TOWARDS A CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION FRAMEWORK: A RESPONSIBLE LEADERSHIP PERSPECTIVE IN FTSE4GOOD ORGANISATIONS

by

DAVID WALSH

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SUPERVISOR:

DR. JANETTE HANEKOM

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DECLARATION

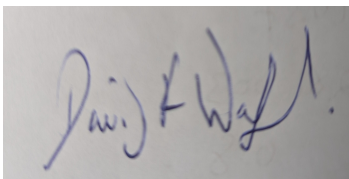Name: David Walsh

Student number: 58529934

Degree: Master of Arts in Communication Science

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ABSTRACT

This study addresses the evolving landscape of Corporate Social Responsibility (CSR) communication within organisations and its intricate connection to responsible leadership. As stakeholder expectations undergo dynamic shifts, responsible leaders recognise the imperative to adapt and enhance CSR communication strategies. This research aims to scrutinise the need for a nuanced comprehension of CSR communication through the lens of responsible leadership. An integrative leadership framework (ILF) for CSR communication will be crafted to encapsulate the distinctive attributes of responsible leadership. The study, utilising a dual-phased survey research approach, encompasses a web-based quantitative survey and qualitative one-on-one interviews. The findings emphasise that leaders should create a supportive and inspiring workplace by valuing active listening, collaboration, and empathy. Intrinsic value is crucial for sustainable growth and eco-friendly practices. Meritocracy is important for selecting capable individuals, and ethical behaviour by executives shapes organisational culture. Aligning individual and organisational goals is beneficial, and organisations must maintain credibility by aligning their actions with their intentions. Targeting organisations on the FTSE4Good UK Index as of February 2020, this research aspires to contribute insights into optimising sustainable stakeholder relationships through the synthesis of CSR communication and responsible leadership principles.

Key terms:

CSR communication, communicative action, corporate social responsibility, corporate strategy, credibility, global society, inclusive leader, openness, responsible leadership, social norms, social values, stakeholders, transformational leadership, transparency.

OPSOMMING

Hierdie studie spreek die ontwikkelende landskap van korporatiewe sosiale verantwoordelikheid (KSV) kommunikasie in organisasies aan en die ingewikkelde verband met verantwoordelike leierskap. Terwyl belanghebbende verwagtinge dinamiese veranderinge ondergaan, erken verantwoordelike leiers die noodsaak om KSV-kommunikasiestrategieë aan te pas en te verbeter. Hierdie navorsing beoog om die behoefte aan 'n genuanseerde begrip van KSV-kommunikasie deur die lens van verantwoordelike leierskap te ondersoek. 'n integratiewe leierskapsraamwerk vir KSV-kommunikasie sal ontwikkel word om die kenmerkende eienskappe van verantwoordelike leierskap te omvat. Deur die gebruik van 'n dubbelgefaseerde opname navorsingsbenadering, behels die studie 'n webgebaseerde kwantitatiewe opname en kwalitatiewe een-op-een onderhoude. Deur organisasies op die FTSE4GOOD UK-Indeks te teiken, vanaf Februarie 2020, hoop hierdie navorsing om insigte te lewer oor die optimalisering van volhoubare belanghebbende-verhoudings deur die sintese van KSV-kommunikasie en verantwoordelike leierskap beginsels.

Kernbegrippe: Verantwoordelike leierskap; korporatiewe social verantwoordelikheid; kommunikasie; deursigtigheid; kommunikatiewe aksie; geloofwaardigheid; sosiale waardes; sosiale norme; korporatiewe strategie; oopheid; transformasie-leierskap; belanghebbendes; inklusiewe leier; globale samelewing

RÉAMHRÁ (GAELIC-IRISH)

Bíonn an staidéar seo ag plé leis an timpeallacht ag athrú de réir a chéile i dtaobh Cumhacht Feidhmiúcháin Shóisialta Corparáideach (CSR) in aonaid agus a nasc éigin le ceannaireacht freagrach. Agus go mbíonn súil shaghas éagsúil ag lucht leasmhara, glacann ceannairí freagrach leis an riachtanas chun a bheith príobháideach agus chun a ghníomhartha cumhachta a fheabhsú. Tá sé mar aidhm leis an taighde seo an riachtanas do thuiscint na cumarsáide CSR a scrúdú tríd an tsúil a choinneáil ar cheannaireacht freagrach. Cruthófar Feachtas Ceannaireachta Integraithe (ILF) do chumarsáid CSR chun na sainrialacha speisialta de cheannaireacht freagrach a chur i gcrích. Beidh an staidéar, ag baint úsáide as cur chuige taighde da-pháirtíochta, ag an am céanna, suirbhé cuantach ar líne agus agallaimh cainte aonair. Ag díriú ar eagraíochtaí atá ar Indéacs FTSE4Good na Ríochta Aontaithe, mar a bhí i mí Feabhra 2020, tá sé mar aidhm leis an taighde seo léargas a thabhairt ar conas caidreamh inbhuanaithe a fhorbairt le leasmhacht idirghníomhach agus prionsabail ceannaireachta freagracha a chur i gcomhar le chéile.

Téarmaí Tábhachtacha: Ceannaireacht freagrach; Cumhacht Feidhmiúcháin Shóisialta Corparáideach Soiléireacht; CSR; gníomhartha cumarsáide; ionracas; luachanna sóisialta; nósanna sóisialta; straitéis corparáideach; oscailteacht; ceannaireacht transfhoirmiúil; leasmhachtaí; ceannaire sásúil; agus sochaí domhanda

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
BP	British Petroleum
CA	Communicative Action
CCM	Corporate Communication Management
CED	Committee for Economic Development
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CO	Company
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
EFA	Exploratory Factor Analysis
EIRIS	Ethical Investments Research Services
EU	European Union
FIFA	Fédération internationale de football association (International Association Football Federation)
GFC	Global Financial Crisis
GDPR	General Data Protection Regulation
HMEN	Hansen Multi Experience Model
HRD	Human Resources Development
IABC	International Association of Business Communicators
ICI	Imperial Chemical Industries
ILF	Integrative Leadership Framework
KCPM	Kim CSR Communication Process Model
KMO	Kaiser-Meyer-Olkin
LBDQ	Leader Behaviour Descriptive Questionnaire
LLC	Limited Liability Company
LOP	Licence to Operate
MSA	Measure of Sampling Adequacy
NDLTD	Networked Digital Library of Theses and Dissertations
NRF	National Research Foundation

OD	Organisational Development
PLC	*Public Limited Company*
RL	Responsible Leadership
ROI	Return on Investment
SAS	Statistical Analysis System
SME	Small and Medium Sized Enterprise
TA	Thematic Analysis
TCA	Thematic Content Analysis
UK	United Kingdom
UK FTSE4Good	United Kingdom Financial Times Stock Exchange
UNICEF	United Nations International Children's Emergency Fund
US	United States
USA	United States of America
VoIP	Voice over Internet Protocols
VW	Volkswagen

CHAPTER 1: INTRODUCTION

1.1 Introduction

Scholars have engaged in extensive discourse on the enhancement of corporate social responsibility (CSR) in organisational frameworks and its interaction with stakeholders (Pérez 2015:11). Leaders committed to responsible leadership (RL) recognise the significance of regular communication with their stakeholders concerning CSR initiatives (Du, Bhattacharya & Sen 2010:8). This acknowledgment stems from the evolving expectations of stakeholders, who exhibit growing concerns regarding the multifaceted roles assumed by organisations in society (Crane & Glozer 2016:1223).

CSR communication emerges as a pivotal organisational mechanism to foster and sustain positive relationships with stakeholders (Fombrun & Shanely 1990:233). Recent scholarly inquiries have underscored the nexus between CSR communication and responsible leadership, propelled by escalating societal demands for enhanced business values (Golob, Podnar, Elving & Ellerup-Nielsen, Thomsen & Schultz 2013:176). This study aims to enhance the comprehension of Corporate Social Responsibility (CSR) communication with stakeholders through the lens of responsible leadership.

To achieve this, the chapter is structured to provide an overview of the study's context and background, review of relevant literature, clarifies the research's purpose, objectives, and questions, identifies the research problem, and outlines the research design. Furthermore, it outlines the anticipated outcomes, emphasises the study's contribution to the communication field, and outlines the structure of subsequent chapters.

1.2   Context and background of the study

This section delineates the contextual background of the study and elucidates the connection between the chosen topic and the field of communication.

Leadership has constantly been highlighted as a pivotal factor influencing the success or failure of an organisation, with the media extensively highlighting the repercussions of deficient leadership. Instances – such as the Volkswagen (VW) diesel scandal necessitating a £6.7 billion provision for potential legal ramifications and criminal charges; the collapse of Northern Rock in the United Kingdom (UK) prompting governmental intervention, due to contentious mortgage practices; and the bribery allegations involving Jack Warner, former Vice President and executive committee member of FIFA – serve as glaring examples of the consequences of deficient leadership (Painter & Martins 2017:204; Albu & Wehmeier 2014:120; Matheson, Schwab & Koval 2018:259).

Because of events like these, there is a pressing global demand for responsible leaders capable of conducting themselves in an ethical and normative manner (Frangieh & Yaacoub 2017:282). Modern organisations are expected to conduct their operations responsibly, which means that the effective communication of their corporate social responsibility (CSR) initiatives is also imperative. Scholars assert a close correlation between CSR and leadership (Arslanagic-Kalajdzic & Zabkar 2017:210). – The communication of sustainable CSR necessitates a leadership framework characterised by inclusivity, credibility and consistency throughout the organisation (Johan & Noor 2013:1230). This study seeks to improve the understanding of Corporate Social Responsibility (CSR) communication with stakeholders by examining it from the perspective of responsible leadership.

Responsible, contemporary leaders are keenly cognisant of the significance of CSR (Javed, Rashid, Hussain & Ali 2020:1395). This awareness is underscored by CSR communication ranking as the foremost priority in the AON global management survey in 2021 (AON South Africa 2021).

The acknowledgment of the importance of CSR accentuates the need to align communication strategies with the leadership function of the organisation (Cornelissen, Durand, Fiss, Lammers & Vaara 2015:15) – particularly in shaping stakeholder perceptions and positioning the organisation effectively.

1.3   Research problem

The study aims at addressing the pressing need to advance the comprehension of CSR communication with stakeholders from a responsible leadership perspective. The existing research gap pertaining to the relationship between corporate social responsibility (CSR) communication and responsible leadership (RL) underscores the need for a comprehensive CSR communication framework.

The scarcity in academic literature – highlighted by Illia, Zyglidopoulos and Romenti (2013:54) and Du, Bhattacharya and Sen (2010:319), coupled with issues of responsible leadership, as described by Waldman, Siegel and Stahl (2020:5) – accentuate the necessity for a conceptual framework. A further dimension to this research is highlighted by Du, Swaen, Lindgreen and Sen (2013:155) and Zhu, Sun and Leung (2014:925), who accentuate a noticeable gap in research addressing CSR communication in the context of responsible leadership. Silvestri and Veltri (2020:585) contribute to this perspective by exploring the merging of relationships between corporate social responsibility (CSR) and leadership.

To date, the absence of a robust conceptual CSR communication framework has been conspicuously lacking in the exploration of this crucial relationship between CSR communication and leadership. Several database platforms, such as Google Scholar, Nexus (NRF), EBSCO Host Open Dissertations, SABINET, Networked Digital Library of Theses and Dissertations (NDLTD) and WorldCAT, were pivotal in obtaining insight into the research problem and in informing and shaping this study.

The doctoral thesis of Wilfred (2023), entitled *Exploring the relationship between leadership styles and corporate social responsibility*, seeks to examine the

multifaceted relationship between leadership and CSR. It investigated the connection between leadership styles and CSR, comprehending how different leadership styles impact organisational CSR initiatives. However, it fails to explore responsible leadership.

Moreover, Flocy's (2017) dissertation, *Responsible leadership: a behavioural perspective*, introduces responsible leadership as a new leadership construct for the twenty-first century. Flocy (2017) highlights the lack of a clear definition and understanding of the behaviours exhibited by responsible leaders, underscoring the importance of establishing a conceptual framework for responsible leadership. However, it fails to mention the role of CSR communication in responsible leadership.

This research endeavours to design a robust conceptual framework for corporate social responsibility (CSR) communication from a responsible leadership perspective. In doing so, it aligns with a recognised imperative, emphasised by Silvestri and Veltri (2020:586) – i.e. to enhance understanding of CSR communication with stakeholders through the lens of responsible leadership.

The absence of a suitable framework emphasises a noteworthy and unique gap in the scholarly literature. The researcher posits that these aspects are important to the field of Communication Science.

1.4   Research purpose

The purpose of this study is to explore CSR communication from a responsible leadership perspective, so as to obtain a deeper understanding of stakeholder sustainability. There is a lack of studies investigating CSR communication frameworks from the vantage point of responsible leadership.

In the context of the background and the research problem, the research purpose of this study is to develop a framework that explores the way in which CSR communication can be better understood from a responsible leadership perspective at the organisations listed on the FTSE4Good Index.

1.5   Research objectives and questions

Given the overall research purpose, the study's general research question is as follows:

How can responsible leadership within FTSE4GOOD organisations inform the development of a corporate social responsibility communication framework? More specifically, the study attempts to explore the following research objectives and questions using the relevant research methods (see Table 1.1).

Table 1.1: The research objectives, research questions and research methods.

Research objectives	Research questions	Research Method
1. To explore the link between CSR communication and responsible leadership (RL).	What is the link between CSR communication and responsible leadership (RL)?	Combination of quantitative and qualitative methods.
2. To explore the link between credibility as an element of CSR communication and RL.	What is the link between credibility as an element of CSR communication and RL?	Combination of quantitative and qualitative methods.
3. To explore the link between openness as a component of CSR communication and RL?	What is the relation between openness as a component of CSR communication and RL?	Combination of quantitative and qualitative methods.
4. To explore the link between transparency as a constituent of CSR communication and RL.	What is the relation between transparency as a constituent of CSR communication and RL?	Combination of quantitative and qualitative methods.

5. To explore the link between inclusion as a constituent of CSR communication and RL?	How does inclusion as a constituent of CSR communication and RL relate?	Combination of quantitative and qualitative methods.

1.6   Defining key concepts

This section presents definitions of the essential concepts involved in this study, including corporate communication, corporate social responsibility (CSR), responsible leadership (RL) and stakeholder theory.

1.6.1   Corporate communication

Corporate communication can be described as a facet of management that facilitates the efficient coordination of all communication channels, with the overarching goal of cultivating and sustaining crucial relationships with key stakeholders on whom the organisation relies (Cornelissen 2020:5).

Cornelissen (2014:53) asserts that effective corporate communication necessitates fostering comprehension of and appreciation for its objectives. In pursuit of these objectives, corporate communication is delineated as the management of external and internal communication channels with key stakeholders, who wield influence within the organisation. The adept management of these key stakeholders holds the potential of directly influencing the corporate reputation (Van Riel, Fombrum & Bull 2020:128). Alwi, Balmer, Stoian and Kitchen (2022:405) emphasise the critical importance of the effective management of communication with stakeholders. Failure to do so, may precipitate adverse repercussions for the organisation, as emphasised by Pedersen, Ritter & Di Benedetto (2020:314). This concern is particularly salient, given the substantial shifts in organisational dynamics and operational frameworks in the contemporary business milieu (Cornelissen 2014:63).

Nevertheless, in academic circles, the nexus between communication strategies and overarching organisational objectives, such as corporate social responsibility (CSR) from a responsible leadership (RL), remains a relatively underexplored domain (Men 2014:254; Zhu, Sun & Leung 2014:926; Du, Swaen, Lindgreen & Sen 2013:155). A survey of extant literature reveals a scarcity of empirical investigations into these interrelations.

Corporate communication is relevant to this study as it functions strategically within the broader scope of Organisational Communication. It encompasses the deliberate creation and distribution of messages to diverse stakeholders, both internal and external, with the aim of aligning with the organisation's objectives, values, and overall strategic trajectory.

In the next section, the construct of corporate social responsibility is explained.

1.6.2 Corporate social responsibility (CSR)

Corporate social responsibility (CSR) entails an examination of economic, social and environmental implications of the organisation (Suganthi 2020:1). In the modern corporate landscape, CSR has emerged as a prominent concern (Carroll 2021:1258), encapsulating responsible and ethical corporate conduct. It acknowledges that ethical obligations extend beyond internal operations to encompass interactions with the external environment and society. Foundational to the analysis of business and society are the concepts of corporate social responsibility and stakeholdership, as posited by Marom and Lussier (2020:250). This perspective advocates for organisations to allocate resources and make decisions aimed at satisfying the diverse needs of their stakeholders (Parguel, Benoît-Moreau & Larceneux 2011:15).

Research in CSR has revealed a pervasive lack of understanding among stakeholders regarding the CSR communications of an organisation, thereby posing a significant obstacle to strategic utilisation of CSR initiatives (Rodrigo, Aqueveque & Duran 2019:459). Despite increasing attention to CSR at the board

level, investigations into CSR communication with stakeholders remain scant, necessitating further scholarly inquiry (Illia, Zyglidopoulos, Romenti, Rodríguez-Cánovas & Del Valle Brena 2013:54).

Effective CSR communication is crucial for leveraging business benefits from CSR endeavours, as its absence poses the risk of rendering CSR efforts ineffectual, or even susceptible to accusations of greenwashing (Bayoud, Kavanagh & Slaughter 2012:13). Consequently, there exists a compelling imperative for both academics and communication professionals to enhance their understanding of how to communicate CSR initiatives more effectively to their stakeholders (Du, Bhattacharya & Sen 2010:17). In terms of understanding how organisations align their values with societal expectations, CSR is highly relevant to this study.

In the next section, an elaboration of CSR communication will be provided.

1.6.3   CSR communication

CSR communication can be delineated as the dissemination of information on its corporate social responsibility endeavours, intentionally crafted and disseminated by the organisation (Bashar 2020:25). CSR communication highlights the strategic involvement of an organisation in diverse economic, social and environmental endeavours, delineating its allocation of resources across these domains (Du, Bhattacharya & Sen 2015:319). CSR research primarily focuses on external stakeholders, such as customers, media and investors (Crane & Glozer 2016:1230).

Although the scholarly discourse on CSR communication may be expanding in academic journals, it remains relatively constrained and fragmented, compared to the extensive literature on CSR (Golob et al. 2017:116). Investigating CSR communication presents challenges due to its intersection with various interconnected fields, including stakeholder theory, corporate communication and organisational communication theory (Crane & Glozer 2016:1232).

This research addresses a critical gap in the current CSR communication landscape, which is characterised by its limited and fragmented nature (Crane & Glozer 2016:1223; Golob et al. 2017:116). This study endeavours to fill the void by exploring the nuances of CSR communication.

In the next section, a discussion of responsible leadership will be provided.

1.6.4   *Responsible leadership*

Responsible leadership (RL) is defined as the cultivation of trustworthy relationships with all stakeholders, to facilitate coordinated responsible actions aimed at realising a shared vision (Maak 2007:50). The concept of responsible leadership (RL) has garnered significant attention, thereby necessitating the integration of consistent stakeholder demands into business policies (Mayer, Aquino, Greenbaum, & Kuenzi 2012:152).

Despite the abundance of literature on RL featuring case studies of ethical dilemmas, highlighting the imperative of ethical programme development, it is noteworthy that, during its peak, Enron was widely regarded as one of the most ethically driven organisations in the United States, boasting a responsible leadership team (Schwartz 2013:40).

Authenticity and conduct are paramount in RL, rendering mere formulation of guidelines for diverse communication scenarios futile (Schwartz 2013:45). Human communication and interactions are complex and dynamic. No set of guidelines can cover every scenario, nuance, or cultural context that leaders might encounter. Guidelines often create rigid regimes that can stifle creativity and flexibility. Authentic and responsible leadership requires adaptability and responsiveness to unique situations leading genuine understanding and commitment rather than mere compliance.

Yet, conspicuously absent in the existing literature is a framework exploring enhanced CSR communication with stakeholders through a responsible leadership lens. The subsequent section will delve into stakeholder theory.

1.6.5 Stakeholder theory

Stakeholder theory posits that numerous groups, including employees, suppliers, society, trade unions and government entities, hold a vested interest in the organisation (Dmytriyev, Freeman & Hörisch 2021:1441). Central to stakeholder theory, is the principle that the concerns of all stakeholders must be taken into account. It is characterised as a peculiar contingency model, not solely driven by the strategic success of the organisation in question, but rather one that seeks to balance the diverse needs of both internal and external stakeholders (Almagtome, Khaghaany & Önce 2020:5).

Stakeholder theory asserts that organisations have an obligation to all stakeholders to offer a valuable perspective for comprehending organisational dynamics within their environments and fostering organisational success. This perspective expands management's understanding of its roles and responsibilities beyond the sole pursuit of profit maximisation, as advocated by Friedman (1970:17).
Donaldson and Preston (1995:85) assert that stakeholder theory precludes undue attention to the interests of any single group. Adopting a stakeholder approach entails a balanced and equitable treatment of all groups involved, with no single group exerting dominance or unilaterally determining outcomes.

