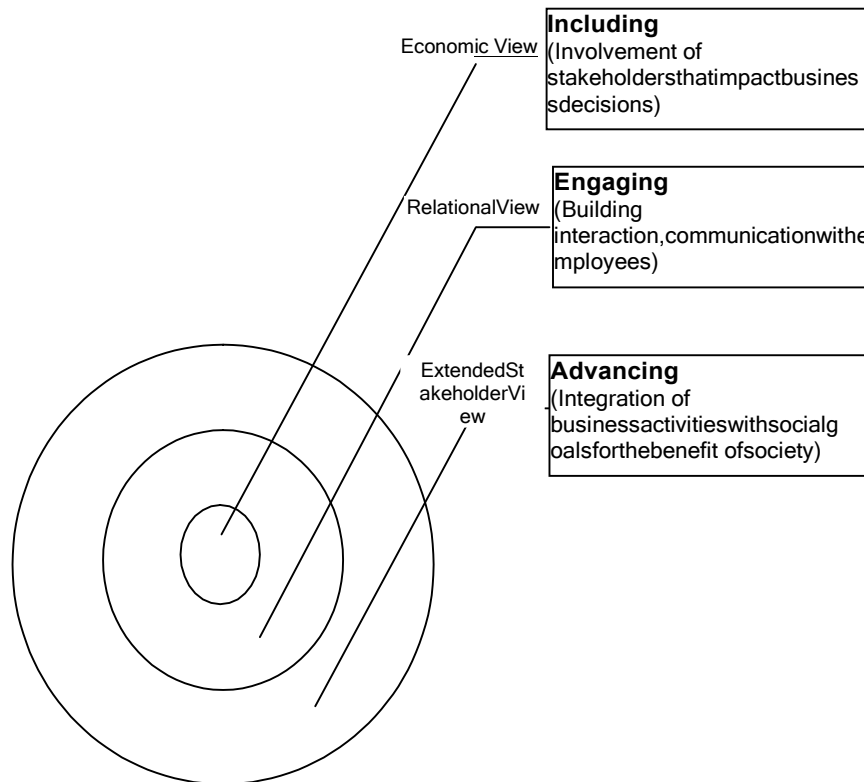
Paul Polman, Former CEO Unilever once defined leadership as, "Leadership is helpingpeople succeed, inspiring and uniting people behind a common purpose and then beingaccountable".

Nowadaysleadersareunderscrutinyowingtopublicawareness,NGOsinstitutions,financialcrisis ,environmentalissues,corporatescandalsetc.Henceforth,mountingleader'sresponsibility forsociety.

Also now business variables not only include factors like financial-economic capabilities,power, economies of scale but it also includes variables like talent retention, intangibleassetsandsocietalinteractions.

Henceforth, the carcass of leadership should also include active societal interaction and actresponsibly and create a good reputation after the economic slowdown. One of the moderndefinitionsisasfollows.

Flocy J (2017) define, "Leaders who includes, engages and advances the interests of allstakeholders"

Economic View — **Including** (Involvement of stakeholdersthatimpactbusinessdecisions)

RelationalView — **Engaging** (Building interaction,communicationwithemployees)

ExtendedStakeholderView — **Advancing** (Integration of businessactivitieswithsocialgoalsforthebenefit ofsociety)

So, a recent concept called the socially responsible leadership came into advent since theearly 2000. Up till now the existing literature is not sufficient to explain key ideas, conceptsandtheoretical approaches.

Theknowledgeisrestrictedtotheworkoffewresearcherslike:

- ✓ MaakandPless
- ✓ WaldmanandGalvin
- ✓ Voegtlin
- ✓ Posner
- ✓ Karpetc.

DefiningSociallyResponsibleLeader

Waldman et al., (2019) in collaboration with Siegel through a dialogue gave the followingdefinition of SociallyResponsibleLeadership.

"Responsible leadership is an orientation or mind-set taken by people in executivelevelpositionstowardmeetingtheneedsofafirm'sstakeholder(s).Assuch,itdealswithdefining

those stakeholder(s), assessing the legitimacy of their claims, and determining how thoseneeds,expectations,orinterestscanandshouldbestbeserved".

They defined "responsibility" as manager's fiduciary responsibility to maximize profit andshareholderwealth.

Among the list of stakeholders two are basically the non-financial holders viz., employeesand customers. The aforesaid augment the firm's performance if they perceive the firm asresponsible.