Stakeholder theory has witnessed substantial development in recent years, extending across various business-related disciplines, including corporate strategy, economics, business ethics, social policy and corporate social responsibility. Notably, stakeholder theory has been identified as a potentially robust theoretical foundation for CSR research (Eteokleous, Leonidou, & Katsikeas 2016:580). Consequently, stakeholder theory serves as a fundamental theoretical framework for the development of a CSR communication framework from a responsible leadership perspective.

The subsequent section elucidates the proposed research approach and design, outlining the intended steps and methodologies involved in the study.

1.7 Research methodology

According to Hunziker and Blankenagel (2021:23), a research design serves as the comprehensive blueprint that directs the entire research process, delineating the structure and elements of the study. In contrast, research strategy pertains to the precise methods and approaches selected by the researcher to execute the study within the framework set by the research design. Collectively, these concepts offer a methodical and well-organised approach to conduct research and derive meaningful findings. These will be discussed in detail in the following sections.

1.7.1 Methodological orientation

The study is explorative in nature. This type of research is generally utilised to explore new problems, where little or no previous research exists. In other words, exploratory studies are commonly initiated in situations in which there is scant or no pre-existing research on a specific topic.

Researchers undertake exploratory research with the aim of bridging gaps in knowledge and establishing the foundation for subsequent, more targeted investigations in the future (Sreejesh, Mohapatra, Anusree, Sreejesh, Mohapatra & Anusree 2014:25).

Taking this approach is optimal, as the study delves into the way in which corporate social responsibility (CSR) communication may enhance comprehension of stakeholder sustainability in the context of responsible leadership (RL). The goal is to design a pertinent CSR communication framework through this exploration.

1.7.2 Research design

The research design serves as the strategic framework that guides the selection of research methods and the examination of pertinent collected data (Bryman & Bell 2015:100). It functions as a blueprint for the entire research process, encompassing data collection methods and analysis, ensuring that the research

objectives are addressed, and the research questions resolved (Hart 2005:313). The research design provides a clear plan for the organisation and supervision of the research (Denzin & Lincoln 2011:117).

Rahy (2021:1) characterises a research design as a plan of action to achieve specific goals. Babbie (2010:78) distinguish between two styles of research design: non-empirical and empirical. The methods employed fall into two primary categories: qualitative and quantitative (Creswell & Creswell 2019:11). In this study, both qualitative and quantitative research designs were utilised. The study utilised a self-administered web-based survey and one-on-one interviews.

1.7.3   Research method

The study utilises a triangulation of methods, combining both quantitative and qualitative approaches, thereby representing a robust approach (Fusch, Fusch & Ness 2018:2). According to Robson and McCartan (2016:20), this combined approach is deemed more robust and conclusive for research purposes.

Clampitt (2016:50) recommends the judicious combination of methods, while Patton (1999:55) identifies various types of triangulations, including theory, data, investigator and methodological. In the context of this study, methodological triangulation involves employing diverse data collection methods for the same event, enhancing the extraction of meaning from the data (Kakabadse & Steane 2010:347).

Rossman and Wilson (2009:627) argue for the advantages of method triangulation in advancing and assisting the research procedure. Employing method triangulation aids in result confirmation; contributes to conclusions; and provides guidance for future research (Golafshani 2003:601; Kelly 2006:380) (See Table 1.2). The objective of method triangulation is to attain a deeper understanding of the reality of the subject (Patton 1999:1189).

Table 1.2: Triangulation of method: quantitative and qualitative research methods employed

	Quantitative	**Qualitative**
Data collection	Self-administered web-based survey hosted on Google Forms.	One-on-one interviews Teams or Zoom
Questionnaire and interview schedule	Closed-ended questions structured in six categories Demographic data A 6-point Likert scale 65 questions	Interview schedule Key topics Ethical standards All interviews recorded and reviewed by the interviewee's organisation Temporary professional relationships
Reliability, validity and trustworthiness	Consultation with Statistical Consultant Pilot study Consultation with an expert on final questionnaire	Transcripts Structured approach
Data analysis	SAS data analysis program utilised Descriptive data analysis Final communality estimates Measure of sampling adequacy Eigenvalues Varimax rotation Exploratory factor analysis	Thematic analysis Patterns Themes

	Quantitative	Qualitative
	Cronbach Alphas Pearson correlation coefficient Kruskal-Wallis test	

Method triangulation may yield multiple stories and diverse experiences (Kaplowitz & Hoehn 2001:238). The investigation of a unique topic by using both qualitative and quantitative approaches illuminates key points, differences and similarities.

Triangulating between different assessment tools is considered the most effective way of assessing an organisation's position, allowing for a comprehensive evaluation when both quantitative and qualitative methods are employed together.

Bryman's (1988:138) assertion that a quantitative approach tests theory, while a qualitative study generates theories, is a convention that may not align with the practices of several researchers within each tradition or data collection method (Bryman 1988:140). Despite widespread debates and discussions in the literature, both qualitative and quantitative methods can converge in purpose to strengthen research (Robson 1995:6). Cassell and Symon (1994:1) agree that there is no inherent clash between the objectives or methodologies of qualitative and quantitative methods. Incorporating both qualitative and quantitative methods within an interpretive paradigm enhances the epistemological and axiological robustness of the research. Epistemologically, it provides a richer, more comprehensive understanding of the phenomena under study. Axiologically, it ensures that the research respects and incorporates diverse perspectives and values, reflecting a commitment to ethical and inclusive research practices. By integrating these methods, researchers can produce more credible, dependable, and ethically sound findings, ultimately strengthening the overall research endeavour.

Cortimiglia, Ghezzi and Frank (2016:414) recommend employing more than one method for an extensive study. A major benefit of method triangulation is its potential of reducing researcher subjectivity. Ignoring subjectivity issues in a research project may have detrimental consequences, and the solution often involves triangulating from several sources (Bryman & Bell 2015:15). This study applies methodological triangulation to address the inherent weakness of a singular study employing only a quantitative or qualitative method (Denzin 1973:302).

In this study, a self-administered web-based survey (Addendum A) serves as the primary research instrument, complemented by semi-structured interviews (Addendum B). This dual approach and the use of both methods facilitate a comparative perspective (Hussey & Hussey 1997:74). The adoption of a triangulation of methods allows for the comprehensive addressing of the research problem.

1.7.4 Population

Bryman and Bell (2014:170) define a *population* as the universe of units, such as people, nations, cities and organisations, from which a sample is chosen. In a similar vein, Daymon and Holloway (2010:209) describe population as the total or overall set of units, encompassing people and organisations that constitute the focus of a study.

According to Nachmias and Nachmias (1996:179), *population* refers to the cumulative sum of all entities that could potentially be included in a sample, thereby contributing to the resolution of the research question. In this study, respondents and participants must be employees at FTSE4Good 50 UK Index organisations.

1.7.4.1   Target population

The target population consisted of organisations listed on the FTSE4Good 50 UK Index as of February 2020. In February 2020, a total of 36 organisations were listed on the FTSE4Good UK 50 index.

The rationale behind selecting the FTSE4Good UK 50 index for this study is that the organisations included in this index have already met stringent criteria for responsible leadership, social responsibility, environmental sustainability and governance – as confirmed by Rodionova (2014:37) and Mackenzie, Rees and Rodionova (2013:495).

1.7.4.2   Accessible population

In the context of research, the accessible population delineates a subset of the target population, which is feasibly reachable and available for examination by the researcher. It denotes the segment of the entire population from which the researcher can derive a sample. The determination of the accessible population is contingent upon practical considerations, encompassing factors such as temporal constraints, resource availability and geographical limitations (Asiamah, Mensah & Oteng-Abayie 2017:1607).

The accessible population of this study comprises of all the executives at FTSE4Good 50 UK Index, who voluntarily participated and offered themselves for inclusion in the study.

1.7.5   Sampling method and the realised sample

The term *sampling method* pertains to the systematic strategy adopted by researchers for the purposeful selection of a subset of individuals or elements from a broader population, thereby establishing a framework for the collection of representative data (Hanaysha, Al-Shaikh, Joghee & Alzoubi 2022:72). In this study, the researcher employed two types of sampling – purposive and convenience sampling.

Purposive sampling was the chosen methodology for acquiring the necessary data in a cost-effective, expeditious and convenient manner, as advocated by Aaker, Kumar, Day and Lawley (2007:394).

Purposive sampling was specifically applied in the assembly of the sample population for the self-administered web-based survey, drawing from the accessible population comprising of organisations enlisted on the FTSE4Good UK 50 Index. Purposive sampling was selected due to its capacity to yield rich, detailed, and pertinent data specifically tailored to the research questions (Collis & Hussey 2013:132). Within the context of the chosen interpretive paradigm, purposive sampling is particularly suitable for several reasons. By selecting participants with specific experiences or knowledge relevant to the research questions, researchers can obtain deeper insights and a more nuanced understanding of the phenomena under study (Etikan, Musa & Alkassim 2016:1). This approach is aligned with the interpretive paradigm, as it allows researchers to choose participants who can provide profound, context-specific, and meaningful insights, essential for comprehending the complex social phenomena under investigation (Robson & McCartan 2016:14). This alignment ensures that the research is both theoretically sound and methodologically robust, ultimately leading to more valid and insightful conclusions. Furthermore, this targeted approach helped in addressing the research questions effectively and obtaining information that was relevant and meaningful within the interpretive framework (Babbie 2010:34).

In this research, convenience sampling was employed to generate the sample for one-to-one interviews, drawing from executives who were readily accessible and willing to participate. The selection was made from the available pool within the accessible population of organisations listed on the FTSE4Good UK 50 Index.

The realised sample denotes the effective assembly of individuals or elements that have been successfully enlisted, surveyed or investigated, based on the

prescribed sampling method. It constitutes the concrete manifestation of the sampling process, encapsulating the participants or data points that have been duly incorporated into the study. The realised sample for the self-administered web-based survey is, N-value=117 and the realised sample for the one-to-one interviews is four (4).

1.7.6   Unit of analysis

As articulated by Sedgwick (2014:348), a *unit of analysis* is essentially the subject or entity under investigation. Mouton (2002:91) provides an expansive classification of unit analyses, encompassing entities such as individuals, organisations, institutions, collectives, social objects, social actions or events and interventions. In the context of this study, the unit of analysis must have the capacity to provide insight into both the CSR communication aspect and the intricacies of responsible leadership. Consequently, individuals in organisations listed on the UK FTSE4Good Index are deemed a fitting unit of analysis for the purposes of this investigation.

1.7.7   Data collection techniques

The study employed a dual approach to the collection of primary data by incorporating a self-administered web-based survey to collect quantitative data and one-on-one interviews to collect qualitative data.

1.7.7.1   Survey questionnaire

The primary method employed for quantitative data collection involved an online, web-based self-administered survey that was facilitated through Google Forms. This survey format was deemed optimal for the present study, due to its capacity to solicit the perspectives and viewpoints of participants regarding corporate social responsibility (CSR) communication and responsible leadership.

The design of the self-administered questionnaire was centred on closed-ended inquiries and used a six-point Likert scale, ranging from six (Strongly Agree) to one (Strongly Disagree). The questionnaire comprised two main sections. The

first section was aimed at gathering pertinent biographic information from the respondents, while the second section sought to elicit data on their understanding of CSR communication and responsible leadership. The development of the questionnaire involved a pilot study to assess the effectiveness and procedures of the questionnaire, as well as data input and analysis methodologies. This preliminary phase was aimed at identifying any deficiencies or complexities in the research design that may have necessitated refinement. Subsequently, the finalised questionnaire was disseminated digitally to executives affiliated with organisations enlisted in the FTSE4Good Index. Invitations to participate in the survey were sent via email to target individuals in the organisations listed on the FTSE4Good index.

Acknowledging the significance of safeguarding respondents' privacy and confidentiality, the invitation email emphasised these considerations. Participants were incentivised to partake in the survey, with the promise of receiving a summary of the survey results upon completion. Furthermore, follow-up reminder emails were   dispatched to enhance the response rate, maintaining a consistent format, design and messaging to underscore the importance of survey completion.

1.7.7.2 *Semi-structured one-on-one interviews*

In scholarly inquiry, the acquisition of research data commonly involves the utilisation of survey questionnaires. However, it is posited that the collected data can be enriched through complementary interviews conducted with a subset of participants drawn from the same organisational entities that contributed to the initial survey questionnaire phase. This supplementary investigative approach served to elucidate, augment and deepen comprehension of the underlying research problem (Ruslin, Mashuri, Rasak, Alhabsyi & Syam 2022:23).

Notably, while the initial self-administered web-based survey involved a cohort of N-value of 117 participants, only 4 of these participants were subsequently involved in semi-structured, one-on-one interview sessions (Schatz 2012:183).

These semi-structured interviews were facilitated by the implementation of an interview schedule, which was essentially a guided and flexible framework designed and aligned with relevant pertinent themes such as corporate social responsibility, responsible leadership and stakeholder dynamics, as delineated in the extant literature (Gray 2014:385). It is pertinent to note that all interview interactions were conducted remotely, via the Microsoft Teams platform, thereby ensuring consistency and accessibility. Furthermore, to facilitate meticulous data analysis, all interviews were systematically recorded and transcribed (if permitted). The next section addresses the adopted approach to and procedure of data analysis.

1.7.8   Data analysis procedure

The analysis of data encompasses two distinct, yet interconnected, components. In the quantitative facet of the investigation, both descriptive and factor analyses were undertaken, with the assistance of SAS software. This software facilitated the analytical process across the various stages, encompassing planning, data collection, analysis and subsequent reporting.

Descriptive statistics entailed the computation of percentages and frequencies for each variable, thereby offering a comprehensive depiction of the sample utilised in the study (Collis & Hussey 2021:59). Exploratory factor analysis (EFA) was employed to elucidate the underlying structure among the interrelated variables. EFA serves the dual purpose of simplifying the variable set and unveiling discernible patterns within the relationships among variables, while serving as a mechanism for validation. A proficient statistician was consulted during the design phase, to obtain guidance on the spectrum of available techniques (Robson & McCartan 2016:56).

Subsequently, semi-structured individual interviews were conducted with business executives affiliated with the FTSE4Good Index, during which these interviews were recorded and transcribed systematically, after which they were

subjected to analysis. These semi-structured interviews adhered to a predefined framework informed by both the extant literature and the findings derived from the quantitative survey.

A thematic analysis of interview data offered a systematic method for the qualitative assessment of the interview transcripts. This method revealed recurring themes and patterns within participants' comments and perspectives (Braun & Clarke 2014:26152; Bryman & Becker 2012:290).

This approach enabled the researcher to categorise the data in a way that is consistent with the standards of reliability. Verification methods, including triangulation, meticulous record-keeping and observation, were employed to enhance the trustworthiness and credibility of the research findings (Morse, Barrett, Mayan, Olson & Spiers 2002:13).

1.8   Trustworthiness of the research

The concept of trustworthiness assumes a pivotal role in qualitative research findings (Gibson & Brown 2009:60). It necessitates a comprehensive demonstration by the researcher, indicating that the qualitative research process delineated in the methodology faithfully represents and accurately portrays the researcher's active involvement (Payne & Payne 2005:20). Trustworthiness encompasses the precise and faithful documentation of interactions between the researcher and participants, thereby ensuring that these interactions are faithfully and systematically recorded (Nowell, Norris, White & Moules 2017:1).

In essence, trustworthiness implies that the collection of qualitative data adheres to a predetermined, methodical and transparent data collection process (Lincoln & Guba 1985:347). The notion of trustworthiness further stipulates that data analysis involves a qualitative examination of patterns, themes and recurring activities, which may admit to multiple valid interpretations (Bryman & Bell 2014:350; Nowell, Norris, White & Moules 2017:16).

Ethical considerations were considered paramount in conducting the research to ensure the integrity of the study and the welfare of participants. The researcher has undergone comprehensive ethical training, including modules on informed consent, confidentiality, and the responsible conduct of research. This study has been reviewed and approved by the necessary university Institutional Review Board (IRB), ensuring compliance with ethical standards and regulations. Participants were fully informed about the purpose of the study, potential risks, and benefits before obtaining their voluntary consent. Measures were taken to ensure the confidentiality and anonymity of participants' data, and all data was securely stored and only accessible to authorised personnel. Additionally, any potential conflicts of interest were disclosed and managed according to institutional guidelines.

1.9   Reliability and validity in the quantitative part of the study

To assess the internal consistency of the survey scales, the Cronbach's alpha coefficient was employed, as detailed by Nisbet, Elder and Miner (2009:588). This was followed by an exploratory factor analysis to scrutinise the fundamental factors underlying the questionnaire. A thorough examination of the factor structure of the proposed measures was conducted to pinpoint any poorly performing items and to evaluate the feasibility of reducing their number. The objective is to ensure that the instrument adequately and reliably reflected the theoretical domain of interest, as emphasised by Field (2009:674).

In order to achieve this, exploratory factor analysis was utilised to streamline the number of variables in the instrument and to identify the variables that exhibit the strongest associations, as elucidated by Maurischat (2006:243). Testing the assumptions of sampling adequacy and assessing the reliability of the scales are imperative steps in this process.

1.10   Anticipated findings

The anticipated findings of this study may highlight that organisations are likely to prioritise honesty, empathy and compassion in their communication. The

researcher anticipates that organisations on the FTSE4Good index will emphasise the importance of transparency and trust in their decision-making processes and actively seek employee feedback on CSR communication.

Additionally, the research may highlight that responsible leadership at these organisations maintain a visionary perspective, motivating employees to exceed in their job duties, encourage merit, while emphasising the importance of active listening and collaboration. The study anticipates that achieving sustainable economic growth and environmentally conscious practices will require a paradigm shift, fostering collaborative synergies among diverse stakeholders beyond traditional profit-centric models.

1.11   Anticipated contributions of the study to organisation science

This study aims at advancing organisation science by developing a framework that facilitates a comprehensive analysis of corporate social responsibility (CSR) communication. It specifically seeks to enhance the understanding of CSR communication at the organisations listed in the FTSE4Good Index, with a particular emphasis on responsible leadership.

1.12   Demarcation of the study

In order to offer a clear roadmap of the research content in the subsequent chapters, an overview of the research demarcation and corresponding treatment in each chapter is presented in Table 1.3. This demarcation of the study plays a pivotal role in providing a comprehensive understanding of the research context and its inherent limitations. It serves the essential purpose of precisely defining the research objectives, while ensuring that the expectations of the study are accurately established.

Table 1.3: Demarcation of the study

Chapter	Title	Synopsis
Chapter 1	Introduction and motivation	A nuanced exploration of how CSR communication can be comprehended better in the context of organisations listed on the FTSE4Good Index and from the perspective of responsible leadership.
Chapter 2	A contextualisation of CSR communication and the role of responsible leadership	Key principles and significant concepts are presented to articulate a responsible leadership approach in implementing CSR communication.
Chapter 3	A critical appraisal of relevant CSR communication theories and models	Critique relevant theories and models to determine the key elements of a CSR communication framework.
Chapter 4	Research methodology	Rationalisation of the chosen methodology that is used for the development of the integrative leadership framework (ILF).
Chapter 5	Data analysis and interpretation of findings	The results and findings of the web-based survey and the one-on-one interviews.
Chapter 6	Conclusion and recommendations	Contributions to the field of CSR communication and RL, research limitations and future research.

1.13   Summary

Despite the considerable research on corporate social responsibility (CSR), there is a noticeable absence of a comprehensive framework for the effective communication of CSR to existing stakeholders from a responsible leadership perspective. The body of literature linking CSR communication to responsible leadership (RL) is notably scarce, with only a limited number of academic

publications dedicated to this area. This scarcity extends to the realm of understanding CSR communication from a responsible leadership perspective.

Within this contextual background, this study aims at filling the research gap by delving into the need to comprehend CSR communication from the vantage point of responsible leadership (RL). The current state of research underscores the dearth of investigations in this domain. The researcher posits that these issues are intrinsically linked with the discipline of Communication Science.

The primary objective of this study is to develop a CSR communication framework – to be referred to as the integrative leadership framework (ILF). The ILF will be informed by both the literature review and the empirical findings detailed in Chapter 5. The ILF will be designed to enable a comprehensive exploration of how CSR communication at organisations listed on the FTSE4Good Index can be understood more effectively. This exploration is approached from the vantage point of responsible leadership.

The next chapter examines the contextualisation of CSR communication and the role of responsible leadership.

CHAPTER 2: CONTEXTUALISATION OF CSR COMMUNICATION AND THE ROLE OF RESPONSIBLE LEADERSHIP

2.1 Introduction

The evolution of corporate social responsibility (CSR) communication has primarily originated through the need for organisations to engage and communicate with their stakeholders in a contemporary decentralised manner. Since then, CSR communication has become more widely accepted and expected – mainly because the current organisational environment has transformed considerably over the last decade (Crane & Glozer 2016:1223). A challenging business environment, resulting from the growing multiplicity of staff, customers and environmental demands are some of the primary contributors driving organisational change requiring the adaption of CSR communication. CSR communication is a discipline in which change is critical, because it is only with successful communication systems that organisations can coordinate a multitude of social forces and become a force of positive change (Du, Bhattacharya & Sen 2010:8). With the foregoing in mind, this chapter deals with the main theoretical constructs associated with the research problem and questions involved in the study (see Chapter 1).

The rationale for the investigation of these concepts is that they are essential in the sense that each of these concepts – i.e. credibility, openness, transparency, inclusion, accountability and trust – encapsulates CSR communication. It is important to elucidate these concepts, as they are highly significant in articulating and implementing a responsible leadership approach to CSR communication. Furthermore, a deeper understanding of the relationship of these concepts is required, as they serve as the practical underpinning of the tripartite on which the theoretical foundation of this study rests – i.e. (i) stakeholder theory; (ii) the theory of communicative action; (iii) and leadership theory.

The rationale of the concepts is that they serve as an underlying integration mechanism that unifies the theoretical aspect of the study, in order to comprehend their impact on organisational communication.

In order to obtain a better understanding of this challenge, the construct of responsible leadership (RL) in the organisations listed on the FTSE4 4 Good UK Index will be examined. In order to design and develop a CSR communication framework, the investigation is approached from an organisational communication perspective, which involves an understanding of the principles and context of both CSR communication and responsible leadership.

The chapter is structured into the following six principal sections: (i) organisational communication; (ii) responsible leadership; (iii) responsible leadership classifications; (iv) corporate social responsibility classifications; (v) concepts to measure CSR communication, which will be explored to lend credence and emphasise to the rationale for the underlying concepts; and (vi) the relevance of the FTSE 4Good Index to this study. Each of the concepts will be discussed and presented in detail, as they will assist in building the conceptual framework of the study.

2.2   Organisational communication

Organisational communication is defined as the exchange of information through dialogues informed by data, with the overarching goal of cultivating enduring profitability and securing stakeholder support in the long term (Cacciattolo 2015:79). Considered a fundamental communication function, Goodman and Hirsch (2010:134) argue that organisational communication should encompass all aspects of communication development, so as to provide support to the CEO.

Historically, all communication resources, including those of marketing communication, were managed in a centralised approach. Therefore, early empirical research focused on identifying organisational models representing centralised management of communication.

Although logical, this approach was initially in its infancy, leading to confusion regarding key concepts in organisational communication (Cornelissen 2020:336).

Globalisation, modern social media and electronic communication have significantly impacted on and changed organisational communication. Contemporary challenges, such as increased access to information, decentralisation and altered hierarchies, have transformed the landscape of organisational communication (Kiesler 2014:5). Despite the shift towards decentralised communication, the focus should remain on the original principles, aspirations and desires of organisational stakeholders. This evolution stems from the assumption that coherent communication facilitates positive relationships with key stakeholder groups (Heavey, Simsek, Kyprianou & Risius 2020:1490).

Organisational communication should also emphasise that the organisation fundamentally involves communication, considering it a constructive process integral to organisational life (John-Eke & Akintokunbo 2020:299). Effective organisational communication can impact employee and organisational performance, enhance overall competitive advantage, and positively influence profits when engaging with stakeholders (Mohamad, Bakar, Halim & Ismail 2014:116).

The term *organisational communication* encompasses various management disciplines related to the internal and external communications or organisations (Kalinov 2020:474). It represents a structure in which all communication functions (i.e. advertising, marketing, sales, sponsorship, direct mail, public relations, investor relations, corporate affairs, internal and environmental communication) contribute to an overall organisational message (Tiwari & Lenka 2020:249). This coordinated perspective ensures communication uniformity and message clarity, anticipating key issues, identifying events and resolving crises proactively (D'Auria & De Smet 2020:273). Managing communication through this approach can positively impact the credibility of an organisation.

The construct of organisational communication is highly relevant to this study, in that it provides insights into its definition, historical context, evolving nature, stakeholder perspective, integration of communication functions, and its impact on organisational performance. These theoretical constructs and issues provide a basis for the understanding and improving of communication practices in organisations.

The subsequent section provides a brief overview of corporate social responsibility (CSR), so as to obtain a better understanding of its relevance to organisations.

2.2.1 Defining corporate social responsibility (CSR)

The concept of corporate social responsibility (CSR) has progressed significantly since Bowen wrote his book entitled *Social responsibilities of the businessman* in 1953. CSR has become one of the most widely debated subjects in contemporary corporate strategy discussions; particularly after the 2007–2008 Global Financial Crisis (GFC) (Berkman, Li & Lu 2021:4955).

Although CSR is a concept with a vast array of definitions, it is fundamentally described as actions that promote societal well-being beyond the self-interest and legal obligations of a firm or an organisation (Matten & Moon 2020:7). The European Union (EU) Commission, which maintains a distinct perspective, describes CSR as a concept in which organisations voluntarily incorporate social and environmental considerations into their business operations and interactions with stakeholders (Chioggia 2020:20) is a concept that embraces both ideological thinking and ethical organisational behaviours (Kim, Kim & Thapa 2018:447). CSR recognises that ethical responsibility extends outside the organisation and into its environment and society (Steyn & Niemann 2010:116).

It has been suggested that the study of business and society is fundamentally grounded in the two concepts of CSR and stakeholder theory (Dmytriyev, Freeman & Hörisch 2021:1441).

This dual conceptual approach to business and society advocates that organisations making decisions and apporting their resources to satisfy all their stakeholders (Benoit-Moreau & Parguel 2011:15). CSR studies have established that there is a general lack of comprehension of the CSR actions of organisations with their diverse stakeholder groups (Maak, Pless, & Voegtlin 2016:463; Maon, Lindgreen & Swaen 2010:20). This represents a major stumbling block in the organisational efforts of benefiting from its CSR actions (Bhattacharya & Sen 2004:10).

Although there is a vast amount of evidence of a significant increase in CSR topics in the literature (Havlinova & Kukacka 2021:1), CSR is still a constantly evolving field that requires further study to include small and medium sized enterprises (SMEs) (Ferguson 2018:164; White, Nielsen & Valentini 2017:382). CSR is vital to maximise business benefits for CSR activities (Illia et al. 2013:54). Without directed research, the impact of CSR could be regarded as neutral, or worse, seen as green washing (Bayoud, Kavanagh & Slaughter 2012:13; Balluchi, Lazzini & Torelli 2020:151).

2.2.2   *Defining stakeholders*

The roots of the discourse on stakeholder theory can be traced to diverse geographical influences – notably Rhenman and Stymne's work in Ansoff's (1965) influential book *Corporate strategy: an analytic approach to business policy for growth and expansion.* Freeman (1984:25) describes a stakeholder as any group or individual capable of influencing or being influenced by organisational goals. According to Freeman, Harrison, Wicks, Parmar and De Colle (2010:29), adopting a stakeholder perspective is fundamental for ensuring organisational survival. Some scholars advocate the inclusion of the environment in the stakeholder identification process (Bulmer 2021:40) – a departure from Freeman's original definition. This addition is deemed necessary, due to the impact of organisational activities on the natural environment through pollution, global warming, resource depletion and natural disasters.

The prominence of stakeholder-oriented thinking has experienced a notable surge over the past three decades. Carroll (1989) notably challenges conventional paradigms by adopting a stakeholder-centric approach in a seminal work, followed by Weiss's exploration of organisational ethics in 1994 and Harrison and St. John's management textbook in the same year.

The stakeholder model has since become a fundamental perspective evident in numerous scholarly articles, publications and academic discourse. Donaldson and Preston (1995) observe the burgeoning interest in stakeholder-related literature in management studies, with over 100 articles and approximately a dozen books published by 1999. This concept garnered significant attention within academic circles, as demonstrated by presentations at the meeting of the Academy of Management in 1998 and the publication of six stakeholder studies in the *Academy of Management Journal* in October 1999.

Stakeholders push organisations to make decisions aligned with the desires and concerns of diverse groups, including the environment (Mitchell, Agle & Wood 1997:854; O'Riordan & Fairbrass 2008:755). Therefore, a stakeholder perspective necessitates cultivating relationships with various constituencies and harmonising their requirements in the decisions of organisational leaders (Margolis & Walsh 2003:268; De Luque, Washburn, Waldman & House 2008:626). Since the 1980s, organisations have recognised their dependence on a wide range of stakeholders (Reypens, Lievens & Blazevic 2021:61). There has been a significant shift in how organisations perceive their relationships with stakeholders. This shift has been largely driven by several factors, including increased awareness of the impact that organisations have on society and the environment, as well as the recognition that stakeholders have a vested interest in the activities and decisions of organisations (Mitchell, Mitchell, Hunt, Townsend & Lee (2022:75). Recognising and managing the interests and expectations of these stakeholders has become increasingly important for organisations seeking to maintain their license to operate, manage reputation, and create long-term value. (Pangarkar 2016:464).

This shift has led to the development of various frameworks and approaches for stakeholder engagement and management, including stakeholder theory, corporate social responsibility (CSR), and sustainability reporting. Organisations now understand that fostering positive relationships with stakeholders can lead to benefits such as enhanced trust, improved brand reputation, access to new markets, and innovation (Lins, Servaes & Tamayo 2017:1785). Stakeholder theory posits that organisations have to consider shareholders, employees, suppliers, customers, managers and local communities in a responsible manner (Cornell & Shapiro 2021:196). Stakeholder engagement has become a prevalent concept in both business and societal research, gaining popularity for its ability to illuminate the connections between organisations and stakeholders. Mitchell, Mitchell, Hunt, Townsend and Lee (2022:75) highlight the importance of a diverse group of stakeholders including citizens, the environment and society.

The incorporation of stakeholder considerations into the decision-making processes underscores the importance for leaders to nurture relationships with varied constituencies and harmonise the needs of these groups. This highlights the tangible role of stakeholder theory in this study.

2.2.3   Defining leadership

Leadership may be characterised as the process of guiding and influencing the actions of a coordinated group of people to achieve specific objectives (Alblooshi, Shamsuzzaman & Haridy 2021:338). Widely acknowledged as one of the most significant facets of management (Odumeru & Ogbonna 2013:355), leadership in management frameworks is conceptualised as an organised process in which an individual wields influence, so as to direct, organise and facilitate activities and nurture relationships, with the distinct aim of attaining predetermined organisational objectives (Yukl 2012:67).

The exploration of leadership theories spans over a century (McCleskey 2014:117). However, scholars lack a unanimous, universally accepted definition of leadership (Harrison 2017:15). As a concept, leadership extends beyond mere authority, encompassing the ability to motivate, guide and influence others toward

shared objectives (Abeywardena, Rathnayake & Bamunusinghe 2020:69). Successful leaders exhibit a blend of vision, charisma and strategic thinking, fostering confidence and trust among team members. Authentic leaders confront challenges with resilience, adapting their approach to meet the evolving needs of the group (Dunn 2020:31).

Effective communication stands as a cornerstone of leadership, which involves skilled leaders articulating a compelling vision to instil a sense of purpose among team members (Kaul, Shah & El-Serag 2020:809). Strong leadership is further characterised by empathy and understanding, recognising diverse perspectives and motivation in the group (Santos 2022:22).

Leaders not only delegate tasks, but actively engage with team members, while demonstrating commitment and dedication (Khan & Khan 2022:921). Integrity and ethical decision-making are fundamental in leadership, as leaders set the ethical standard for their teams (Banks, Fischer, Gooty & Stock 2021:101471).

The most effective leaders cultivate a collaborative culture, appreciating the unique strengths each team member brings to the table (Rachmawati & Salendu 2022:21253). They encourage innovation and flexibility, while fostering an environment conducive to continuous learning and development (Sawaean & Ali 2020:369). Leadership transcends individual accomplishments, with leaders focusing on collective achievements and the growth of those under their guidance (Le, Lei, Le, Gong & Ha 2020:957).

Accomplished leaders celebrate triumphs; draw lessons from setbacks; and consistently seek ways of enhancing team performance. In essence, leadership represents an evolving journey where inspiration and empowerment serve as the foundation for fostering a united and high-performing team (Homan, Gündemir, Buengeler & Van Kleef 2020:1101). Banks et al. (2021:101) conducted a comprehensive literature review, which reveals widespread and diverse

conceptions and definitions of leadership, many of which underscore the value of ethical leadership.

The concept of leadership is pivotal to this study, as it forms the crux of organisational communication, influencing goal achievement. In order to obtain a deeper understanding of the role of leadership, the next section explores the concept of responsible leadership.

2.3   Responsible leadership

Responsible leadership (RL) is described as establishing trustworthy relationships with stakeholders and orchestrating responsible actions to realise a shared vision (James & Priyadarshini 2021:452). Maak and Pless (2006:103), who suggest a similar description, regard RL as a relational and ethical occurrence emerging from social interactions with individuals, who are influencing, or are influenced by, leadership, and who possess a vested interest in the purpose and vision of the leadership relationship. Stahl and Sully de Luque (2014:238) define *responsible leadership* as "intentional actions taken by leaders to benefit the stakeholders of the organisation and/or actions taken to avoid harmful consequences for stakeholders and the larger society".

The concept of responsible leadership (RL) traverses the boundaries of three academic domains: corporate social responsibility, ethics and leadership (Doh & Quigley 2014:257). Responsible leadership – which revolves around notions of accountability, ethical decision-making and trust – particularly focuses on individuals with significant leadership authority. Therefore, it emphasises the actions and decision-making of key figures, such as CEOs, board members and executives, rather than the organisation as a whole (Waldman & Balven 2014:224). With the recent, prolonged financial crisis, RL has ascended as a prominent subject in management discourse (Witt & Stahl 2016:624). According to Shi and Ye (2016:878), RL resides at the intersection of leadership and social responsibility domains. It has garnered considerable attention in management literature, necessitating consistent integration of stakeholder demands into

business policies and ethical leadership practices (Mayer et al. 2012:152). The Academy of Management Perspectives dedicated an entire issue to RL, acknowledging it as a "salient topic in an area of great importance" (Siegel 2014:221).

The literature on responsible leadership extends beyond the traditional leader-subordinate relationship, advocating for a broader perspective that encompasses all stakeholder relationships. It underscores the importance of leaders in fostering ethically sound relations with various stakeholders within an interconnected society (Maak & Pless 2006:101). Waldman, Siegel and Javidan (2006:1721) highlight the need for research that includes diverse leadership mechanisms and practices to bridge the gap between leadership and CSR theories.

In an era marked by heightened transparency, RL assumes the critical importance of addressing challenges facing organisations and society (Meyer & Kirby 2010:39).

Responsible leadership necessitates a dual consideration of both leadership theory and the pragmatic challenges encountered in leadership contexts (Pless & Maak 2011:4). Responsible leaders exhibit a mindset attuned to the concerns of all stakeholders and function as responsible citizens, striving to contribute positively to society (Maak & Pless 2009:537). They inspire employees and cultivate an environment conducive to constructive change, while steering organisational focus towards shared objectives that yield beneficial outcomes for society (Riggio & Tan 2013:53). The exemplary responsible leader transcends traditional leader-follower dynamics by fostering inclusivity and soliciting input from all stakeholders (Maak & Pless 2006:99), thereby ensuring the continued legitimacy of their organisations to operate (Christensen & Cornelissen 2011:384; Voegtlin 2011:58).

Sefako (2021:10) suggests that responsible leadership is grounded in ethical principles and values that guide interactions between leaders and stakeholders.

Responsible leadership (RL) necessitates the acknowledgment of moral dilemmas and the anticipation of potential consequences through fostering dialogue with stakeholders (Voegtlin 2011:59). Due to heightened scrutiny from stakeholders, this emphasises the need for a foundational set of elevated moral standards (Husted, Allen & Kock 2015:147).

However, the reality reveals instances in which organisational leaders fall short of the assumed full extent of responsibility, resulting in significant ethical breaches (Pearce, Wassenaar & Manz 2014:275). These leaders often overlook the impact of their actions and appear to deviate from the implicit principles of RL, which advocate for "do no harm" and "do good" (Doh & Quigley 2014:255). Leaders are urged to recognise their influence and prioritise effecting positive change through exemplary leadership.

Numerous documented corporate scandals involving executive misconduct and excesses extensively covered by the media, underscore the gravity of such lapses (Soltani 2014:110). In some instances, the very existence of the organisation has been jeopardised because of such leadership misconduct (Hashim, Salleh, Shuhaimi & Ismail 2020:1143). Volkswagen became embroiled in a massive scandal when it was revealed that the company had installed software in its diesel vehicles designed to cheat emissions tests. This scandal, known as "Dieselgate," led to a massive public outcry, numerous lawsuits, and significant financial penalties for the company (Painter & Martins 2017:204). Northern Rock was a British bank that experienced a severe financial crisis in 2007. It became the first British bank in 150 years to suffer a bank run, where depositors rushed to withdraw their funds due to concerns about the bank's solvency (Albu & Wehmeier 2014:120). FIFA, the governing body for international football, faced a major corruption scandal that erupted in 2015. Numerous FIFA officials were indicted on charges of bribery, fraud, and money laundering, primarily related to the allocation of hosting rights for the FIFA World Cup tournaments. The scandal implicated high-ranking FIFA officials, including its president (Matheson, Schwab & Koval 2018:257). In the past decade, the authority of leadership has come under intense scrutiny – mainly because of a

succession of corporate scandals featuring egregious managerial misconduct, widely publicised in the media. These incidents have prompted discussions on the organisations' continued legitimacy to operate, as evidenced by high-profile cases, such as the Volkswagen (VW) diesel scandal, which compelled the organisation to set aside £6.7 billion for anticipated legal actions and criminal charges (Painter & Martins 2017:204). Additionally, the Northern Rock collapse in the UK necessitated government intervention, so as to rescue the bank due to its contentious mortgage practices (Albu & Wehmeier 2014:120), while former FIFA vice president, Jack Warner, faced bribery charges (Matheson, Schwab & Koval 2018:257).

The quest for responsible leadership (RL) represents organisations proactively responding to the negative repercussions of these scandals, thereby emphasising the imperative for enhanced ethical conduct among executives (Witt & Stahl 2016:623). Consequently, individual executives are urged to prioritise societal welfare, with a heightened focus on the common good (Crilly, Schneider & Zollo 2008:176), thereby assuming the role of "agents of world benefit" (Pless & Maak 2009:60).

In order to shed more light on the concept of responsible leadership (RL), the next section identifies and discussed the core elements of RL.

2.3.1   *Core elements of responsible leadership (RL)*

The core elements of RL comprise of individuals, trust, ethics, sustainability and stakeholders – all of which have to adhere to authenticity.
However, the act of listing a set of guidelines to be applied by an organisation in diverse situations would present a challenge (Schwartz 2013:45). A core element is that individuals with significant leadership authority, e.g. the CEO, executives and board members, are at the centre of RL. These are the key focus, which means that the focus does not lie on whether organisations demonstrate responsibility, but on the individual actions and decision-making processes within them (Waldman & Balven 2014:225).

Responsible leadership (RL) encompasses fundamental elements that shape its essence. As indicated in the previous paragraph, at its core are individuals, who recognise the pivotal role of people in leadership dynamics. Trust is a cornerstone, fostering transparent relationships and building a foundation of confidence within the organisational framework. Ethics stands as a guiding principle, shaping decision-making and actions in alignment with moral values (Doh & Quigley 2014:258).

Sustainability is integral to RL, emphasising the importance of long-term viability and responsibility towards environmental and social impacts (Stahl & Sully de Luque 2014:235). RL emphasises the involvement of stakeholders as crucial participants, considering their diverse perspectives and interests. Authenticity is paramount, urging leaders to align their actions with genuine intentions, thereby fostering a culture of sincerity and transparency (Waldman & Balven 2014:224).

RL calls for a holistic approach in which these elements synergise to create a leadership paradigm that goes beyond profit-oriented goals. It recognises the interconnectedness of individuals, trust, ethics, sustainability and stakeholders, emphasising their collective influence on organisational success. In the realm of RL, individuals are empowered; trust is earned through ethical conduct; sustainability is a continuous commitment; and stakeholders become active contributors to shared goals (Muff, Liechti, & Dyllick 2020:2254).

Yet, noticeably absent in the existing literature is a framework delineating CSR communication aimed at fostering a favourable corporate reputation through the lens of responsible leadership. Traditionally, much of the research on social responsibility has overlooked the involvement of organisational leaders, such as CEOs, in strategy formulation and implementation (Siegel 2014). Hence, there is a significant gap in understanding the roles of responsible leadership and executives in the context of corporate social responsibility (CSR).

2.3.2   Role of responsible leadership (RL) and executives

An executive wields significant influence over the communication of an organisational with its stakeholders, which can profoundly impact stakeholder perceptions, values and performance (Meng & Berger 2013:307; Brandt & Uusi-Kakkuri 2016:119; Zerfass & Sherzada 2015:291). Consequently, organisational leadership should be regarded as an integral part of the communication process (Yue, Men & Ferguson 2021:169). Men, Yue and Liu (2020:101927) emphasise the critical role of communication support to the CEO. Senior communication executives can operate independently and effectively while aligning with the CEO's vision (Yue, Chung, Kelleher, Bradshaw & Ferguson 2021:1157).

A study conducted by the International Association of Business Communicators (IABC) found that CEOs highly value communications in facilitating the achievement of organisational objectives (Tam, Kim, Grunig, Hall & Swerling 2022:183). The research findings of the study suggest that communication yields a return on investment (ROI) of nearly 184%, thereby indicating that CEOs perceive a substantial return for each unit of investment in communication efforts. Consequently, it is common for the board members to designate an executive responsible for communication (Cornelissen 2020:101). However, as observed by Zerfass, Verčič and Wiesenberg (2016:39), this may not always be possible in a digitally decentralised world – particularly as CEOs increasingly become public figures.