Waldman,SiegelStahlarguesthatSociallyResponsibleLeaderisnotabehaviouralconstructbuta mindset.Thismindset hasfollowingantecedents:

1. Educationalbackground
2. Personalvalues
3. Organizationalneuroscience

ForcesPressingforSociallyResponsibleLeadership

AccordingtothestudybyKarpfollowingarethetwotypesofstakeholdersthatpavethewayorrather pressforSociallyResponsibleLeadership:

1. Primary Stakeholders: Owners, consumers, employees and suppliers. According to arecent study by Environics International Ltd. (1999) of 25000 people in 23 countries,majorityi.e.60%ofthepeoplejudgedacompanyaspositiveiftheybehaveresponsibl y.Also90%oftherespondentswantthecompaniestofocusonthingsotherthanprofitability.
2. Secondary Stakeholders: Non-government Organizations, activists, communities andgovernments. When a firm crosses its boundaries then there is a need of an activedialogue between government, local bodies so as to establish the company and getindigenous rawmaterialandalso humanresources.
3. Institutional Expectations: Rankings, principles, standards. Society is now getting moretransparent way of the firms through 'rankings'or 'best work'.Sociallyresponsiblebehaviour generates trust between stakeholders and company and thereby not onlyincreasingtheprofitabilitybut alsosustainability

CorporatescandalslikethatofEnron,Volkswagenetcpavedwayfornewformofleadershiplikethat ofSociallyResponsibleLeadershipreplacingtheleader-followertheorytostakeholdertheory.

The thoughts of Socially Responsible Leadership cropped well from the 'Societal ChangeModel'(SCM)asproposedbyHeri1996.AccordingtothismodelleadershipmodelofSocia lChangeactuallystressesonthreeareas:

1. **Individual Level:** it includes all the personal qualities that are compatible for groupworking andalsocontribute tothe society.
2. **GroupLevel:**thisincludesacollaborativequalitythatfacilitatesindividualqualities.
3. **Societal Level:** these are the activities that aid the group and also facilitate group aswellaspersonalqualities.

This model is not about just leaders rather it is a process that includes equity, social justice,self-knowledge,personalempowerment,collaboration,citizenship,andservice

Now the exact model deals with collaboration on three levels of Individual, Group andSociety,henceforththesevenqualitiesaredistributedunderthesethreeheads:

1. Individual
   ValuesConsciousnes
   sofselfCongruenceC
   ommitment
2. GroupProcessValues
   CollaborationCommo
   nPurpose
   ControversywithCivility
3. Community/Societal
   ValuesCitizenship
   CHANGE

ChangeisthemainreasonofrestoftheCs.Itistheobjectiveofthetotalleadershipprocesssoastoma keworldabetter placeforoneselfandforothers.
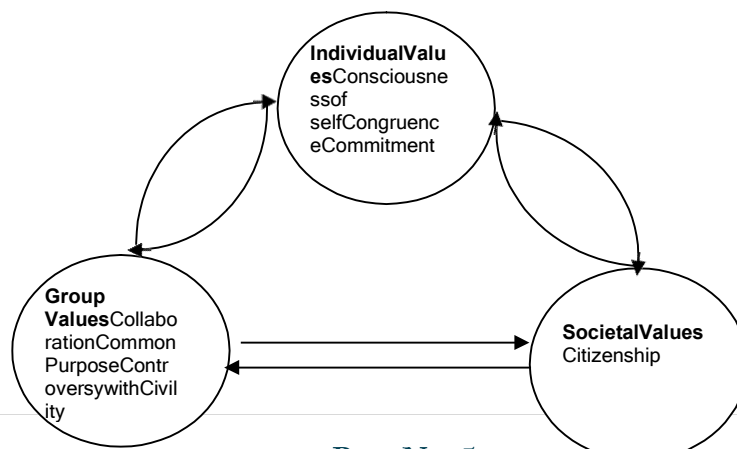
ThesisofMirvisgivesanoverallvisionofresponsibleleadershipincludingthecongruenceofMe,Wea ndUsandgettingintofaircompetitionwithno

compromisewithresponsibilityintrade.

Ketoladefined thatresponsible leadership exists best at thecoincidenceofhighlevelsofindividual,organisationalandsocieta lresponsibility.