Individuals like Richard Branson have adeptly navigated through divergent demands and expectations by using social media as a decentralised communication tool. Consequently, the role of the CEO is currently widely considered the primary organisational communicator; particularly when engaging stakeholders in a landscape saturated with modern digital tools (Conte, Alfonso Siano & Vollero 2017:273).

The next section presents the relationship between RL and CSR communication, which features as the core element in this study.

2.3.3   Responsible leadership (RL) and CSR communication

The primary responsibility of responsible leadership (RL) in any organisation, held by executives, has undergone a series of dramatic changes. One notable transformation involves the rise of responsibility, driven by an emphasis on CSR communication and the perceived need to extend beyond the organisation, reaching into both the environment and society (Steyn & Niemann 2010:116). The executive's role necessitates a deep understanding of the significance of responsible communication (Du, Bhattacharya & Sen 2010:17). It falls upon the CEO to establish an effective system for communicating responsibility – one that prioritises stakeholders as the cornerstone of responsible organisational communication.

This commitment may manifest through dedicated efforts to engage with customers, employees and other key stakeholders, as exemplified by the clear articulation of the values of Levi Strauss & Co. (Makower 2011:59). These fundamental values can typically be gleaned from an organisational mission statement or pledge and should be communicated to all interested parties under the CEO's purview.

As observed by Bouaziz, Salhi and Jarboui (2020:77), failure by the CEO to communicate effectively risks hindering the achievement of organisational goals and objectives. As emphasised by former Imperial Chemical Industries (ICI) Chairman, Sir John Harvey Jones, CEOs must prioritise planning and communication (Zerfass, Verčič, Nothhaft & Werder 2020:159), ensuring the communication of the organisational vision to garner stakeholder support.

The survey of employee communication preferences at British Petroleum (BP) reveals a notable preference for information from the CEO – a trend echoed in similar studies conducted by other organisations (Heflin & Wallace 2017:337). Argenti (2015:53) suggests that CEOs across Fortune 500 organisations spend an average of 50% of their time communicating with various stakeholders, highlighting the crucial role of effective communication in organisational leadership. Former British Airways (PLC) Chairman, Lord Marshall, emphasises that communication is vital for the reputation of an organisation, stating that it is not sufficient to strive to be the best airline only: it is imperative to be perceived as such (Dolphin & Reed 2009:8).

However, responsible communication is not always synonymous with positivity. Following the 2010 Deepwater Horizon disaster, the US CEO of BP dedicated 50% of his time to communicating with staff throughout the organisation, engaging in discussions about layoffs and addressing concerns. While not all decisions were well-received, the transparency and engagement demonstrated by the CEO fostered a sense of understanding among employees, ultimately bolstering the CEO's credibility in the organisation (Dolphin & Reed 2009:8). The next section focuses on responsible leadership (RL) and its relationship with stakeholders.

2.3.4   *Responsible leadership (RL) and stakeholders*

RL involves harmonising the imperative for immediate economic sustainability, with the enduring advantages that may result from a more equitable consideration of stakeholders (Pearce, Wassenaar & Manz 2014:276).

Responsible leaders have the ability to rally stakeholders, either in support of, or against, organisational actions, as evidenced by examples, such as the recall of Tylenol by Johnson & Johnson (i.e. a favourable action) (Monseau & Lasher 2015:91) and the BP oil disaster (i.e. an unfavourable incident) (Heflin & Wallace 2017:337).

The Johnson & Johnson Tylenol poisoning episode constitutes a classic case of an organisation that has developed a stakeholder culture that puts the health of the consumer first, so that, when its product was poisoned, the organisation knew exactly how to respond. This case is interesting, because it is widely reported in the media that the Chairman, Jim Burke, was in an airplane when the news of the poisoning broke. By the time the aircraft landed, Burke had already decided to recall all Tylenol products (Goetzel, Fabius, Fabius, Roemer, Thornton, Kelly & Pelletier 2016:9).

In recent times, media coverage highlighting labour standards in Asia has spurred a series of actions by organisations, including Nike in the USA and Puma in Germany. The disclosures regarding the involvement of Levi-Strauss in child labour in Bangladesh and exploitative working conditions in Saipan have caused a considerable public outcry (Kennedy & Welch 2017:124).

The reputations of organisations that do not consider RL issues may suffer, thereby resulting in legal pressures and even heavy financial losses. Large successful organisations, such as Prudential Group, BP, Johnson & Johnson, Enron, Daiwa Bank and Salomon Brothers, are sobering reminders that the failure to consider issues from an RL perspective will necessarily damage both the organisational brand and its financial prospects (Shi & Ye 2016:880). The role of RL, *keiretsu* (interlinked organisations) and stakeholder identification are addressed in the next section.

2.3.5 Role of responsible leadership, keiretsu and stakeholder identification

RL has to identify the needs of all stakeholders in terms of operational challenges and future decisions (Pearce, Wassenaar & Manz 2014:275). Stakeholders may be sub-divided into primary and secondary stakeholders. Primary stakeholders include such groups as employees, owners and managers (Brunton, Eweje & Taskin 2017:32).

Secondary stakeholders, on the other hand, may include customers, competitors, government, social activist groups, the environment, media, suppliers and the community (Korschun 2015:611). However, this delineation is often not black and white, as organisational boundaries are becoming increasingly blurred in a globalised economy (Poplawska, Labib, Reed & Ishizaka 2015:103). Traditional secondary stakeholder groups such as suppliers and customers can be involved in product design, quality training and other formerly confidential organisational internal processes. Stakeholder identification of primary and secondary stakeholders may further be complicated by cross ownership among organisations that have stakes in each other.

This keiretsu-type of alliances do not only occur in Japan, but in several other industrialised nations (Yanase & Limpaphayom 2017:599). A keiretsu-type alliance refers to a business arrangement commonly found in Japan, which is characterised by a network of interlinked organisations and affiliates with both financial and business relationships. These alliances often involve a central organisation, known as the "parent" or "core," which holds cross-shareholdings in various affiliated companies. The objective is to foster collaboration, mutual support and long-term stability among the interconnected entities within the keiretsu structure. This type of alliance can encompass diverse industries and is often associated with strategic partnerships, shared resources and coordinated business strategies (Tomeczek 2022:101132).

These partnerships can facilitate the exchange of information and capital, while enhancing planning processes. The Ford Motor Company (NYSE:F) – one of the largest automotive manufacturers, with reported revenues of US$151.8 billion and 201,000 employees – has established an extensive network resembling the keiretsu style through equity holdings, acquisitions and international alliances (MarketLine 2018). Ford holds substantial equity stakes in three foreign vehicle assembly companies: Ford, Lincoln and Troller. Ford previously had stakes in numerous US and foreign auto parts producers, as well as ownership of brands such as Jaguar, Aston Martin, Mazda, Land Rover and Volvo. Additionally, Ford previously owned the Hertz car rental organisation, which served as one of its largest customers (On a roll 2005).

Ford is also engaged in eight research consortia with other participants in the automobile industry and owns subsidiaries that provide financial services, including the Ford Motor Credit Company LLC, which facilitates dealer purchases and automobile loans (Ramcharan, Verani & Van den Heuvel 2016:1323).

In a modern boundaryless organisation, suppliers can no longer be considered as secondary stakeholders (Nudurupati, Bhattacharya, Lascelles & Caton 2015:249). Suppliers can be drawn closer and become trusted partners in the total business process. Similarly, customers can be seen for what they are – the primary stakeholders and potential lifeblood of the organisation. A customer's vision and the needs of an organisation may be identical in every manner, resulting in full stakeholder engagement of both primary and secondary stakeholders (Verleye, Gemmel & Rangarajan 2014:68). The complexity of interwoven primary and secondary stakeholder interests entails the need for a responsible stakeholdership. RL and stakeholder responsibility will be examined next.

2.3.6 Responsible leadership (RL) and stakeholder responsibility

An organisation exhibits a significant degree of interdependence with its primary stakeholder groups (Mook, Maiorano, Ryan, Armstrong & Quarter 2015:229), which include customers, employees and investors. They are described as a group that is indispensable for organisational survival, in that the organisation cannot endure without their ongoing support (Clarkson, Starik, Cochran & Jones 1994:83). If a primary stakeholder becomes dissatisfied and withdraws its support from the organisation, it will damage the organisation significantly, or hinder it as a viable going concern (Barnett, Henriques & Husted 2020:937). For example, Dow Corning's leaking breast implants were harmful to the health of their customers as primary stakeholders (Koehn & Goranova 2018:311). Dow Corning's failure to maintain customer and public satisfaction regarding the safety of one of its products resulted in the breakdown of the stakeholder system associated with that product. This ultimately resulted in the division's complete withdrawal from its prominent position in the breast implant market (Pangarkar 2016:464).

The South African mining industry suffered the consequences of a withdrawal of labour resulting in a serious employee dispute when the executives at Lonmin PLC failed to recognise a new labour union, the Association of Mineworkers and Construction (Engelbrecht & Thomas 2017:71).

It should be noted that it is not only employees who need to be considered as primary stakeholders: customers have significant rights and expectations as well. If stakeholders withdraw their support, it is, is in effect, revoking the licence to operate of an organisation. The role of RL in licence to operate will be explored in the next section.

2.3.7 Role of responsible leadership (RL) in licence to operate

The refusal of capital traders to continue investing in the energy organisation Enron in the United States (USA) in 2001 resulted in its bankruptcy filing the following month (Lins, Servaes & Tamayo 2017:1785).

In 2009, the top executives at Anglo Irish Bank, based in Dublin, did not acknowledge that there were inadequate justifications for the risk appetite and the concerns of the regulator, which resulted in collapse and lawsuits with numerous of their customers. The disruption of the stakeholder systems of the bank and the resulting bankruptcies were the consequences of their inability to manage their credibility with primary stakeholder groups satisfactorily (Whelan 2014:424).

The breakup of Anglo Irish can be attributed to its inability to satisfy two primary stakeholder groups – customers and the Irish Central Bank whose interests were represented by the Department of Finance and were ultimately bailed out by the Irish taxpayer (Clarke & Hardiman 2012:107). This perspective suggests that the corporation can be defined as a system of primary stakeholder groups; a complex set of relationships between and among interest groups with different rights, objectives, expectations and responsibilities. The survival and continuing success of the corporation depends on the ability of its managers to create growth, value and satisfaction for those belonging to each stakeholder group, in order for each group to continue as a part of the stakeholder system of the corporation.

The failure to retain the participation of a primary stakeholder group may result in a withdrawal of the licence to operate. This is due to a breakdown of trust and potentially results in a failure, which may threaten the very existence of that organisation (Erendag Sümer, Gök Demir & Karakaya Satir 2017:519). Organisations have a responsibility to maintain credibility to preserve their licence to operate. The importance of responsible leadership classifications will be discussed next.

2.4   Responsible leadership (RL) classifications

Responsible leadership (RL) is grounded in stakeholder theory, which claims that a "stake in an organisation is determined by legal, moral, or presumed claims or on the capacity to influence an organisation's behaviour, direction, process, or

outcomes" (Mitchell, Agle & Wood 1997:858). Therefore, RL is firmly rooted in a stakeholdership philosophy and represents a more pragmatic approach, in that it includes all stakeholders. Therefore, it is no surprise that Flocy (2017:36) describes RL as a relational approach involving multiple stakeholders in which leaders acknowledge their responsibility for socially responsible actions as integral to their strategic business decisions. They endeavour to strike a delicate balance between the needs of immediate and broader stakeholders. RL has been described as a new leadership perspective that centres on the leader-stakeholder relationships (Shi & Ye 2016:877), which determines the equality of dialogue among stakeholders with a philosophical ethical background that is weighted in normative stakeholder theory (Voegtlin, Patzer & Scherer 2012:105).

The field of RL spans the last decade and, with a total of only 64 published papers since 2006, it is considered to be in its infancy (Marques, Reis & Gomes 2018:3). According to Shi and Ye (2016:877), the RL study most mentioned is the paper of Maak and Pless (2006), entitled *Responsible leadership in a stakeholder society*. In describing responsible leadership, Pless and Maak (2011:3) highlight the inadequacies in traditional widely accepted leadership theories regarding providing insights into the key relationship between RL and CSR. RL has been described as radically different from traditional leadership theories, because it considers the way in which leaders apply their influencing power (Marques, Reis & Gomes 2018:3).

RL, which involves a more holistic leadership perspective, represents a paradigm shift from previous forms of traditional leader-subordinate relationships to a more progressive leadership-stakeholder orientation. This paradigm shift entails building an ethically and cultivating stakeholder-leadership relationships in a stakeholder society (Maak & Pless 2006:101). RL should balance all stakeholder interests (internal and external) and anticipate solutions to potential conflicts.

In order to obtain a better conceptual understanding of RL, Voegtlin (2011:57) developed a scale. The outcomes suggest that RL helps in reducing unethical behaviours, increased job satisfaction and improved stakeholder relations. According to Maak, Pless and Voegtlin (2016:463), there are two classifications of responsible leadership described in the literature: (i) instrumental and (ii) integrative responsible leadership. Each of these responsible leadership types will be discussed in the following sections.

2.4.1   Instrumental responsible leadership (RL)

The literature also refers to an instrumentally oriented approach as an "economic perspective" (Hahn, Figge, Pinkse & Preuss (2018:235). This approach is solely concerned with advancing profit as the bottom-line of the organisation. If there are beneficial impacts on either society or the environment, this is merely a by-product of this perspective (Scherer & Palazzo 2011:904). Instrumental leadership focuses on the delivery of business performance, including growth and profits to ensure that key goals are achieved.

Instrumental leaders focus on maintaining productivity and ensuring that tasks are performed. This type of leader gives limited attention to non-business issues in terms of interaction with other stakeholders. Interaction is primarily focused on and limited to primary stakeholders, such as employees, governments and investors (Pless, Maak & Waldman 2012:51). The instrumental leader perspective to CSR is limited by the interpretation of direct benefits to the business (Hahn, Preuss, Pinkse & Figge 2014:470). The criticism of instrumental leaders is that they are dogmatic types, who set rational goals around commercial case logic.

However, it should be noted that stakeholders can also pursue an instrumental only perspective – particularly when engaging organisations on social media, where dialogue is not controlled (Seele & Locke 2015:401). The next section explores integrative responsible leadership.

2.4.2   Integrative responsible leadership (RL)

The integrative responsible leadership is more balanced in terms of value creation and, by directing organisational needs towards a wider societal objective while creating social value, it does not focus solely on business performance (Kruglianskas & Vilanova 2013:3). This type of leader collaborates closely with both primary and secondary stakeholders, showcasing a commitment to addressing the needs, rights and interests of all legitimate constituencies. This connection between responsible leadership (RL) and stakeholder theory underscores a comprehensive approach to considering and balancing the concerns of various stakeholders (Doh & Quigley 2014:267).

Integrative responsible leaders do not only view themselves as organisational leaders, but also as corporate citizens, thereby recognising a dual role within the corporate sphere (Maak, Pless & Voegtlin 2016:463). Maak, Pless and Voegtlin (2016:3) define *responsible leadership (RL)* as a "relational influence process between leaders and stakeholders geared towards the establishment of accountability in matters pertaining to organisational value creation". Therefore, communication and vision statements are critical tools in this approach.

Integrative responsible leadership (RL) is important in the context of building a framework, because it provides a comprehensive and balanced approach to leadership that goes beyond traditional business performance metrics. Integrative RL considers not only the economic aspects of value creation, but focuses on wider societal objectives and social value. This holistic perspective ensures that the framework accounts for the broader impact of the organisation on its stakeholders and society.

This form of RL is pertinent to the research, as it may offer valuable insights into the development of the integrative leadership framework (ILF), which is grounded in the examination of existing literature and empirical evidence. The next section focuses on CSR communication.

2.4.3   Defining CSR communication

Although CSR was defined and explained previously, for the purpose of this study, it is imperative to define and discuss CSR communication, as the purpose of the study is to design a conceptual theoretical framework for CSR communication from a RL perspective.

CSR communication was systematically introduced by Barnard (1938:5) in *The functions of the executive*, where he proposed the concept of an organisation as a social system. Stakeholder communication is integral to all organisations, and CSR communication is essential for translating organisational purpose into tangible action (Barnard 1938:107). This highlights an immediate need for both communication professionals and academics to gain a deeper understanding of how CSR communication can positively impact stakeholders and organisations (Du, Bhattacharya & Sen 2010:17).

Although CSR has been extensively studied across various research fields, CSR communication research has not received the same attention (Golob et al. 2017:167; Elving, Golob, Podnar, Ellerup & Thompson 2015:118). Literature on CSR communication is limited, diverse and spans multiple academic disciplines, from communication to management science (Aguinis & Glavas 2012:934; Ihlen, Bartlett & May 2011:4).

Recognising this scarcity, an annual conference dedicated solely to CSR communication was established in 2011, sponsored by three key European universities – i.e. the University of Ljubljana, Aarhus University and the University of Amsterdam. In this way, CSR communication is gradually gaining recognition in both the business and academic spheres.

CSR communication is defined as "a process of anticipating stakeholders' expectations, articulating CSR policy, and managing various communication tools designed to provide transparent information about an organisation or a brand's integration of business operations, social and environmental concerns, and interactions with stakeholders" (Podnar 2008:75). It focuses on both internal and external stakeholders (Crane & Matten 2016:1242) and involves activities related to CSR initiatives created and disseminated by the organisation (Verk, Golob & Podnar 2021:491)

CSR communication underscores the contributions of an organisation to economic, environmental and social activities and its allocation of resources to them (Du, Bhattacharya & Sen 2010:8). Despite the increase in CSR communication literature compared to CSR literature, the discussion on CSR communication remains meagre and often marginal in comparison (Elving et al. 2015:118; Ihlen, Bartlett & May 2011:5). Organisations have developed sophisticated communication strategies to achieve corporate goals in the face of increased competition, higher customer expectations and rapid change (Andreu, Casado-Díaz & Mattila 2015:1489).

CSR communication is generally described as a combination of honesty, participation and direct involvement with stakeholders, often featured in organisational annual reports (Servaes & Tamayo 2013:380). Practitioners in corporate governance, human resources development (HRD) and organisational development (OD) recognise CSR communication as a cornerstone for successful management practice (Tewari 2011:23; Li, Fetscherin, Alon & Lattemann 2010:637). It serves as a vital function for the organisation (Du, Bhattacharya & Sen 2010:8). According to Crane and Glozer (2016:25), CSR communication is a holistic outlook drawing on the experiences of both public relations and marketing communication.

The justification for CSR communication lies in establishing a positive relationship with stakeholders to foster long-term sustainability (Cornelissen 2020:27). For instance, Starbucks and Southwest Airlines have heavily invested in CSR communication biased towards managing corporate image and identity (Waldman 2011:76). However, a shift towards a broader business environment is required, where communication reveals how organisations gather and interpret cues about stakeholder actions (Tixier 2000a:156).

The discussion on CSR communication adds depth to this study by illustrating theoretical concepts with practical examples, aligning with the likely emphasis of the study on the intersection between business, communication and societal expectations. This inclusion enhances the relevance and applicability of the study in the real-world business context.

2.5   CSR communication classification

Podnar (2008:75) describes CSR communication as a "process of anticipating stakeholders' expectations, articulation of CSR policy and managing of different organisation communication tools designed to provide true and transparent information about an organisation's or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders". However, Tench, Sun and Jones (2014:4) remark that the communication of CSR has failed to grab enough limelight in both the academic world and in business organisations. This is surprising, because corporate social responsibility (CSR) activities are currently becoming a necessity, rather than a choice, for all organisations (Bhattacharyya 2010:82).

When CSR communication does receive attention, it is often from a multi-disciplined approach involving a wide range of diverse perspectives (Mäkinen & Kourula 2012:649), which is due to the fact that there is no established definition for CSR. There have been numerous attempts to present an overriding definition of corporate social responsibility.

This is reflected in Dahlsrud's (2008:1) content analysis of existing definitions by means of which he discovered a total of 37 definitions in peer reviewed journals over a 13-year period. Corporate social responsibility involves the commitment of organisations to protect their activities involving environmental and social objectives, which involve ethical issues, while working with a variety of stakeholders (Durmaz, Ateş & Duman 2011:1418).

CSR communication has evolved slowly over the last decade, from the initial awareness of the importance of the relationship between the organisations and the outside world to dealing with complex ethical issues. It is believed that the pursuit of profit for the organisation is not the sole purpose and investing in social responsible activities hold additional long-term benefits for the organisation.

More recent headway in the discipline of CSR communication highlights a focus on stakeholder theory as a foundation for the study of corporate social responsibility (Schwartz 2017:525). The CSR communication literature defines three different types of CSR communication, namely instrumental, strategic and political communication. Each of these CSR communication types is discussed in the following sections.

2.5.1 Instrumental CSR communication

The majority of CSR communication activities and models primarily focus on the instrumental concept of communication that is solely about promoting the organisation (Golob et al 2017:166). The role of instrumental CSR communication is short term only, with a sole view of improving the financial position of the organisation (Friedman 1970:9). It is based on a classical economist viewpoint (Mäkinen & Kourula 2012:661). This can be described as an organisation and shareholder maximisation first perspective principal.

Research in this field is generally focused on the study of the link between CSR communication as a tool to increase sales and financial performance (Du, Bhattacharya & Sen 2010:9).

Organisations may distribute new donations just before the release of its annual accounts to appeal to the media and to highlight its benevolent activities in its annual CSR report (Bansal, Jiang & Jung 2015:70). This type of CSR practice easily targets areas such as education, arts and culture – i.e. areas in which it can gain quick credibility for its involvement (Breeze & Wiepking 2020:453).

Instrumental CSR communication is criticised for being strictly budget-driven and, if the economy was to contract, so too does the CSR budget (Martinuzzi & Krumay 2013:430). This type of CSR can be described as one way CSR without communication to key stakeholder. Therefore, the opportunity to share information with key groups is lost (Tench, Sun & Jones 2014:2).

The main objection against an instrumental led perspective on CSR communication is that it is often seen as an extension of sales, public relations or as a marketing exercise resulting in mistrust, criticism and communication failure from a multitude of stakeholders, thereby resulting in a rhetoric reality gap (Illia et al. 2013:54; Golob et al. 2013:176). Furthermore, the legal basis for monitoring this perspective is weakened by complex legal systems and globalisation (Scherer & Palazzo 2011:899). Under an instrumental perspective, the stakeholders will challenge the moral integrity and values of the organisation. The next section examines strategic CSR communication.

2.5.2   *Strategic CSR communication*

CSR communication is not a simple, one directional information model of exchange, as presented in the instrumental perspective, but a two-way model of information exchange (Tench, Sun & Jones 2014:2). This results in a communication shift from "obligation to strategy", moving beyond the short term (Kotler & Lee 2008:7). In the strategic perspective, CSR communication poses a potential challenge, because stakeholders are frequently not adequately informed about organisational activities in its CSR capacity.

This lack of information may pose the risk of organisational efforts going to waste, or, even worse, it may result in a distorted message, thereby contributing to the dissemination of inaccurate information.

The strategic approach is based on the concentric circles model of CSR, which was developed from a statement issued by the Committee for Economic Development (CED) in 1981 (Fredrick 1981:20). The statement suggests that organisations adopt a social contract on "a moral basis", so that organisations comply with a more humane perspective (Kanji & Agrawal 2016:145). According to Geva (2008:1), the model represents a modified framework that resembles the concentric circles model, as originally proposed by the Committee for Economic Development in 1971.

The original model only comprised of three circles – economic, ethical, and philanthropic. The modified framework, suggested by Geva (2008:1) presents a total of four concentric circles, namely economic, legal, ethical and philanthropic. This demonstrates that the organisation has economic growth at its centre, with a strong regard for legal compliance, ethical practice and philanthropic activities, in order of hierarchy. A variant of Geva's (2008) framework is the pyramid model of CSR, which is arranged in a decreasing order of responsibility, with economic responsibilities being represented as the foundation stone of the organisation. Baden (2016:8) emphasises that the economic responsibility of an organisation serves as the foundation of all other business responsibilities. Without addressing economic responsibilities, the significance of the remaining responsibilities becomes irrelevant.

Carroll's (1979:500) model includes the societal expectations of organisations concerning economic, legal, ethical and discretionary aspects and provides a hierarchy of four responsibilities in a pyramidal style ordered philosophy of required response. The model is one of the most cited in academic papers and in student textbooks (Ma, Liang, Yu & Lee 2012:286). The advantages of the pyramid model are that it is straight forward and intuitive.

Additionally, it was one of the first models to suggest that organisations can focus on both economic and social issues. However, the model is limited in the sense that it is solely focused on the American experiences and clearly implies that economics/profit still comes first.

Wood (1991:691) inverts the pyramid model and considers that each of the areas presented in the original model is "isolated" and remote from the other areas, with an inverted model representing interconnection. Guliyev and Ayyubzada (2014:1) observes how the CSR pyramid has reflections of a stakeholder model, as the key stakeholders are included. Each stakeholder has a different responsibility, with profit goals being vital to both investors and employees, in order to balance "trade-offs" and promote the business case for CSR (Carroll 2016:2).

Upon revisiting the model, Carroll (2016:1) suggests that the pyramid must be regarded as a totality, suggesting the following equation (Carroll 2016:2):

ECONOMIC RESPONSIBILITIES + LEGAL RESPONSIBILITIES + ETHICAL RESPONSIBILITIES + PHILANTHROPIC RESPONSIBILITIES = TOTAL CORPORATE SOCIAL RESPONSIBILITY.

Visser (2006:29) is critical of Carroll's CSR pyramid, as each theme represented is competing with another for resources and, therefore, the themes have conflicting responsibilities (Crane & Matten 2004:358).

Strategic CSR communication also fails to examine the outcomes/impact of the CSR communication (Tench, Sun & Jones 2014:3). The next type of CSR communication to be discussed, is political CSR.

2.5.3   Political CSR communication

Political CSR communication occurs when "organisations recognise their influence on society and their social responsibilities in a way that has a clear impact even though this may not be the intended aim of the activity" (Frynas & Stephens 2015:486).

This perspective suggests that an organisation must conduct its business by including a wider dimension within a greater globalised society (Scherer, Palazzo & Matten 2014:148). Organisations existing in the current modern, globalised society, have ethical duties that have originally been assigned to and associated with the responsibilities of nation states.

As the power of nation states diminishes, organisations on the global forum fail to provide guidance and ethical norms, thereby leaving a significant vacuum (Baur & Palazzo 2011:579). Because organisations have to fill this political vacuum and play a global social policy role, they take on a significant role with a wide political element (Scherer & Palazzo 2011:901). Organisations are expected to act as global corporate citizens within this wider definition of "responsibility", so as to solve societal issues as key social actors working with key stakeholders. This represents a significant shift in the power of organisations in terms of setting the communication agenda in a modern democracy (Habermas 2006:419; Staats 2004:585).

This perspective of corporate social responsibility is also described as the "political normative", which involves organisations moving away from its original goal of profit first (Schultz, Castelló & Morsing 2013b:684). This significant adjustment entails a "moral legitimacy, which is based on moral judgments and an exchange of arguments on whether an individual, an institution, or an action can be considered socially acceptable" (Scherer & Palazzo 2011:915). This newfound legitimacy is built on the close interaction with stakeholders, which is only achieved through dialogue (communication) and developing the necessary strategies for CSR engagement (Reast, Maon, Lindgreen & Vanhamme 2013:139).

Communication is achieved through public discourse, if society and the organisation reach a consensus by negotiating a moral agreement, thereby establishing legitimacy (Scherer, Palazzo & Seidl 2013:264).

This type of communication can only be achieved by a two-way process, while an organisation has an impact or the potential to influence stakeholders. It is important to recognise that stakeholders also have the capacity to influence the organisation (Fassin 2012:85).

This is the primary driver to the moral legitimisation of multinational organisations (Johansen & Nielsen 2011a:441). In this respect, organisations and stakeholders have equal reciprocal responsibilities, which derive legitimacy that determines the licence to operate of organisations in the context of a global society. Communicative action is "oriented toward reaching understanding" between sender and recipient in a communication process (Habermas 1996a:329).

2.5.4   Normative CSR communication

Political CSR can also be described as involving a "political-normative" view of CSR communication (Schultz, Morsing & Castello 2013b:684) that represents a more holistic perspective of the organisational role and operation in a worldwide arena by participating at a political global stakeholder level (Boddewyn & Lundan 2011:10). This represents a new form of ethical legitimacy that "is based on moral judgments and an exchange of arguments on whether an individual, an institution, or an action can be considered socially acceptable" (Scherer & Palazzo 2011:915). It is only through a positive CSR engagement with stakeholders (Reast et al. 2013:140) that a two-way dialogue of communication is established with all stakeholders (Johansen & Nielsen 2011b:204).

The political CSR model includes key aspects of the theoretical stakeholder perspective proposed by Freeman (1984:25). This is observed by incorporating a normative core (Kanji & Agrawal 2016:147). One of the advantages of a stakeholder-driven theory is that stakeholders drive "transparency" by building a positive image (Schnackenberg & Tomlinson 2016:1784). Stakeholders contribute key "insights" and can create a competitive advantage (Brown 2016:3).

However, including stakeholder involvement often involves a significant commitment of both time and resources. Therefore, it may not be suitable for all organisations, such as start-ups or financial technology organisations (Payne & Calton 2017:121). The next section examines constructs to measure CSR communication.

2.6 Constructs to measure CSR communication

In line with guidance of the FTSE4Good organisations, the following key concepts are central to measuring CSR communication and responsible leadership (RL): credibility, openness, transparency, accountability, inclusion, and trust (Steel & Lock 2015:7). Each of these key concepts underlies both responsible leadership (RL) and political CSR. These concepts will be described briefly, with the objective of highlighting the fact that they are fundamental to both CSR communication and RL, from a Habermasian basis (Seele & Lock 2015:402; Scherer & Palazzo 2011:900).

2.6.1 Credibility

Dunbar, Jensen, Burgoon, Kelley, Harrison, Adame and Bernard (2015:650) argue that the assessment of credibility is integral to the communication process – to the extent that credibility holds a prominent position in the discipline of communication. In the academic literature, credibility is vaguely defined and "often confused with trust" (Seele & Lock 2017:585).

Credibility pertains to stakeholders' perceptions and underscores the significance of organisational actions concerning CSR endeavours (Sethi 1975:58; Walker 2010:357). There are often overlaps between organisational credibility and reputation, where CSR gaps have emerged. Organisations report on their CSR activities to enhance their reputation (Steel & Lock 2017:587).

CSR credibility focuses on the fundamental attributes that distinguish an organisation and that are typically associated with its ethical behaviour towards stakeholders (Van Riel & Balmer, 1997:341).

Credibility is generally perceived as interdisciplinary (Simões, Dibb & Fisk 2005:157), incorporating values and overlapping various management disciplines, including CSR, communications and corporate strategy (Balmer 2017:1472). Credibility can be gauged by the way in which an organisation utilises its vision, symbols, mission, values, positioning, slogan, advertising messages and logo, which are viewed as indicative of the potential and reputation of the organisation (Fourie & Cant 2022:52; Lange, Lee & Dai 2011:153).

Organisations dedicate significant resources to cultivating their credibility, as it has the potential to enhance stakeholders' awareness and comprehension of organisational values (Foroudi, Melewar & Gupta 2017:176). New logos are often crafted to bolster credibility, following events such as mergers, acquisitions, restructuring and takeovers (Van den Bosch, De Jong & Elving 2006:138). For instance, after the amalgamation of BP with Amoco, Atlantic Richfield and Burmah Castrol, the newly formed organisation invested £4.6 million in the design of its new logo, the Helios, and an additional £132 million in rebranding its stationary trucks and fuel stations (Beder 2002:18). Such investments are made on the premise that logos can enhance organisational credibility (Van Riel & Van den Ban 2001:428).

Credibility is distinct and relies on trust and understanding. Hence, a crucial aspect of credibility involves appreciating the values that the organisation conveys to its stakeholders (Foroudi, Melewar & Gupta 2017:176). It can be viewed as a reflection of the values an organisation holds with its stakeholders. Transparency will be discussed in the next section.

2.6.2   *Transparency*

Transparency is described as the purposeful sharing or disclosure of accurate and valid information – specifically to those external to the organisation (Morey, Forbath & Schoop 2015:96).

Organisational transparency may be best described as a commitment that is "disruptive to the old balance of power politics" by disclosing and sharing quality and relevant information with internal and external stakeholders in an open and timely manner (Berglund 2014:362; Sifry 2011:167). Transparency may include displaying organisational policies on websites; and sharing matters of finance, governance, pricing and product development with interested stakeholders (Schnackenberg & Tomlinson 2016; Maak & Pless 2006).

As a critical ingredient in the implementation of any type of corporate strategy, transparency is also a key requirement of the FTSE4Good Share Index. All the organisations listed on the index must have a key focus on open dialogue and transparency, with the intention of encouraging organisations to consider all their stakeholders in regard of CSR communication and responsibility (Belghitar, Clark & Deshmukh 2014:54). The central role of transparency is critical in helping stakeholders determine their perceptions of the organisation. This, in turn, assists with creating a greater awareness of the positive aspects that the organisation offers society at large, such as job creation, products and good causes. However, this may also work in the reverse, with the licence to operate of the organisation being revoked, which may threaten the very existence of that organisation (Schnackenberg & Tomlinson 2016:1795; Erendağ Sümer, Gök Demir & Karakaya Şatir 2017:3).

2.6.3 Openness

Openness is described as asking questions and facilitating stakeholders to participate in dialogue – even if that entails stakeholders views not aligning with those of the organisation (Craig 2015:357). The openness of leadership is essential, in order to earn the respect and trust of both internal and external stakeholders (Rondinelli & Berry 2000:71).

Openness implies leaders valuing the input of others keeping themselves open to alternative opinions from stakeholders. An example of this is the petroleum industry relying on the expertise of NGOs for support and advice on environmental issues (Voegtlin 2016:600).

Openness entails a greater opportunity for the evolution of a wider organisation-focused problem-solving mechanism. This mechanism can be based on the meaningful communication of issues through genuine dialogue and participation (Ashman & Lawler 2008:262). Working cohesively leads to an increase in the flow of ideas and openness of the different stakeholder groups, which helps to provide an increased layer of appeal to anyone interested in the organisation as a whole. The appeal of an open-minded leadership lies in its support of the ability of all stakeholders to contribute to more creative and successful problem-solving, rather than harming the organisational interests, which may result in crises and the shutting down of discussions (Habermas 1996b:92).

A greater openness creates the best conditions for an ideal communication climate to develop, which helps personify the organisation in the mindset of stakeholders (Van Reil & Fombrum 2007:97). Openness also requires a high level of mature sophistication on behalf of the organisational leadership team, because, by its very nature, openness can incorporate a certain amount of heightened negative criticism of leadership decisions and style. Therefore, an organisation moving towards greater openness has to acknowledge that they are open, but without the fear of criticism (McCleskey 2014:120).

2.6.4   Accountability

Organisations should be held to account for what they say and/or do in terms of their economic, social and environmental impact (Seele & Lock 2015:402). Accountability entails both trust and responsibility, while using a moral compass in all key decisions regarding the organisation (Witt & Stahl 2016:624). Accountability is the sole remit of executives, as they hold significant leadership authority.

Therefore, it is the individual behaviours of prominent figures, such as the CEO, the board members and executives, that serve as pivotal drivers of organisational accountability. Accountability deals with the way in which both organisations and individuals act and make decisions (Waldman & Balven 2015:225).

Large organisations are currently expected to share detailed CSR,/sustainability reports to ensure accountability with their external stakeholders. In the modern world a large multi-national organisation operates in several jurisdictions by means of a social contract with society. A societal focused accountability can support a greater role for large commercial organisations as responsible, productive global citizens and counterparts in society that help to address major global challenges and ease social issues (Scherer & Palazzo 2011:899). This type of accountability represents a significant ethical shift in which discussion is based on whether organisational actions can be considered as socially acceptable (Scherer & Palazzo 2011:915).

The publishing of CSR reports on accountability is essential for all stakeholder groups, as this type of disclosure serves as the foundation of the rights of both society and stakeholders to access commercial information (Alrazi, De Villiers & Van Staden 2015:47).

2.6.5   Inclusion

Inclusion involves a combination of participative, honest diversity promotion with stakeholders, which is habitually presented as a dedicated segment in the annual reports of most organisations (Servaes & Tamayo 2013:380). Inclusion of stakeholders is the centre point value, meaning that the organisation should account for any discernible group or individual capable of influencing the attainment of the organisational goals or being impacted by their achievement (Freeman & Reed 1983:91).

As highlighted earlier in this chapter, stakeholdership implies that organisations are not simply accountable to their shareholders, but that they also have to consider the range of requirements and welfare of all groups or persons who have a direct or indirect impact on the organisation (Mitchell, Agle & Wood 1997:854; O'Riordan & Fairbrass 2008:755). Inclusion requires all stakeholders to be considered in a valued and responsible manner (Maon, Lindgreen & Swaen 2009:72).

In some cases, inclusion may result in the improvement of the legitimacy of management; facilitate knowledge sharing; and help to promote understanding, while avoiding conflicts (Pistorius & Reinecke 2013:80). A major inclusion failure, such as the withdrawal of the participation of a primary stakeholder group, may result in the inability of the organisation to operate and, ultimately, to the permanent loss or temporary withdrawal of the licence to operate (Erendağ Sümer, Gök Demir & Karakaya Şatir 2017:3).

2.6.6 Trust

In the academic literature, trust is often confused with credibility. An organisation that demonstrates a trust-first attitude with stakeholders will ultimately benefit over those that do not. A breach of trust occurs when stakeholders' expectations are not met (Seele & Lock 2015:13). Trust is also significant in leadership studies and in supporting a better understanding of the relationship between leadership and employees (Northouse 2021:70).

An organisation that fails to demonstrate an authentic desire for trust to its stakeholders creates a toxic environment that may result in aggravating consumer cynicism (Helm, Moulard & Richins 2015:515; Perez 2019:335). Employees with a strong predisposition to trust are more willing to take risks, based on their perceived trust levels of their colleagues and leaders (Hansen, Dunford, Agle & Jackson 2016:653).

Trust is directly related to organisational reputation, which, if not managed, may result in the withdrawal of the licence to operate, thereby threatening the very existence of the organisation (Kim 2019:1143; Erendağ Sümer, Gök Demir & Karakaya Şatir 2017:3).

Each of the foregoing key concepts represents the underlying foundation of this study, and each of the concepts described will help to construct a desirable CSR communication framework. Therefore, it is argued that each of these key concepts described in the foregoing sections should form a major and substantial part of the theoretical foundation required to develop the data collection instruments and, subsequently, build the proposed CSR communication framework from a responsible leadership perspective.

The following section presents the background and the context of the focus of this study, namely the FTSE4Good Index.

2.7   FTSE 4Good Index

The inception of the FTSE4Good initiative by the FTSE Group in 2001 marked a pivotal development in socially responsible investment practices (Charlo, Moyal, Muñoz 2015:279). This index encompasses entities situated across five prominent business regions, namely the United States of America (USA), the United Kingdom (UK), Europe, Japan and the global domain (Belghitar, Clark & Deshmukh 2014:56).

Originally conceived with the primary objective of contributing to UNICEF programmes for the welfare of children through the allocation of a fraction of the licensing fees associated with its constituents, FTSE4Good finds its basis in the FTSE All Share Index (Belghitar, Clark & Deshmukh 2014:54). Central to its ethos is an active engagement and transparent dialogue with all indexed organisations, with the overarching aim of fostering a comprehensive consideration of stakeholders in the pursuit of sustainable development (Charlo, Moyal, Muñoz 2015:277; Sachs, Kroll, Lafortune, Fuller & Woelm 2022:103).

The selection of FTSE4Good as the focal point of this study stems from its representation of flourishing entities in the marketplace, each embodying a diverse spectrum of responsibly governed stock market entities (Charlo, Moya & Muñoz 2015:279).

Every constituent listed on the FTSE4Good Index signifies a standard bearer of reputationally conscious organisations adhering to principles of responsible leadership (RL), as delineated and overseen by a dedicated FTSE4Good Policy Committee (Slager 2015:393). Comprising distinguished specialists drawn from academia, fund management and the wider business milieu, this Policy Committee operates independently, with recommendations being informed by data furnished by the Ethical Investments Research Services (EIRIS) – a non-profit research agency conducting biannual evaluations of compliance *vis-à-vis* FTSE4Good criteria (Rodionova 2014:28).

The endorsement of sustainability values by the leadership of the entities integral to the FTSE4Good framework (Szekely & Knirsch 2005:634) assumes critical significance in this research endeavour, which aims at elucidating the potential role of corporate social responsibility (CSR) communication in fostering responsible organisational leadership. Embracing a multifaceted spectrum of sustainability imperatives encompassing CSR, non-discriminatory labour practices, equitable stakeholder engagement, environmental sustainability and transparent management practices, FTSE4Good entities emerge as exemplars of best practices in CSR communication and responsible leadership (Belghitar, Clark & Deshmukh 2014:56).

2.8 Summary

The evolution of corporate social responsibility (CSR) communication has stemmed from the necessity for organisations to interact with their stakeholders in a modern, decentralised manner. This shift has led to CSR communication becoming more accepted and expected, especially as the organisational landscape has significantly transformed over the past decade. The increasingly

complex business environment, driven by diverse staff, customer, and environmental demands, necessitates the adaptation of CSR communication. Effective CSR communication is crucial for organisations to coordinate social forces and drive positive change.

This chapter defined and contextualised responsible leadership (RL) and CSR communication from an organisational communication perspective. Responsible leadership and CSR communication classifications were discussed in detail. This chapter addressed the main theoretical constructs relevant to the research problem and questions outlined in Chapter 1. Key concepts such as credibility, openness, transparency, inclusion, accountability, and trust, which are fundamental to CSR communication were explored. It was argued that understanding these concepts is essential for articulating and implementing responsible leadership in CSR communication. The relationship between these concepts underpins the theoretical foundation of this study, which includes stakeholder theory, the theory of communicative action, and leadership theory.

Each of the concepts involved in measuring CSR communication was discussed. In the final section of the chapter, the FTSE4Good Index and its sustainability values was discussed.