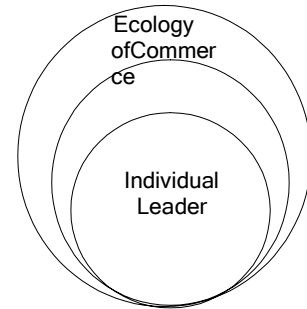Thomas Maak and Nicola Pless describe the relational aspect ofresponsibleleadershipanditsimplementationinfirms.They posit that responsible leader builds, cultivates and maintains trustful relationships to allstakeholders (both inside and outside the company) and coordinates responsible actions toachievecommon goals ofthefirm.

Fig:HolisticViewofResponsibleLeadership(I,Me,We)

There is a value based ethical principle driven relationship between all stakeholders andresponsible leaders who share a common sense of responsibility and they raise each otherto higher levels of commitment so as to achieve social change with sustainable valuecreation.

DefinitionofstakeholderswasfirstgivenbyCauxroundtable

"A responsible business acknowledges its duty to contribute value to society through wealthandemploymentitcreatesandtheproductsandservicesitprovidestoconsumers".

A responsible business maintains its economic health and viability not just for stakeholdersbutalsoforotherstakeholders

According to Collins (2001), responsible leadership generates stakeholder's value so as tocreate impeccable reputation for the firm. And the reverse is also true that company's abilitytomaintaingoodreputationisdirectlyrelatedtoitscapabilitytoretainstakeholders.

This reputation is exhibited as reputational capital that is defined as an intangible asset thatis a set of positive reviews, word of mouth, brand identity, and stakeholder trust. This assetproves its worthatthetimes of crises andfinancialneeds.

OutcomesofResponsibleLeadership

Antunes and Franco, 2016 argued that socially responsible leadership leads to positiveorganizations.

CharbelGreigeFrangieh, HalaKhayrYaacoub, (2017) classified the outcomes of sociallyresponsible leadership under three heads (they mentioned that the results produced are notprovedempiricallybut through analysis ofliteraturereview):

I. EconomicGain-relatedOutcomes

According to a study done by Wang et al. (2015) on Chinese companies both private andstate owned of the behaviour of 85 CEOsand the corresponding financial performance.Presence of responsible leadership can reduce business costs like costs of Governmentfine,auditfees,investigativecostsetc.

Waldman and Galvin (2008) argued that the corporations practising responsible leadershipare abletochargepremiumpricesfor theirproducts.

Also employees of a socially responsible organizations feel privileged and stay for a longerfaithfultimessotheattritioncostsisreducedheavilyalso   theoutputper   unit timeismoreascomparedto irresponsible organizations.

II. InternalStakeholder-RelatedOutcomes

Employees are the internal stakeholders and are affected by leadership actions. Variousresearchesfrom theliterature showthemajorimpacts:

1. Increasesemployeeretentionandreducesturnover(DohandQuigley,2014)
2. Increasesjobsatisfaction(Cameron,2011,Voegtlinetal.,2012),
3. Improvesemployeecommitment(Voegtlinetal.,2012),
4. Increasesmotivation(DohandQuigley,2014),
5. Enhancesemployeemoraleandwell-being(Cameron,2011;WaldmanandGalvin,2008),
6. Boostsemployeeattractionandrecruitment(Albinger,Freeman,2000,Miskaetal.,2014),
7. Improvesorganizationalcitizenship(DohandQuigley,2014;GrovesandLaRocca,2011),
8. Increasesproductivity(Cameron,2011)

9. Enhancespsychologicalsafetyinthepresenceofinclusiveness(DohandQuigley,2014).

III. ReputationandExternalStakeholders-RelatedOutcomes

In this case external stakeholders refer to customers, suppliers, distributors, government,NGOs.

The presence of responsible leaders in a company positively affects the social performanceof the company and relationship with the external stakeholders as argued by Voegtlin et al.,2012.

Sociallyresponsibleleadershipalsocreatesgoodwillandtrustamongtheexternalstakeholders(Maak,2007).

It also helps to create social capital which aids to connect different stakeholders and is theoutcomeoftrustasgeneratedbytheleaders.

One of the most interesting outcome created by the responsible leaders is that they ensurethe product delivered by the company are safe and are not harmful for the customers whichinturnenhancescustomerloyaltyandsatisfaction(MaakandPless,2006,p.100;Cameron, 2011; Wangetal.,2015).Henceforth the'word of mouth'isalwayspositivelyspread(Rodriguez Cano et al.,2008).