The chapter discussed and integrated key concepts to comprehend their impact on organisational communication. The study adopts an organisational communication perspective to develop a CSR communication framework, emphasising the principles and context of both CSR communication and responsible leadership. Chapter 3 will discuss the theoretical foundation and models relevant to this study.

CHAPTER 3: A CRITICAL APPRAISAL OF RELEVANT CSR COMMUNICATION THEORIES AND MODELS

3.1 Introduction

The preceding chapter offered foundational principles of and background information on CSR communication in the context of organisational communication, focusing specifically on the pivotal roles of stakeholders and responsible leadership (RL). The aim was to provide a greater understanding of responsible leadership and CSR communication in the broader scope of organisational communication. Detailed discussions were conducted on the categorisations of responsible leadership and CSR communication, while essential principles and key concepts were outlined to guide the implementation of a responsible leadership approach to CSR communication.

The objective of this chapter is to examine pertinent theories and models to delineate CSR communication with stakeholders through a lens of responsible leadership. This examination is conducted with the intention of establishing a theoretical framework. The theoretical framework outlined in this chapter is rooted in the comprehensive literature review presented in Chapter 2 and the subsequent analysis of relevant theories and CSR communication models presented in this chapter.

The theoretical framework will incorporate essential theoretical constructs and act as the foundational structure of the study. This theoretical framework will be used to shape the data collection instruments in the empirical phase. Furthermore, the theoretical framework is subject to adaptation and refinement, based on the empirical findings (resulting from the collected data), ultimately leading to the formulation of the integrative leadership framework (ILF) for CSR communication (Chapter 5).

Relevant existing theories and models will be explored to provide the foundation of the theoretical framework, which will provide the anchor for the development of the research questions, the literature review, the research design and data analysis (Anderson, Day & McLaughlin 2006:154). The theoretical framework will guide the study and help to determine the research questions, methods and design, while factors that determine validity issues that may hinder conclusions will be considered (Maxwell 2017:116; Lysaght 2011:572). Models may be described as the practical applications of abstract theories (Ledingham 2003:190) or, more specifically, theories in action (Littlejohn & Foss 2010:18).

The chapter is divided into three sections. Firstly, a tripartite approach to theories will be introduced comprising of stakeholder theory, communicative action theory and leadership theories. Each will be discussed to provide the theoretical foothold for the research. The exploration of these theories is followed by a discussion on the relevant CSR and CSR communication models, from the period 2015–2019, with a view of providing a deeper understanding of the need for a new CSR communication framework from a responsible leadership perspective. The chapter concludes with a representative graphical framework denoting the theoretical framework and relevant constructs to guide the empirical phase of the study.

3.2   Overview on stakeholder theory

Stakeholder groups are described as any collective or individual that/who has the potential to influence or is influenced by the attainment of the organisational goals (Freeman 1994). Stakeholders are groups or individuals that may have a legal or ethical claim to influence the direction or outcomes of organisational goals (Mitchell, Agle & Wood 1997:858). Stakeholder theory includes all those on whom the organisation has an impact (Stacy 2013:2).

Stakeholder theory has found application across diverse research contexts, ranging from the organisational nature (Donaldson & Preston 1995:65) to managerial considerations of the environment (Cordeiro & Tewari 2015:833), the efficacy of board of directors (Garcia-Torea, Fernandez-Feijoo & De la Cuesta 2016:246) and the corporate image (Slabbert 2016:253). Characterised as "an odd contingency model", rather than one solely driven by the strategic success of individual organisations, stakeholder theory endeavours to balance the myriad needs of both internal and external stakeholders (Deetz 1992:338). It posits that organisations hold a fiduciary responsibility towards stakeholders (Zakhem 2015:1), thereby extending their vision of responsibilities beyond the profit-maximisation paradigm proposed by Friedman (1970:13), so as to encompass dialogue and claims of non-stockholding groups (Mitchell, Agle & Wood 1997:853).

Donaldson and Preston (1995:87) advocate the fundamental principle of stakeholder theory as a means of preventing undue emphasis on any particular group's interests, advocating instead for a balanced perspective that treats all stakeholders equitably and justly, precluding the dominance or undue influence of any single group (Mori 2010:51). The theory has witnessed significant development in recent years, serving as a foundational framework across various business domains, including corporate strategy, economics, corporate ethics, social policy and corporate social responsibility (CSR) (Epstein 2018:12). It has been hailed as a robust theoretical underpinning for corporate social performance research (Clarkson 1995:92), challenging the traditional input-output model of management (Donaldson & Preston 1995:68).

This theoretical shift marks a departure from the conventional classical economic theory of organisations, which primarily focuses on generating returns for investors, towards a socio-economic model in which organisations are conceived to encompass a broader array of stakeholders, including society at large (Bhattacharya 2010:84; Cornelissen 2020:58). The following section discusses the taxonomy of stakeholder theory.

3.3 Stakeholder theory paradigms

Stakeholder theory proposes an organisational model in which all individuals or groups with legitimate interests involved in a venture do so to reap benefits. There is no inherent priority of one set of interests and benefits over another (Donaldson & Preston 1995:68). It challenges the notion of an organisation solely serving the purpose of maximising wealth and exploiting the environment for profit (Cornelissen 2020:58). At its core, the stakeholder theory emphasises that an organisation should bring benefits to all its stakeholders (Mainardes, Alves & Rapaso 2011:229).

Donaldson and Preston (1995:66) categorise stakeholder theory into three distinct paradigms: descriptive, instrumental and normative. This seminal research paper delineates these paradigms, which represent different applications of stakeholder theory. Subsequent research on stakeholder theory has mainly followed these three distinct paradigms (Donaldson & Dunfee 1994:252; Friedman & Miles 2006:29; Hendry 2001:167), each of which is evident in the literature (Cornelissen 2020:40).

Brenner and Cochran (1991:897) present a descriptive stakeholder theory regarding the planning and operational activities of the organisation. Freeman's (1984:66) exploration of stakeholder theory aims for a deeper comprehension beyond an instrumental rationale focused on enhancing return on investment (ROI) and profit. Lastly, Donaldson and Preston (1995:65) outline stakeholder theory from a normative standpoint. It should be pointed out that the descriptive, instrumental and normative rationales for engaging with stakeholders may intersect at times: they are not necessarily mutually exclusive (Jones & Wicks 1999:206).

Each of the three perspectives will be discussed in detail in the following sections.

3.3.1   *Descriptive stakeholder theory*

The term *descriptive stakeholder theory* is commonly used to describe general organisational attributes signifying willingness to working in a supportive manner (Donaldson & Preston 1995:66). Essentially, it describes organisations as a vehicle of cooperative advantages and values. The objective of the descriptive stakeholder paradigm is to establish strong bonds with key stakeholders (Donaldson & Preston 1995:71). It assists managers in describing the past, the current position and possible future status of stakeholders and their relationship to the organisation (Donaldson & Preston 1995:70). The descriptive stakeholder theory helps to highlight key organisational characteristics that can determine, demonstrate and describe how managers of organisations engage with their stakeholders (Donaldson & Preston 1995:65).

A descriptive stakeholder theory entails understanding the challenges and opportunities that may be presented when working in a wider collaborative environment (Brenner & Cochran 1991:897). Descriptive stakeholders help organisations to present a generic label that directs the values of management and presents the impact of these values in the engagement of stakeholders. It may guide stakeholders into a deeper understanding of organisational behaviour and legal responsibility (Donaldson & Preston 1995:70).

The following three key characteristics are key to understanding descriptive stakeholders: (i) individual stakeholder nature; (ii) individual stakeholder circumstances; and (iii) ensuring appropriate strategies when dealing with (i) and (ii) (Phillips 2003:27). When each of these characteristics is implemented correctly, it will help to emphasise and underpin the expectations and principles of respect (Jones & Wicks 1999:206).

A stakeholder need should be built and fully integrated into the DNA of the organisation. The descriptive stakeholder theory is a broad label underscoring the relationship of the organisation with its managers and its stakeholders (Brenner & Cochran 1991:897). Descriptive stakeholder theory is the representative DNA in the organisation that sets the level of obligation, as identified by stakeholders, of the commitment to their individual cause (Donaldson & Preston 1995:74). The next section will examine instrumental stakeholder theory.

3.3.2 Instrumental stakeholder theory

Instrumental stakeholder theory presents a framework for examining the correlations between stakeholder management practices and various organisational objectives (Donaldson & Preston 1995:67; Mainardes, Alves & Raposo 2011:234). Margolis and Walsh (2003:268) characterise instrumental theory as advocating for the involvement of stakeholders in decision-making processes, so as to enhance overall organisational performance. This includes achieving a higher return on investment (ROI), compared to that of organisations that solely prioritise investor engagement (Donaldson 1999:240).

Empirical instrumental stakeholder theory has been utilised to analyse the relationships between stakeholder management and traditional organisational goals, such as customer sales, ROI and profit. Numerous studies employing conventional statistical methodologies – including examinations of corporate performance, capital structures and financial metrics – contribute to this body of research, e.g. the studies conducted by Yongming and Yini (2017:449), Boesso, Favotto and Michelon (2015:424), Aupperle, Carroll and Hatfield (1985:446), Mardani, Nilashi, Zakuan, Loganathan, Saman & Soheilirad (2017:265); Harrison and Wicks (2013:97), and Preston, Sapienza and Miller (1991:66).

Additionally, investigations utilising interviews and participant observation further explore instrumental stakeholder theory (Pirson, Martin & Parmar 2017:1; Heskett & Kotter 1992:83; O'Toole 1991:9), collectively demonstrating the advantageous outcomes associated with stakeholder-focused management approaches compared to investor-centric models.

The instrumental stakeholder theory is often characterised as a "contingent theory," suggesting that anticipated outcomes are contingent on stakeholder-oriented behaviours (Jones & Wicks 2018:361). This framework does not rely on oversimplified assumptions about human behaviour, such as selfishness, commonly found in economic models. By avoiding such oversimplifications, it addresses challenges related to predicting and understanding complex human activities.

Jones (1995) introduced a form of instrumental stakeholder theory aimed at reinforcing the rationale for adopting the stakeholder model as a fundamental paradigm. This theory combines stakeholder concepts with ethical insights, emphasising the importance of open and transparent relationships between stakeholders and organisations to facilitate problem-solving within the business environment. Jones (1995:422) posits that organisations prioritising trust and cooperation with stakeholders gain a competitive advantage. Egels-Zandén and Sandberg (2010:35) have recently revisited the instrumental rationale for stakeholder management from a strategic perspective, while considering moral and ethical considerations. The next section will examine ethical or normative stakeholder theory.

3.3.3 Normative stakeholder theory

Strategic stakeholders encompass individuals or groups to whom the organisation bears a moral responsibility (Phillips 2003:27) and who have a legitimate interest in the organisation (Donaldson & Preston 1995:67). Agle, Donaldson and Freeman (2008:163) assert that normative stakeholder theory serves as the ethical foundation for developing a stakeholder framework.

Donaldson and Preston (1995:87) delineate stakeholder theory into descriptive, instrumental and normative dimensions, with the normative or ethical aspect at its core. The concept of stakeholders having intrinsic value (Clarkson 1995) and moral rights in relation to the management of a business or organisation originates from ethical theory (Phillips 2003:123). The most persuasive arguments in support of stakeholder theory are rooted in theories of duties and rights. The normative dimension is central and fundamental to stakeholder theory – particularly its ability to uphold the moral rights of individuals, based on principles of fairness (Evans & Freeman 1988:97).

The normative stakeholder theory posits that stakeholder management should be the enduring purpose of the organisation, not merely a pursuit of financial gain for investors. Therefore, organisations must conduct themselves in a manner that benefits all stakeholders. This perspective does not merely view the organisation as a vehicle for generating financial returns for investors, but as a mechanism for advancing the interests of all stakeholders in a holistic, societal context. It regards the organisation as having a fiduciary duty – not only to shareholders but to all stakeholders (Allen 2017:79).

The normative stakeholder theory mandates that organisations should prioritise the interests and well-being of all stakeholders equally (Bundy, Vogel & Zachary 2018:476). In the event of a conflict of interests occurring among stakeholders, the normative approach suggests that the organisation should strive to find a resolution that considers the concerns of all parties involved (Elias 2016:750). This underlines the organisational obligation to prioritise the interests of stakeholders over those of investors occasionally. This ethical stance implies that everyone is inherently valuable and deserving of respect (Phillips, Freeman & Wicks 2003:479) – without compromise.

Respecting individuals in this manner acknowledges their autonomy and their capacity to act freely on their desires (Hasnas 1998:65). Evan and Freeman (1988:75) argue that organisations have a responsibility to uphold human dignity, akin to any individual. Donaldson and Preston (1995:74) convincingly argue that the essential foundation of stakeholder theory lies in validating its normative core.

Managerial interactions with stakeholders should be driven by a broad ethical commitment, rather than a narrow focus on profit maximisation at the expense of stakeholders. Engaging in transparent dialogues with stakeholders contributes to a positive reputation, thereby influencing the perceptions of other stakeholder groups (Cornelissen 2009:41). Organisations fostering open dialogue tend to enjoy enhanced corporate reputations, which often translate into competitive advantages (De Sousa Filho, Wanderley, Gómez & Farache 2010:297; Campbell 2007:949).

The normative stakeholder theory reflects the values of responsible leadership, which involves leaders playing a greater and more conscious role and will underline this research.

3.4   Critique of stakeholder theory

The last three decades have seen a significant rise of stakeholder theory as a predominant conservative theoretical cornerstone of scholarly research (Weiss 2021:22). Much of this research focus lies across a diverse range of organisational topics, including ethics, governance, strategy and social responsibility. This has led some academics to review and re-evaluate stakeholder theory. Stakeholder theory seems all-encompassing, in that it tends to absorb and draw sustenance from any living entity or concept it encounters (Orts & Strudler 2009:605).

This critique of stakeholder theory suggests that the theory is only adequate in describing certain types of business scenarios. However, Orts and Strudler (2009:606) challenge the stakeholder theory as an unsuitable framework for understanding business ethics and explaining complex business situations. Orts and Strudler (2009:60) claim that there are serious concerns regarding both the ethical scope and substance of stakeholder theory. Mansell (2013:3) describes stakeholder theory as ineffectual and suggest the need to promote a free market philosophy.

This free market approach to stakeholder theory reflects a more traditional economic approach, while ignoring several aspects of shareholder theory (Friedman 1970:9). The main aim of any commercial organisation is to make a profit (Rybak 2004:275). Mansell (2013:5) enshrines the market economy position by suggesting a key principle according to which the legal rights that are generally assigned to a person can be also assigned to the organisation as a separate legal entity. In this way, the organisation assumes a contractual and legal "personality" with all the associated activities and responsibilities. This type of legal entity focuses on the rights and duties of entering contractual relationships, while promoting the rights of the organisation's owners. These contractual opportunities may be explored and executed by the stockholders of the organisation or by management, who may act as their agents (Mansell 2013:6).

Mansell (2013:17) claims that the core of a normative centred stakeholder theory is not consistent with the commercial realities of the marketplace and that these can only be focused on the shareholder theory. Therefore, the stakeholder theory merely confuses the organisation that conducts business for commercial value, with the relationships and interactions occurring as a by-product of doing business (Weiss 1994:2).

3.5   Relevance of normative stakeholder theory to the study

The relevance of normative stakeholder theory to this study lies in its alignment with the ethical and moral framework associated with responsible leadership, providing a firm foundation for examining corporate social responsibility (CSR) communication. In the context of this research, normative stakeholder theory recognises the effectiveness of marketplace rules, such as those related to contracts and competition, while emphasising the importance of ethical considerations.

While the descriptive stakeholder theory tends to be overly generic and descriptive, it is lacking a strong emphasis on mutual ethical values. Therefore, it falls short in providing the depth required for this study. Similarly, instrumental stakeholder theory, with its performance-driven nature contingent on measurable outcomes, lacks a clear ethical or responsible component. Due to the absence of ethical considerations, instrumental stakeholder theory is also deemed unsuitable to the focus of this study.

Normative stakeholder theory specifically offers a strong theoretical underpinning that emphasises the ethical/moral dimensions of organisational behaviour; particularly in the realm of CSR communication. As the study explores the relationship between commercial organisations and their stakeholders, normative stakeholder theory becomes a pertinent lens through which to examine the ethical responsibilities and moral considerations inherent in these interactions (Bundy, Vogel & Zachary 2018:476).

By acknowledging the strengths of marketplace rules within an ethical framework associated with responsible leadership, normative stakeholder theory contributes to shaping the perspective of this study on how organisations engage with stakeholders in their CSR communication practices. It emphasises the importance of ethical conduct, aligning with the broader objectives of responsible leadership in fostering positive relationships with stakeholders.

In summary: the relevance of normative stakeholder theory to this study is evident in its ability to guide the exploration of CSR communication within a framework that prioritises ethical considerations and responsible leadership principles, thereby ensuring that the theoretical discussions directly inform and enrich the understanding of the researched phenomenon (Heath 2014:65).

Table 3.1 provides and overview of the relevance of stakeholder theory to this study.

Table 3.1: Overview of stakeholder theory relevance

Theory	Key aspects	Relevance to research	Key contributors	Critique
Descriptive stakeholder theory	Cooperative values and advantage	The theory establishes a wider respectful collaborative environment.	Freeman 1994:46 Brenner & Cochran 1991:452	This theory is too generic and descriptive in nature, while exhibiting only a few aspects of mutual ethical value. Therefore, it is not relevant to the study.
Instrumental stakeholder theory	Numerical representation of values of relationships	This theory highlights measurable metrics.	Donaldson 1999:240 Margolis & Walsh 2003:268.	This theory is too performance-driven and contingent on measurable outcomes, without an ethical or responsible component. It is not relevant to the study.

Theory	Key aspects	Relevance to research	Key contributors	Critique
Normative stakeholder theory	Ethically focused on relationship and values	This theory emphasises a moral and responsible leadership approach for organisational engagement.	Donaldson & Preston 1995:67 Evans & Freeman 1988:97	Challenging to measure aspects related to moral and ethical organisational values. This theory is relevant to the study.

The Table 3.1 highlights the relevance of a normative stakeholder theory to this research, as determined by the following elements:

- Normative stakeholder theory places the organisation at the epicentre of a variety of complex stakeholder processes and relationships, while supporting a positive, responsible relationship with CSR communication.
- A key objective of a responsible normative stakeholder focus is balancing the complex narrative of groups in a modern complex world.
- Normative stakeholder theory is based on ethical principles of encouraging a successful, responsible and inclusive style of approach to solving society's needs from a commercial perspective.
- Normative stakeholder theory underscores that organisations, which are owned by stockholders and managed by their agents, should consider that they both need to operate in a responsible leadership manner.

In the next section, the theory of communicative action is explored.

3.6 Communicative action theory

Habermas (1985:2) opines that communication is central to all social interactions, because communication is the determining factor in meaningful actions. The social theory of Habermas (1985:12) suggests the existence of two key components or types of social situations in the modern social world.

The first component is described as the "life world" and the second component as a "system". Each of these has its own function and rationale regarding social integration (Italia 2017:446). The life world comprises of linguistic communication in the informal natural world into which we are born, which includes areas generally associated with non-commercial activities, such as social life, culture, family and informal life outside of organisational politics (Habermas 1985:2). The life world includes communication of understanding, socialisation and values generally shared by society (Habermas 1985:67).

This life world provides the key for social integration and understanding. In essence, the life world can be best described as the backbone of rules or key assumptions to which an individual will generally first refer when making major decisions. However, these life world rules are continuously evolving and are in a constant state of flux. Therefore, social integration is both a process of socialising individuals into the wider community, and constantly permitting evolving adaptation of societal norms (Habermas 1987:68).

The establishment of community values and norms only occurs when groups communicate and reach some sort of combined consensus of understanding (Habermas 1987:67). Therefore, understanding norms have a critical value in the life world: it is this understanding of norms that establishes the grounds for the communication of action (Italia 2016:447). Organisations can play an important role in this regard, in that they are the link between individual life worlds and social systems (Habermas 1987:68). The life world is subjective in nature, and provides a mechanism for steering and coordinating society (Italia 2016:446).

Communicative action is practised in the life world, but it is not required in the social system, because the system has its own method of setting and achieving its goals (Habermas & Ben-Habib 1981:3). The system exists alongside, but operates independently, of the life world (Italia 2016:446). Systems communications are formally controlled and regulated. In order to understand these systems properly, they are best studied by external observers (Habermas 1985:108). System communication permits society to be divided into subsystems, thereby reflecting the complexity of the modern world. Each subsystem specialises in a particular societal function desired by society.

Key deliverables and tasks, such as the economy, science, religion, entertainment and politics (subsystems), operate around key logics (Italia 2016:447). The economy, for example, is focused on profit; the focus of politics is power; engineering focuses on material items; religion is focused on beliefs; and the arts move their focus to higher societal functions such as aesthetics. The sub systems are determined by efficient choice for each of the objectives. This represents to what Habermas (1985:283) refers as an instrumental rationality.