AsperParaschivetal.,2012sociallyresponsibleleadersalsoreinforceresponsiblepracticesamo ngsuppliersanddistributors.

ChallengesfacedbyResponsibleLeaders

SRL faces numerous challenges that disturb their ability to discharge their duties. Thesechallengescanbeclassifiedintothree:

I. Balancingstakeholderneeds

Responsible leaders deal with a set of stakeholders that are diverse by virtue of culture aswell as background that can create communication problems. In addition to this relationshipandneedsofstakeholdersevenbecomescomplexwhenthesetinvolvedisofanMNC.

Maak, (2007), have dealt with a completely different set of laws, environmental issues, andemploymentetc.

Leaders who are responsible should stand to mobilize stakeholders and create – sustaincommitment among followers through sensible activities and reducing complexities in thewholeprocess(MaakandPless,2006,p.112).

All the sets of stakeholders have contradictory needs and hence even more complicate theprocess of responsible leadership. Henceforth meeting the needs of all stakeholders almostinfeasibleatalltimes(WaldmanandBalven,2014).

II. Personalvalues

Personal factors also influence the relationship between the stakeholders and the leaders.The seven trait theory of Social Change Model clearly states that 'consciousness of self' isone of the most important characteristic of a responsible leader. In addition to this theresponsible leader should be emotionally intelligent so as to manage, sustain and behaveresponsibly.

III. Characteristicsandorganizationalstructures

Traditionalbureaucraticorganizationsdonotgivemuchspacefortheleaderstoberesponsible and engage with the stakeholders but the less bureaucratic structure althoughincreases flexibility but increases other challenges like that of diffused decision making andrise in ambiguity thereby difficulty in decision making arises. Responsible leadership alsorequiresaflexiblestructuresoastoworkforthesocietyalso;henceforththereisaproportional riseinthechallenges.

EmployeeVolunteerismandSociallyResponsibleLeadership

Most of the Fortune 500 companies stick to employee volunteerism program for increasingthestakeholder engagement.

Employee volunteerism is a deliberate effort of firms to help in the issues of the society andworkfortheinterestsofthecommunityandhenceforth,augmentemployeeengagementandloyalty.Italsoprovidesenvironmentforleadersoftheorganisationtoinducesocialresponsibility in the the employees and also create all the variables of the organizationalclimate inthefavour of thesame.(Clarke& Butcher,2006)

According to Cycyotaet. al., volunteerismplaysanimportant rolein CSRstrategy ofresponsible companies.

Theyextendamodelforcontributionsofvolunteerismrepresentedinthefollowingfigure.Thismodelin
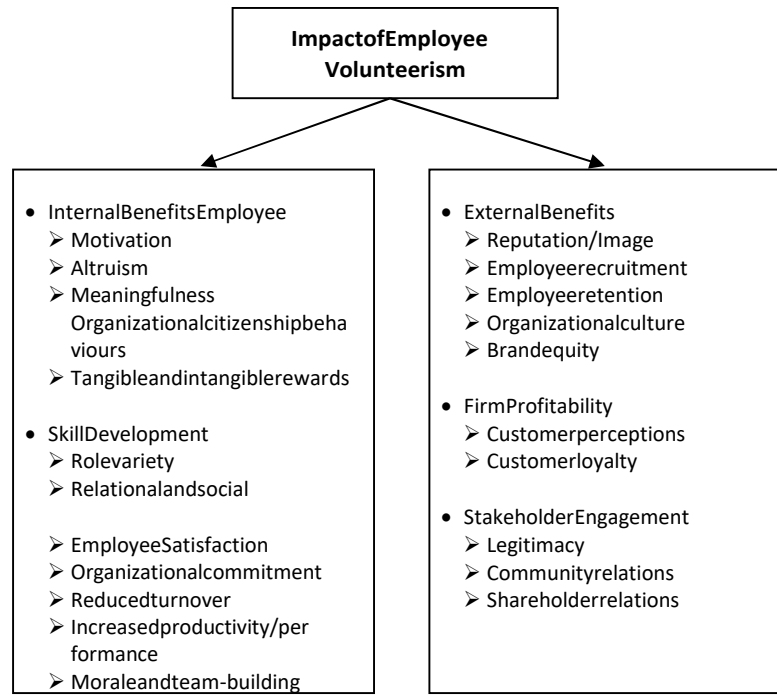cludesinternalandexternalbenefitsofemployeevolunteerism.

Figure: ModelofContributionsofEmployeeVolunteerismtoaFirmCSRStrategy

Role of Leadership in Employee Volunteerism for Corporate SocialResponsibility

Most of the thinkers and philosophers think that the environment is effected by
businessactivities by enterprises. So, it is the responsibility of financial muscles of the
world, i.e. theenterprisestoreducethiseffect(Hart (1997)).

In the same direction Hawken (1993) suggests that the leaders should weave
profitabilityandsustainabilityprinciplesintothesamefabricoforganization.Theymustreform,red
esign,restructureinthedirectionoforganizationalsustainability.

Finkelstein and Hambrick, 1996 argue that leadership makes a significant impact on
allactions relating to an enterprise including motives and actions relating to sustainability.
Theneedformodernorganizationis'leading forsustainability'.

Thephenomenonofresponsibleleadershipgrippedrootsinearly2000s.ThecontributionbyMaak and Pless(2006) and then by David A Waldman & Siegel, 2008b paved the way forfurther research regarding Socially Responsible Leadership and implement CSR practicesas a part of all business decision making. Also other scholars like Doh, Stumpf, &Tymon,2011; Freeman &Auster, 2011; Gond, Igalens, Swaen, & El Akremi, 2011; Maritz et al.,2011;Siegel,2014;Voegtlinetal.,2011contributedresearchesregardingSociallyResponsibl e leadership and their dialogue with CSR activities. Flocy, J (2017) propagated11 items that can demonstrate the behaviour of Socially Responsible Leaders which arefurther categorized under three dimensions Stakeholders, Relational aspects and ExternalCommunity.

Stakeholders

1. Theleaderstrivestoworkwithdifferentstakeholdersonissuesthatimpactthebusiness.
2. Theleaderdemonstratesawarenessoftherelevantstakeholderclaims
3. Theleaderbalancesstakeholderinterests

RelationalApproach

4. Theleaderleadsbypersonalexample
5. Theleadermodelsbehaviourstoinspirethepeoplearoundthem
6. Theleadergivesduecredittothepeople
7. Theleadertakesprideinthepeopleintheorganisation
8. Theleadertakeschargeandguidestheorganisationduringbadtimes
9. Theleaderconsiderstheimpactwhenbreakingabadnews

ExternalCommunity

10. Theleaderstrivestoadvancethequalityoflifeinthecountrytheorganizationoperatesinalong withitsbusinessinterests
11. Theleaderexploreswithvariousstakeholdersonsocialactionsthatcanbedonecollectively toadvancethecommunity at large

RoleofLeadershipinCSR

AccordingtoUnitedNationsIndustrialDevelopmentOrganization,"CorporateSocialResponsibil ityisanorganizationalphenomenoninwhichitintegratessocialandenvironmental concerns in their business operations and in stakeholder management. It isweaving act of three Ps viz., people, planet and profit into their corporate genes and at thesametimeengagingandsatiatingtheexpectationofallstakeholders."
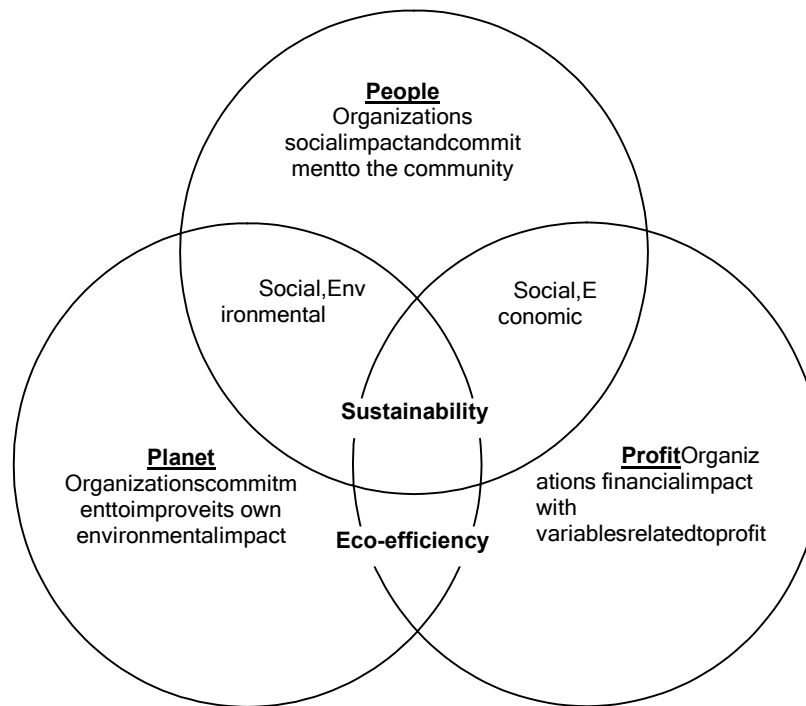
Figure: TripleBottom-lineApproachofCSR