This research focuses on commercial organisations and, therefore, the economic subsystem is of particular relevance. The sole objective of the economic subsystem is to ensure the pursuit of profit and the distribution of goods and services. This can be described as strategic action, which involves a strong focus on the manipulation of decisions of rational persons, in order to achieve a utilitarian purpose (Habermas 1985:285). Strategic action can be best described as convincing people to complete adjectives that also encompass your own objectives (Finlayson 2005:48). Habermas (1985:283) considers economic activity as the instrumental value of communication and as a subcomponent of the system. Instrumental value is strategic action that differs from community action. This means that instrumental value is not driven by a mutually agreed understanding, but by realising an individual's own needs (Italia 2016:446).

In the view of Habermas (1985:283), a crisis occurs in modern societies when the systems aspect encroaches upon the life world and drives a wedge between the two, thereby resulting in an imbalance (Jones, Bradbury & LeBoutillier 2011:186). This type of scenario occurs when the social norms attributed to society permit an instrumental rationality to drive the primary measure of success of everyday life, when this may be inappropriate (Finlayson 2005:49). This infers that the pursuit of efficiency has come to dominate human activity as the system world dominates the life world (Italia 2016:446). It can be argued that the finance and commercial realities dominate and influence the life world in a manner that results in negative outcomes (Jones, Bradbury & LeBoutillier 2011:187). This implies that individual actions and behaviours are forced to follow a logical, predetermined pattern of instrumentality (Finlayson 2005:54).

The logic and influence of the system world overwhelm the life world, thereby resulting in a life world that is either manipulated or over-influenced, with an instrumental-focused rationality (Scherer 2009:29). Yet, the organisations that operate within each sub system have fundamental rights and responsibilities (Finlayson 2005:54). Similarly, the stakeholders of organisation in each sub system have ethical rights and responsibilities towards the organisation (Fassin 2012:85).

In other words, in this theory, both organisations and stakeholders have reciprocal ethical responsibilities towards one another. Dialogue between an organisation and its stakeholders has to centre on establishing a consensus (Seele & Lock 2015:401), and any breach of conditions in regard to consensus will ultimately lead to a breakdown of dialogue (Voegtlin 2011:58). This may be a breach of trust, resulting in a "crisis of credibility", which, in turn, may occur when stakeholders' expectations are not met (Seele & Lock 2015:401). This can further result in what can only be described as a rhetoric reality gap or credibility gap between an organisation and its stakeholders, which may eventually threaten the licence to operate of the organisation (Christensen & Cornelissen 2013:43; Voegtlin 2011:58).

It can be argued that the Habermasian theory suggests a concept of cumulative action, based on ethical discourse, consensus and trust – all of which may be re-established if both the organisation and the stakeholders engage in cumulative action. A communicative action involves dialogue geared towards reaching a mutual understanding (Habermas 1985:63).

The key to the concept of cumulative action is based on the idea of validity (Habermas 1985:10). Seele and Lock (2015:401) argue that there are four aspects of validity associated with a Habermasian view of communication – claims of truth, sincerity, appropriateness and understanding. If an agreement is to be reached to close the rhetoric reality gap, then both the sender and the receiver of the communication have to meet these four aspects of validity (Seele & Lock 2015:400).

A political perspective to CSR communication following the Habermasian theory centred on ethics may be a key foundation stone in the development of the framework for this research. An ethical authenticity for the research framework could be accomplished by validating the four aspects of validity addressed in the foregoing two paragraphs (Seele & Lock 2015:400).

A Habermasian influenced CSR communication denotes a significant linear advancement in a process that incorporates a responsible dialogue between the organisation and its stakeholders (Johansen & Nielsen 2011b:204). However, Seele and Lock (2015:401) suggest a typology of CSR communication centred on a combined Habermasian and political CSR theory by categorising CSR communication into the two key lines of enquiry. – Firstly, key distinctions are presently separating CSR communication into instrumental CSR and deliberate CSR. Instrumental CSR communication is short-term and focused on the promotion of the organisation (Golob, Podnar, Elving, Nielsen, Thomsen & Schultz 2017:176). It has been described as an extension of a sales, public relations or marketing, which may result in mistrust (Illia 2013:54; Golob et al. 2013:176).

Secondly, a deliberate CSR communication should match the needs of a political CSR, which can be described as including open discourse, transparency and accountability, so as to facilitate the two-way directional communication.

This two-way directional communication is generally not equally unidirectional in regard to both parties (Schultz, Castello & Morsing 2013b:685). Deliberate CSR entails a more holistic perspective of the organisational role and operation in a worldwide arena by participating at a political global stakeholder level (Boddewyn & Lundan 2011:10).

3.6.1 Critique of the communicative action theory

Both the concepts of strategic and communicative action, which are established through the exchange of dialogue, are fundamental building blocks in Habermas's (1985:34) theory of communicative action. Habermas suggests the need to establish a consensus in society based on "communicative actions". However, White (1988:46) suggests that a closer evaluation of the concept of communicative action, so that it resembles and replicates strategic action. Honneth & Joas (1991:101) states that both communicative action and strategic action fail to give an accurate account of the wide range and diversity of different types of action that would be required to portray the reality of a modern social interaction as a significant theory of society.

The two concepts cannot be separated as easily Habermas has initially outlined (Gordon 2013:173). In this way, Habermas's (1985) theory is open to the argument that it is selective and, therefore, subjective to theoretical interpretation. Habermas fails to show that communication action happens first and that it is superior to strategic action. Therefore, the concept of an ideal speech scenario becomes a pointless discussion and the relevance of a critical Habermasian social theory fails to give a full account of itself (Culler 1985:137).

In summary: the communicative action theory offers depth in examining the nature of communication, highlighting the importance of dialogue and consensus. This depth can contribute to a nuanced exploration of organisational communication.

3.6.2   *Communicative action theory relevance*

The communicative action theory, as articulated by Habermas, acknowledges the intricate nature of social interactions in both the natural and the systems world (Habermas 1985:2), while recognising the potential emergence of a rhetoric reality gap, when the natural and system worlds intersect (Jones, Bradbury & LeBoutillier 2011:186).

In the context of this study, the communicative action theory holds relevance for several reasons. Firstly, its acknowledgment of the complexity in social interactions aligns with the intricate dynamics often found in organisational settings. This recognition is vital for understanding the multifaceted nature of communication processes in the context of this study. Secondly, the theory's consideration of a rhetoric reality gap becomes pertinent – particularly if the research outcomes highlight discrepancies or challenges in the unfolding of communication in FTSE4Good organisational contexts. This consideration allows for an examination of potential gaps between discourse and actual practices. Additionally, it facilitates a nuanced exploration of communication processes, encompassing both structural and ethical dimensions inherent in organisational interactions.

Integrating the Habermasian political CSR perspective into this framework emphasises instrumental rules associated with contracts and competition within an ethical/moral framework. Heath (2014:65) highlights that this perspective aligns with responsible leadership. Given that this study delves into corporate social responsibility (CSR) communication and responsible leadership (RL) incorporating this perspective serves as a string theoretical foundation for examining the ethical dimensions of organisational actions.

In summary: the combined theoretical framework – that incorporates both the communicative action theory and the Habermasian political CSR perspective – enriches the study by recognising complexity, while addressing potential reality gaps, and offering a comprehensive perspective on organisational communication practices with an ethical and responsible leadership focus.

The communicative action theory is categorised in Table 3.2 in terms of the following: key aspects, relevance to research, key contributors and critique.

Table 3.2: Overview of communicative action theory relevance

Theory	Key aspects	Relevance to research	Key contributors	Critique
Communicative action theory	Life world & systems world	Instrumental focus complexity of social interactions	Habermas 1985:2 Habermas 1987:67	Selective and open to subjectivity. Failure to portray diverse social interaction.
Habermasian oriented political CSR communication	Ethical discourse	Orientated towards understanding in complex modern political systems. Ethical and instrumental	Johansen & Nielsen 2011:204 Steel & Lock 2015:401	Truth, sincerity, appropriateness, understanding, openness, transparency and accountability. Based on ethical considerations.

A brief critical review of communicative action theory suggests that a political CSR Habermasian perspective may provide significant theoretical underpinning for this research, based on the following.

• A political CSR Habermasian perspective acknowledges that organisations play key roles in society, as they are the linchpin between an individual's needs and the needs of social systems.

- The theory supports an organisational need to promote dialogue with stakeholders.
- The theory suggests a mechanism to aid handling conflict and disagreement.
- It acknowledges that an ethical perspective is crucial in understanding responsible leadership.
- The theory helps to promote an understanding of the needs of stakeholders in a wider societal context.
- Critically, a political CSR from a Habermasian perspective acknowledges the critical roles of truth, sincerity, appropriateness, understanding, openness, transparency and accountability in organisations.

The next section examines leadership theories and discuss their relevance to this study.

3.7   Leadership theories

A leader empowers others, in order to deliver organisational goals (Higgs & Dulewicz 2016:75). The development of leadership theories has evolved over time, reflecting the changing demands made on the organisation (Northouse 2018:2). The field of management has seen an abundance of articles and books dedicated to leadership, surpassing any other topic in terms of scholarly attention and publications (Steers, Sanchez-Runde & Nardon 2012:479).

Academic researchers suggest that leadership theories have evolved in an evolutionary manner, with each theory building on aspects of the previous (Grint 2011:8; Northouse 2017:2; Pearce, Wassenaar & Manz 2014:275). This has resulted in the development of several leadership theories during the 20th century, including: the great man theory, process leadership theory, behavioural leadership theory, transformational leadership theory, and the transactional leadership theory.

In the course of the last decade, organisational leadership has been under enormous pressure – mainly because of a number of high profile "ethical lapses" (Pearce, Wassenaar & Manz 2014:275). A positive response to these lapses has resulted in the emergence of an ethical or "responsible leadership" (RL) style in the academic literature (Waldman & Balven 2014:226).

This section discusses the prominent leadership theories, as identified in the academic literature as the five main "generations" of theory:

- Great man theory
- Trait leadership theory
- Behavioural leadership theory
- Contingency theory
- Transformational theory

3.7.1   Great man theory

3.7.1.1   Foundation and principles of the great man theory

Thomas Carlyle was one of the key proponents of the great man leadership theory. Partly due to his strict religious, Calvinist background, Carlyle exhibited "a fascination with great men of history that reduced the role of mere mortals to extras" (Grint 2011:8). The great man theory represented an era in which brilliance was regarded as being gifted by God. These great men generally came from Westernised wealthy backgrounds and had a great vision in determining the direction and future of their organisation (Northouse 2017:25).

A major component of the great man theory is that individuals are conceived with natural leadership traits. It is these natural inherited traits that make them great leaders (Northouse 2017:26). However, their over dominating greatness posed a significant flaw, in that it restricted the democratisation of their organisation.

The type of leadership theory is based on a preoccupation with grand heroes of the past, such as Winston Churchill, and demonstrated a clear gender and racial bias towards white men.

According to Bass and Bass (2009:49), "without Winston Churchill, the British would have given up in 1940; without Bill Gates, there would have been no organisation like Microsoft". The great man leadership theory is primarily attributed to men, because it is only these great men, who were seen as being able to shape the direction of history (Girton 2019:36). This clearly suggests that leadership is masculine and, therefore, leadership in this guise is biologically determined.

Great man leadership is a theory based on the concept that not all humans are equal. The theory is guilty of the total elimination women and numerous ordinary men from the annals of history (Kirkpatrick & Locke 1991:48). Yet another criticism of the great man theory suggests that it is less "a theory and more a statement of faith" (Spector 2016a:251). The great man theory lacks little or no scientific sophistication: it lacks the "rigorous scholarly theory and research" that would be essential in a modern leadership discussion (Day, Fleenor, Atwater, Sturm & McKee 2014:64). Furthermore, this theory fails to promote harmonisation of people in organisations (Grint 2011:3).

It can be argued that it is not easy to escape the theory, because, regardless of its issues, it remains slightly relevant today. Numerous organisations portray their leaders – such as former CEO of Apple Inc., Steve Jobs – as unique geniuses with "great man" attributes (Mouton 2019:99). There is a powerful predisposition to over-play the brilliance of the leader, who beats the odds and accomplishes the status of an organisational hero (Spector 2016a:251). Successful leaders tend to be narcissistic and slightly unreliable in telling the real story of their success, where the realities may be a distant cry from the externally promoted scripts (Girton 2019:11). The great man theory is problematic in its conception, as it exhibits a gender-based prejudice; fails to promote organisational harmony; and lacks rigorous academic research (Spector, 2016b:18; Uslu 2019:161).

3.7.1.2 The great man theory relevance

The great man theory denotes the uniqueness of a natural DNA styled and embedded male contribution to organisational leadership (Habermas 1985:2). The theory describes a God-given world, where unique leadership ability is bestowed upon the chosen few (Grint 2011:8). The weaknesses of a great man theory are particularly significant in terms of biologically determination, lack of academic sophistication.

The relevance of the great man theory is categorised in Table 3.3 in terms of the following: key aspects; relevance to research; key contributors; and critique. In the context of this research, the great man theory fails to provide a suitable theoretical foundation for developing a CSR communication framework. This is due to the type of management and communication style demonstrated by the theory.

This leadership theory is derived from an authoritarian, self-centred perspective that demonstrates at its core an inability to appreciate interaction with stakeholders, with the view to build strong relationships. Therefore, the great man theory is not relevant for this research, although it was discussed to provide context to the study. The theory of trait leadership will be explored in the next section.

3.7.2 Trait leadership theory

3.7.2.1 Foundation and principles of the trait leadership theory

The trait leadership theory explores personality as an elementary unit determining an individual's leadership perspective (Allport 1961:332). This type of theory focuses on determining explicit traits that divide followers from their leaders (Bass & Bass 2009:50). This theory has resulted in a long list of suggested personality traits, such as intelligence and confidence. The key criticism of the theory is its lack of consistency in its findings.

According to Wright (1996:34), the research findings of the link connecting personality and leadership is incoherent. There are eight key traits that differentiate followers from leaders, which include the following: intelligence, alertness to the needs of others, insight, initiative, responsibility, persistence in dealing with problems and self-confidence (Harrison 2016:19). However, there is little evidence to support the assertion of leaders having each one these traits, in fact, being successful leaders.

The traits of the leaders are generally associated with the context of a leader. In this way, a leader may excel in one exacting situation, while failing in a different situation. Despite the elongated catalogue of personality traits, the full depiction of the unique qualities of a leader is still incomplete (Gill 2011:67).

There is no clear evidence to demonstrate that leaders, who have all the above-mentioned traits will, in fact, be successful. One of the key criticisms associated with the origin of the research on the trait leadership theory is the distinct lack of empirical research. This flaw has made the theory highly subjective and at risk to interpretation. An additional condemnation of the trait theory is that it neglects to consider the important role of leadership in entrepreneurial settings (Klotz & Neubaum 2016:17).

3.7.2.2   Trait leadership theory relevance

Despite the shortcomings identified in the foregoing section, the trait leadership theory can be considered a key contributor to organisations. It is highly relevant in terms of building new start-ups; particularly in the financial-technology sector, as demonstrated by Virgin's Richard Branson, Apple's Steve Jobs and Microsoft's Bill Gates. This is a form of charismatic leadership and the trait leadership theory remains a well-liked leadership theory, owing to its populist and instinctive nature (Northouse 2017:24).

The trait leadership theory suggests that a unique combination of embedded personality factors contributes to organisational leadership (Habermas 1985:2). However, the weaknesses of trait theory are comprehensive in terms of the fact that it (i) is biologically determined; and (ii) lacks empirical support.

The relevance of the trait leadership theory is categorised in Table 3.3 in terms of the following: key aspects; relevance to research; key contributors; and critique. In the context of the research needs of this study, the trait leadership theory fails to provide a desirable theoretical foundation to support and construct a CSR communication framework. This is primarily due to its lack of consistency in empirical results and a lack of clarity of how this type of leader theory could communicate with stakeholders. Therefore, the trait leadership theory is not relevant for this research. The behavioural leadership theory will be discussed next.

3.7.3 Behavioural leadership theory

3.7.3.1 Foundation and principles of behavioural leadership theory

The behavioural leadership theory takes a significant step away from the failures of the trait theory. The theory proponents assume that leaders can be trained – not conceived (Northouse 2017:76). The behavioural leadership theory examines the way in which leaders behave to staff and employees in various situations (Northouse 2017:20). There are three key studies on the behavioural leadership theory.

The first study was conducted by Lewin, Lippit and White (1939:271), who acknowledged three leadership types of which autocratic (dogmatic) leaders are the first type. These leaders focus on tight control, increasing the output of production and making decisions without consultation. However, their lack of consultation may result in low morale and poor industrial relations. This type of leader come across as exploitive and abuse their power and position by threats and fear to achieve compliance (Kellerman 2016:84).

Contrary to the autocratic leader, the democratic (inclusive) leader involves staff in the decisions through participation and inclusiveness (Kellerman 1984:94). However, these leaders maintain the sole ownership of responsibility in regarding the final resolution. This type of leader instils a greater satisfaction, motivation and energy within employees, which is true, even if the leader is not present (Clark 2009:6).

A sub-category of this leadership style is referred to as *laissez faire* (hands off) leadership. It is generally associated with highly independent education and skilled followers, who have a proven track record and are passionate about their work. *Laissez faire* leaders permit followers limited decisions in major matters concerning the organisation. This type of leader has little direct involvement in the daily operations of the organisation. Research results indicate that the democratic style of leadership has a greater positive impact than either *laissez faire* or autocratic leadership (Kellerman 1984:94).

The second study on behavioural leadership was conducted at the Iowa State University in the USA. It was coordinated at the same time as another study, which was based at Michigan University (Kahn 1956:42). The Iowa State University researchers studied the way in which individuals completed their duties as they led their organisations (Stogdill 1948:35). This was achieved by using a unique questionnaire, known as a "leader behaviour descriptive questionnaire" (LBDQ). Which was primarily targeted at military and industrial leaders (Kahn 1956:45). It is the most established and widely used instrument in leadership research (Northouse 2017:76). According to Kellerman (1984:94), leader behaviour was grouped into two distinct categories – initiation of structure (comprising of goal facilitation and task feedback) and consideration (comprising of consideration of feeling, personal warmth and two-way communication). Yukl (2010:104) argues that a "leader defines and structures his or her role and the role of subordinates towards attainment of task goals". The second component of consideration implies building people relations with a focus on "camaraderie, respect, trust" between leaders and their employees (Northouse 2017:70).

A third study at Michigan University documented the key types of leadership behaviour and their relation to employee orientation and production orientation (Northouse 2017:71). However, similar to trait leadership theory, behavioural leadership theory research is inconclusive in its findings and outcomes.

The behavioural leadership theory focuses on leaders' abilities and skills, which can be acquired and developed through training and application (Northouse 2017:6). This training approach is broader in its conception of leadership than the great man theory, because it moves the focus on leadership away from being just for a "unique few" born with such traits to wider, more inclusive theory "of the many". This wider approach suggests that almost everyone can be trained to be a leader. However, it should be recognised that, although different from a trait theory, there are aspects of this skills approach that are trait-like. Therefore, it can be argued that the skills-based approach is trait theory orientated.

Investigators have failed to classify the exact connection/s of the above-mentioned leadership attributes with leader performance metrics (Cartwright & Zander 1960:87; Gill 2011:134). The studies were also unable to determine the link between leaders and their impact on productivity and employee relationships (Kellerman 2014:95).

3.7.3.2 Relevance of behaviour traits leadership theory

Despite the imperfections of the behavioural theory, it can be considered a key contributor to the leadership theory debate. The theory highlights key training factors that can contribute positively to organisational leadership (Northouse 2017:76). However, the significant lack of empirical support is problematic, in that it raises questions regarding its suitability for the basis of this research.

The relevance of behavioural theory is categorised in Table 3.3 in terms of the following: key aspects; relevance to research; key contributors; and critique. The lack of consistency in empirical findings is disappointing. The primary objective of this research is to develop a CSR communication framework.

However, the behavioural leadership theory fails to demonstrate its relevance in supporting a suitable theoretical framework of this nature. Therefore, the behavioural leadership theory is not relevant for this research. The contingency theory and its impact on leadership will be explored in the next section.

3.7.4 Contingency leadership theory

3.7.4.1 Foundation and principles of contingency leadership theory

In order to deal with the limitations of leadership theory, scholars have redirected their attention to the contingency leadership theory (Cogliser & Brigham 2004:771). This theory suggests there is no perfect type of leadership: different leaders use diverse approaches to deliver the necessary effective outcomes. Fiedler (1978:59) suggests that the contingency leader can be measured in terms of their motivation regarding relationships and tasks. Harrison (2018:28) notes that the contingency theory does not suggest that leaders are successful on all occasions: it does suggest that different leaders operate best in different situations. If a leader's skills are not appropriate in a particular situation, then a new leader needs to be considered, or the situation may result in operational failure (Harrison 2016:29).

The contingency leadership theory was originally developed from a model proposed by Blanchard, Zigarmi and Zigarmi (1985:111), known as the situational leadership model or the SLII model. The author claims that there is no ideal leadership approach, because each leadership approach is uniquely determined by the organisational situation or unique challenge (Blanchard, Zigarmi & Zigarmi 1985:15). Therefore, different organisational situations require different types of leaders (Northouse 2017:93). If the current organisational leader is not ideal in all situations (Harrison 2018:28), new leadership may be the best response.

The contingency leadership theory posits that, although leaders can delegate, they should have a responsibility to appraise their followers fully. Leaders have to consider the maturity, motivation and abilities of staff in the area in which decisions are made (Northouse 2018:93).