According toBennis, W.(2007),leadershipcanbe understood as tripodviz,. Leader,followers andthecommon goal theywanttopursue.

Traditionally the leader is thought of as creator of strategies and hence positively affectingtheorganizationalgoals.The impactof aleadercanbecategorizedintothree:

1. **Individualas leader:**traits,personality,skills,abilities,individualdifferences,andcharisma of an individual. According to the authors more conscientious individual showshigherlevelof integrityand hence ismore responsible.

2. **Processes:** Interactions between leaders and followers, observed in leader behaviours.LMX theory i.e. Leader-Member Exchange theory states that communication frequency,communication patterns, reciprocity norms, value agreement, role-taking, and certaininteraction tactics between leader and member leads to high mutual trust and hence isadvantageous for the organization. LMX theory gives explanation for certain leaderbehaviour which can induct some behaviour or can help reciprocate same behaviour inthefollowers(Dansereau, Graen, &Haga, 1975).

   TheextensionsofLMXtheoryareethicalleadershipandsociallyresponsibleleadershipYukl(2001).

3. **Shared or distributed leadership:** Leader behaviours and influence emerge from anylevelwithintheorganization."Pearce&Conger,2003,p.1arguesharedleadershipisaninteractive influence process among individuals in groups for which the objective is toleadoneanothertotheachievementofgrouporrorganizationalgoalsorboth".

SociallyResponsibleLeadershipandCSR

Although the concept of Socially Responsible Leader is in nascent stage but Waldman &Galvin(2008)suggestthatsuchleadershavethinkresponsibilityattwodifferentorientationsviz.,limitedeconomicandextendedstakeholderview.Thisviewiscloselyrelatedtodichotomyof CSRalsowhichincludesinstrumental andaltruisticviews.

Pless,Maak,&Waldman(2012),throughasurveyof25businessleadersandentrepreneursfoundfourorientationsthatarresponsibleleadermaydemonstrateforimplementingCSR.

1. **Traditional economist:** this orientation is related to short term economic gains. Thistypeofleaderisimmenselyinterestedincost-

   benefitanalysisandiscomplianceconversant.

2. **Opportunity seeker:** This orientation includes the performance of CSR for long termvaluecreation forcompetitiveadvantage.

3. **Integrator:**theyconsiderrunningapurposefulandresponsiblebusinessforwhichprofitisjustanoutcome.Accordingtothemrationalitycanbeweavedwithemotionsalso.

4. **Idealist:**   Theysubside   analyticalthinkingand arehighlyemotional.Theyconsidersustainability as more imperative rather than curating financial muscles. Idealist is likelyto be strongly emotional in his or her appeal, perhaps even sacrificing rational andanalyticthinking.
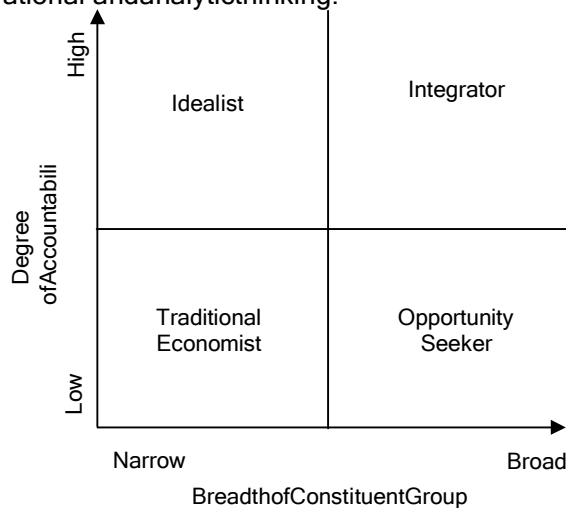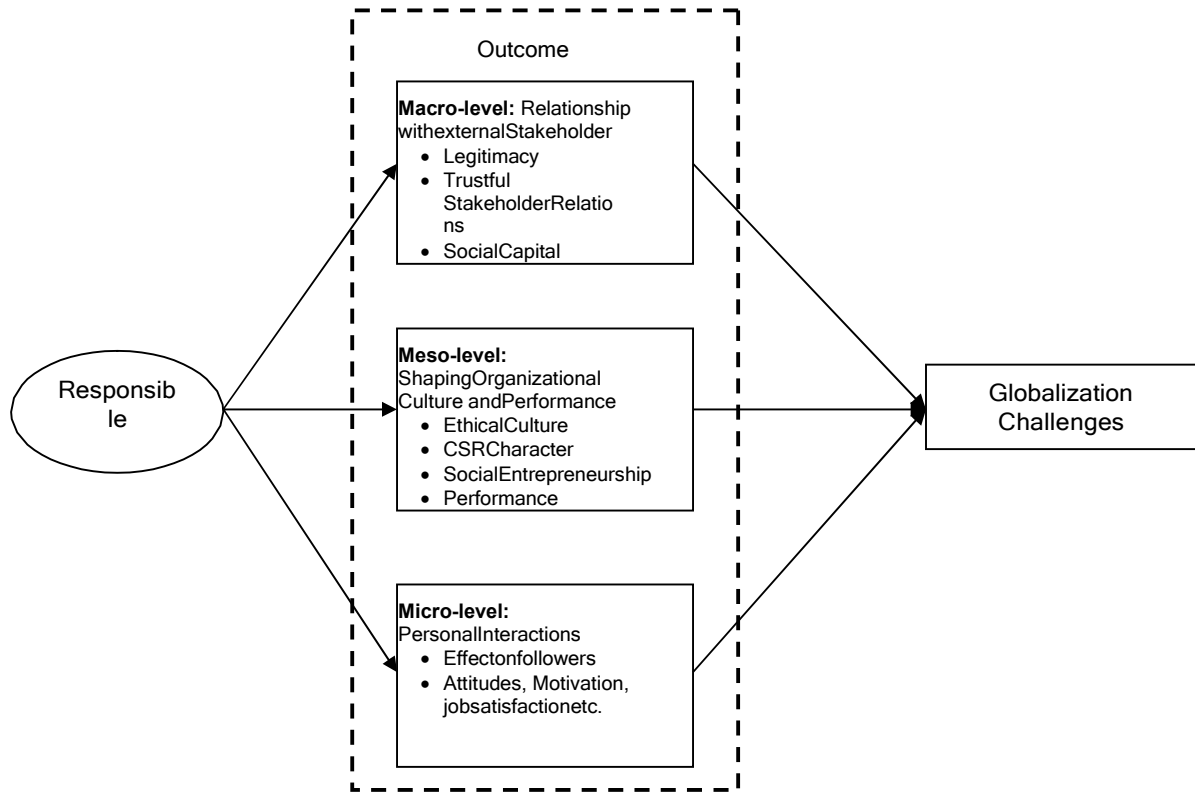

Figure: MatrixofResponsibleLeadershipOrientation

<u>OutcomesofSociallyResponsibleLeadership</u>

Voegtlin et al., 2011 projected a model that highlights the impact of socially responsibleleadershipon organizationaloutcomes

Figure: OutcomesofSociallyResponsibleLeadershipacrossdifferentLevelsof Analysis

<u>Conclusion</u>

After the economic slowdown the trust of society on enterprises was shattered because ofscandals and slumps. So the only saviour for the same was an organizational leader whichowningtheresponsibilityofthesocietyasapartoforganizationalDNA.Usuallyaleaderwithp ersonal characteristics like that of authenticity, consistency etc., play such role in thisregard. This leader is a socially responsible leader and it can positively affect corporatesocialresponsibility andalsoinduce employeevolunteerism.The continuumofleaderoverlapsthecontinuumofcorporatesocialresponsibilitystartingfromaTraditi onalEconomisttoOpportunitySeeker toIntegratorto anIdealist.

Sociallyresponsibleleadercanhavevariousoutcomesstartingfromeconomicgains,internal outcomes like job satisfaction, employee engagement, reputation in the society andpositive outcomesrelatingtoexternal stakeholders.

Thereisanimmediateneedofresearchinthedirectionofsociallyresponsibleleadershipanditsimpact oncorporatesocialresponsibilityandemployeevolunteerism.

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