The contingency leader also has to consider employee stress, the availability of resources, family, and other social engagements of followers (Blanchard & Johnson 2008:34; Yukl 2011:286).

3.7.4.2   Relevance of the contingency leadership theory

Academic research on contingency theory has been criticised, due to the difficulty validating the outcomes of the Fiedler model (Yukl 2010:90). As the model developed, it incorporated a greater appreciation of leadership by incorporating the following three key situational parameters: leader-member relations (trust); task structure; and power (authority to reward/punish) (Roth & Schwarzwald 2016:42). Although Fiedler (2010:90) collected data over a period of 15 years in the research and development of the contingency leadership theory, the empirical findings still could not explain why leaders with a particular approach were more efficient than others (Northouse 2017:70; Harrison 2018:15).

The relevance of the contingency leadership theory to this study is categorised in Table 3.3 in terms of the following: key aspects; relevance to research; key contributors; and critique. The vagueness of the research findings of the earlier leadership perspectives has resulted in a decline in academic curiosity in this leadership theory (Yukl 2011:286). Therefore, it is argued that a contingency leadership theory is not relevant for this research. The transformational leadership theory is explored in the next section.

3.7.5   Transformational leadership theory

3.7.5.1   Foundation and principles of the transformational leadership theory

The transformational leadership theory may be described as the promotion of notable topics, with the objective of altering and challenging the actions of followers (Bass 1985:11). This type of leadership, which initially emerged during the 1980s, drew significant benefit from numerous visionary leaders in the USA at the time.

Waterman and Peters (1982:10) promoted the popularity of transformational leadership into the mainstream media by promoting the idea along with their research of visionary leaders. The findings of their study on excellent organisations examined a total of 43 organisations in the USA.

Their book, *In search of excellence: lessons from American's best-run companies)* portrayed transformational leaders at the helm of organisations, driving them to success (Waterman & Peters 1982:19). This was bolstered by academics of the same era beginning to differentiate between leaders and managers (Bryman 1996:276).

Transformational leadership was regarded as sponsoring and endorsing organisational visions and values (Bryman 1996:277). The management of organisations was distinct and separate involving the "day to day" operations of the organisation. Transformative leadership theory has a wider significance and a stronger strategic concern with issues related to organisational commitment, purpose and identity (Yukl 1989:253). It involves the organisation in a higher purpose, such as defining aspirations regarding expectations of followers.

The transformational leader theory challenges thinking beyond individual needs and self-interest by creating a selfless pro-organisational environment or culture that embraces a common greater challenge and purpose (Bass & Riggio 2006:4). This greater commitment allows followers to be elevated from the day-to-day issues and helps them to focus on a greater challenge of a unified visionary mission that will assist both them and the organisation to be the best versions of themselves (Yukl 1989:271; Turnbull & Edwards 2005:401).

Transformational leadership theory promotes a unified visionary mission that contrasts to that of solely promoting a monetary value and reward culture for leaders (Burns 1978:18). The transformational leadership theory demonstrates a broader inspirational commitment than that of reward or punishment (Burns 1978:21).

There are four key factors – generally referred to as the four I's – associated with transformational leadership. Each factor is self-explanatory and can be described as follows: (i) idealised influence (charisma); (ii) inspirational motivation; (iii) intellectual stimulation; and (iv) individualised consideration (sharing and mentorship).

The transformational leadership theory embraces a charismatic individual who commands the attention of their followers, while daring them to implement his/her vision. It is crucial for the transformational leader to comprehend the needs and demands of their followers, in order to challenge their aspirations, desires and motivation (Bass 1985:56). If this is done successfully, it helps to drive followers to face the challenge of setting goals, so that they can thrive and think beyond their individual needs. Through a series of delegated tasks, followers are encouraged and may even be allowed to take on individual leadership roles (Bass 1985:20). A transformational leader has to challenge their followers intellectually and communicate their vision and strategy, so as to guide them into thinking about work in new and more efficient ways.

This leadership approach became increasing popular in the USA during the 1980s – a time of economic crisis in the manufacturing sector, as the USA faced severe competition from Japanese factories that could produce and deliver better quality products, such as cars (Waterman & Peters 1982:50). The transformational leadership theory appreciates the way culture is created over time and how strategies and business models help to create a long-lasting sustainable future.

3.7.5.2   Relevance of the transformational leadership theory

Transformational leadership has been criticised, because the theory does not offer clear working mechanisms to deal with handling conflict and outcomes (Tourish & Pinnington 2002:153: Van Knippenberg & Sitkin 2013:1).

The theory reinforces the heroic style of working with the leader at the centre as a self-sufficient unique individual leading the entire organisation (Fourie & Hohne 2019:45).

Finally, empirical studies of the four I's produce results that suggest that transformational leadership is similar to the *laissez faire* leadership style (Choi, Kim & Kang 2017:337). Yet, despite these weaknesses, transformational leadership remains the dominant leadership theory among academics in the USA and Europe (Dinh, Lord, Gardner, Meuser, Liden & Hu 2014:36). This dominance was reinforced in a study covering 60 years of leadership in Africa, which produced similar research findings, in that transformational leadership theory remains the main theory of leadership (Fourie, Van der Merwe & Van der Merwe 2016:223).

The transformational leadership theory encompasses a sustainable future that is not limited to a numerical value visible on financial statements. It incorporates the need and appreciation of the way in which intangible value is managed, communicated and sustained. This intangible value is increasingly relevant to larger organisations, as the impact of their activities on their stakeholders can be enormous – due to their size.

The relevance of the transformational leadership theory in comparison to previously presented leadership theories are presented and categorised in Table 3.3.

Table 3.3: Summary of leadership theories and their relevance to the study

Theory	Key aspects	Relevance to research	Key contributors	Critique
The great man theory	Biologically determined Masculine more a statement than fact.	No	Grint 2011:8 Northouse 2017:2 Bass & Bass 2009:49.	No scientific sophistication
Trait theory	Personality and trait focused.	No	Alport 1961:332 Bass & Bass 2009:60 Wright 1996:34	Incomplete picture of leader Lack of consistency of findings Lack of empirical research Subjective and open to interpretation
Behavioural theory	Education and training	No	Lewin, Lippert & White 1939:271 Kahn 1956:42 Kellerman. 1984:94	Inclusive outcomes and evidence
Contingency theory	Unique leader ship environments requiring individual leadership approaches.	No	Blanchard1885:12.	Vagueness of findings Lack of intellectual curiosity
Transformational theory	Inspirational visions, culture and values	Relevant	Peters & Waterman 1982:10	No clear working mechanism to deal with conflict

Theory	Key aspects	Relevance to research	Key contributors	Critique
	Delegated tasks Sustainable futures		Bryman 1996:227	Dominant and academically popular

It is argued that a transformational leader needs to communicate the responsibilities of the organisation to align strategy, culture, vision and the pursuit of sustainable success over a long period and in a wider societal setting. Therefore, transformational leadership theory is highly relevant to the design of a CSR communication framework involved in this study. It is argued that transformative leadership theory can provide an important theoretical underpinning for this research for the following reasons:

- The transformative leadership theory plays a major part in organisations, in that it represents a linchpin between an individual's needs and those of the organisation.
- The transformative leadership theory promotes a process in group context and promotes dialogue with stakeholders.
- The theory suggests a mechanism to inspire and guide others towards a common purpose.

3.8   Tripartite theoretical approach

The theoretical framework will be built on a tripartite theoretical approach, which incorporates at its core the previously discussed three major theories of the stakeholder theory, communicative action theory and leadership theory. These theories will permit the establishment of a unique, inclusive theoretical foundation for the proposed CSR communication framework. A graphic representation of the tripartite theoretical foothold employed in this study is presented in Figure 3.1.

Firstly, the attributes of the stakeholder theory incorporate a normative core, which highlights that an organisation has an ethical responsibility extending beyond ownership and control to include all stakeholder groups (Cornelissen 2009:41). Stakeholder theory has been discussed in relation to organisational behaviours for over two decades helping to promote a vision beyond profit-only maximisation, while promoting communication with shareholders (Zakhem 2015:1). The value of the stakeholder theory in this research is that it promotes communication and dialogue, based on a balanced responsibility between the stakeholders. It also provides a powerful theoretical grounding in the fields of corporate social responsibility and Communication Science. A normative stakeholder theory suggests an ethical theoretical foundation for a responsibly led organisation engaging stakeholders in an open and honest dialogue (Bundy, Vogel & Zachary 2018:476).

Secondly, the key attributes of the communicative action and systems theory clearly locate communication at the hub of the organisation (Italia 2017:446). The focus of this study is organisational issues in respect to their regulated and controlled communication and how they interact and operate within the economic system. According to the communicative action theory, organisational communication at commercial organisations fits within the economic subsystem (Habermas 1985:67). The objective of the economic system is solely the pursuit of profit, goods and services.

In systems theory, there is a strategic action that focuses on being efficient and rational, which differs from communicative action in which all involved parties need to understand one another (Italia 2016:446). If the economic subsystem triumphs, an imbalance occurs, which has a negative impact on communication. This may be considered inappropriate behaviour, as consensus and communication have broken down; trust has been eradicated; and a crisis of credibility develops, because expectations have not been met (Finlayson 2005:48).

This outcome is not desirable in a democratic, political and socially responsible economy. Therefore, a Habermasian political CSR is relevant to the theoretical foundations of this study, in that it includes attributes of a self-regulating mechanism that may help to rebuild trust, credibility and dialogue within the proposed CSR communication framework (Habermas 1985:68).

The transformational leadership theory has been widely debated in both organisational studies and in Communication Science, as it has evolved in the course of the 20th century (Bass 1985:11). The transformative leadership theory places the leadership agenda at the very top of the organisation, which suggests that communication primarily occurs top down and is often unidirectional (Van Knippenberg & Sitkin 2013:1).

Theories of leadership have evolved to focus on the influence of stakeholders and their impact on a leadership style (Choi, Kim & Kang 2017:337). In terms of this study, leadership theory provides part of a suitable theoretical foundation for a responsible leadership style to be discussed within a normative stakeholder context, in order to promote a proposed CSR communication framework.

The theoretical foothold outlined in Figure 3.1 has evolved from the preceding examination and integration of the stakeholder theory, leadership theory and communicative action theory. This comprehensive framework aims at synthesising key insights and principles from these theoretical perspectives to provide a unified lens through which to analyse and understand organisational dynamics – particularly in the context of stakeholder engagement and leadership communication.

The framework incorporates elements of the stakeholder theory to emphasise the importance of identifying and understanding various stakeholder groups. It recognises the dynamic interplay between organisations and their stakeholders, considering their diverse interests, needs and expectations.

Building on leadership theory, the framework integrates leadership concepts that highlight the role of leaders in shaping organisational discourse and stakeholder relationships. This includes exploring leadership styles, communication strategies and the impact of leadership behaviours on stakeholder engagement.

The communicative action theory contributes a focus on communication processes within the framework. It emphasises the role of dialogue, discourse and shared understanding in organisational interactions. This aspect is critical for examining how communication shapes relationships with stakeholders and influences leadership effectiveness.

By weaving together these three theories, the framework enables a holistic analysis of organisational practices, while considering the interconnectedness of stakeholder dynamics, leadership communication strategies and the communicative processes underpinning effective organisational functioning.

3.1 THE THEORETICAL FOOTHOLD
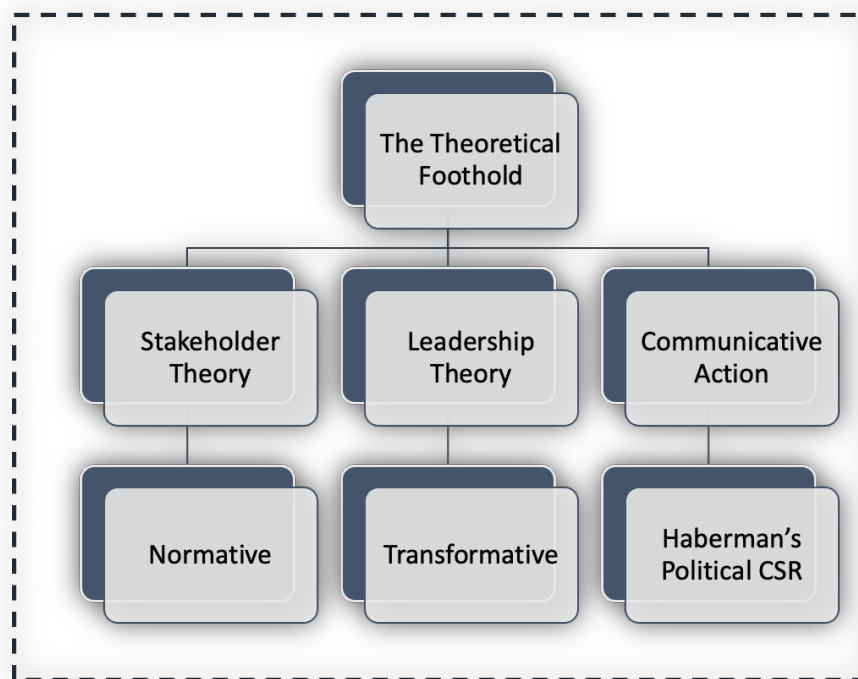
Figure 3.1: Theoretical foothold: contribution of stakeholder theory, leadership theory and communicative action theory

Source: Researcher's own design

The next section reviews existing CSR communication models as theories in action.

3.9   Review of existing CSR communication models

In the next section five models from the key literature on CSR and CSR communication will be selected. The following models will be discussed:

- Pérez's CSR authenticity model;
- Hansen's CSR multi-experience model;
- Kim's CSR Communication process model;
- Pasricha's structural leadership model;
- Archimi's CSR cynicism model

3.9.1   Pérez's CSR authenticity model

3.9.1.1   Foundation and principles of Pérez's CSR authenticity model

This exploratory CSR communication model provides an outline of how CSR messages can be constructed to provide credible, real information to customers (Pérez 2019:335). An authentic message can support the consumer in greater approval and understanding of the organisation and its core values, which, in turn, may result in the consumer being better connected to the organisation. This connection has a potentially positive impact in terms of (i) a greater appreciation of the organisational story; (ii) greater success for CSR communication; and (iii) less consumer scepticism (Pérez 2019:335).

The CSR message authenticity is determined by three components – i.e. objective, constructive and existential authenticity – and are fed by a fourth component described in the model as consumer features (attitudes, gender, education and demographics) (Pérez 2019:334). The model suggests that authentic communication is strongly associated with altruistic motivations for the organisation to be involved in CSR communication.

The Pérez authenticity model suggests that customers react positively to organisations that engage in authentic CSR communication (Alhouti, Johnson & Holloway 2016:1243). The model can be subdivided into two outcomes, namely (i) internal outcomes, which generally refer to customers, the message, expertise, trust and organisational values (Pérez 2019:336; Sen, Bhattacharya & Korschun 2006:159), and (ii) external outcomes, which can be described as consumer behaviour responses, which relate to the positive response that is received and understood by customers as the direct result of interacting with the organisation. These external outcomes may result in purchase of goods, loyalty and organisational advocacy. The findings suggest that non-authenticity results in consumer cynicism about the organisation and its expertise and trustworthiness (Lafferty, Goldsmith & Newell 2002:1; Pérez 2019:335).

3.9.1.2 *Limitations and relevance of Pérez's CSR authenticity model*

The Pérez authenticity model is exclusively consumer-oriented and lacks consideration for other stakeholders. It is characterised by its underdevelopment and inherently exploratory nature. In order to enhance its effectiveness, there is a need for a more profound comprehension of the fundamental relationships among variables within the model. Despite its consumer-centric nature, the model may offer principles that can inform communication strategies with various stakeholders. The relevance of the model lies in adapting and extending the model to provide a framework for understanding authenticity in stakeholder relationships beyond customers.

3.9.2 *Hansen's CSR multi-experience model (HMEN)*

3.9.2.1 *Foundation and principles of Hansen's CSR multi-experience model*

The focus of the Hansen's multi-experience model relates to employee's perceptions of ethical characteristics of their working environment (Hansen, Dunford, Alge & Jackson 2016:649). The working environmental characteristics explored in the model include: CSR values, ethics, justice and trust. The model attempts to guide researchers in understanding how employees evaluates their ethical perception of an organisation (Hansen et al. 2016:650).

The Hansen CSR model specifically focuses on the way in which employees' perceptions are realised by the examination of the following three key facets.

- Outwardly:

  How employees view external stakeholder communities on which the organisation impacts through its CSR activities, e.g. community initiatives, charity donations and organisational outreach programmes (Albinger & Freeman 2000:243).

- Upwardly:

  How the organisational leaders act and are perceived as valuing ethics in their communications and decisions.

- Inwardly:

  How employees view fellow employees and perceive the level of organisational embedded trust.

The Hansen CSR model is relevant to this study, because it supports the intended CSR communication framework with all stakeholders through a deeper understanding resulting from a singular focused examination of employees that can be extrapolated to all stakeholders. The model explores the importance of a healthy ethical climate by examining the multifaceted network in which the employees co-exist with and within the organisation. The Hanson model draws on an earlier model, namely the employee-centred experience model, developed by Rupp in 2011.

The Rupp model (RM) explores the way in which employees have been treated internally, compared to the way in which external stakeholder are treated in terms of rights and justice (Rupp 2011:72). The Hansen model extends the remit of the RM model, so as to include ethical climate perceptions, arguing that these perceptions are enhanced as employees positively evaluate the impact of the organisation on stakeholders (Hansen et al. 2016:650). In the model, the employees scrutinise the executive team's actions, in order to evaluate the ethical climate better.

The actions of executives are critical, in that they portray cues regarding ethical values. The way in which a leader communicates, is equally important, as it suggests signals to the ethical climate (Brown, Treviño & Harison 2005:120).

The HMEN (Hansen multi-experience model) is relevant to this study, because the model suggests that perceptions of ethical leadership are not consistent across all groups and individuals throughout the organisation (Hansen et al. 2016:660). The perception of the ethical climate varies according to variables, such as personal ethical values, personality, gender, age and attitude to CSR. Employees with a strong a predisposition of trust are more willing to take risks, based on their trust levels with their colleagues throughout the organisation (Hansen et al. 2016:653).

3.9.2.2   Limitations and relevance of Hansen's CSR multi-experience model

The Hanson model, which is primarily employee-orientated, fails to include other stakeholders. In terms of its vision and scope, the model has limitations, and it does not clearly explain the causal relationship between leaders and the way in which corporate social responsibility (CSR) is perceived. However, the empirical findings of the Hansen model suggest that this model is relevant to this study, because (i) a positive relationship exists between CSR activities and ethical leadership; and (ii) employee trust is enhanced when they receive information directly from the leadership team (Hansen et al. 2016:658).

3.9.3   Kim's CSR communication process model

3.9.3.1   Foundation and principles of Kim's CSR communication process model

Kim's CSR communication process model (KCPM) attempts to explore the impact of CSR communication on the following aspects: stakeholders, CSR knowledge, trust and their combined impact on the perceptions of corporate reputation (from a stakeholder viewpoint) (Kim 2019:1143). The KCPM attempts to explain the way stakeholders (customers in this case) identify with the organisation through the CSR communication process.

There is a growing abundance of CSR research and its impact on organisational reputation. However, there is a dearth of research on CSR communication and its impact on organisational reputation (Brammer & Pavelin 2006:436; Du, Bhattacharya & Sen 2010:8).

The KCPM helps to fill this gap in the literature. The model goes a step further in filling knowledge gaps, in that it also examines CSR communication from a stakeholder perspective (Kim 2019:1142). Previous research on CSR communication has generally been focused on the corporate position, rather that the viewpoint of a stakeholder.

The final unique contribution of the KCPM is that it is grounded in both an instrumental and Habermasian political perspective of an ethical discourse communication style of CSR communication (Kim 2019:1144: Seele & Lock 2015:401). As suggested in the research of Kim and Ferguson (2018:550), the KCPM utilises six aspects of CSR communication.

However, the KCPM drops the third-party aspect, as this aspect is regarded as being included within CSR informativeness. Therefore, the KCPM only considers five aspects (Kim 2019:1146). The CSR communication aspects involved in the KCPM are: CSR informativeness, transparency, consistency, personal relevance and message tone (Kim 2019:1144). The KCPM suggests that, when a stakeholder perceives a positive relationship between CSR communication and mediators such as CSR knowledge, trust and engagement, it will, in turn, have a positive impact on the organisational reputation (Kim 2019:1148).

The model regards the tone and language employed in the CSR communication process as highly significant (Kim 2019:1152). One could infer that a self-congratulatory corporate style of promotional CSR communication activities impact trust levels in a highly significant, negative manner. This low level of trust has the further consequence of having a negative impact on the organisational reputation (Kim 2019:1152).

A neutral, more factual tone in CSR communication, avoiding a self-congratulatory style of self-promotional material, is warranted. This has a greater positive impact on the organisational reputation (Kim 2019:1152).

This is often referred to as a "CSR communication paradox" (Kim 2019:1156). The findings demonstrate that CSR communication has a positive impact on organisational reputation, without being mediated by consumer engagement. Kim (2019:1156) advises that this revelation requires caution and is somewhat vexing, as organisations attempt to protect their reputation. The results suggest that, if an organisation does not have a strong loyal customer base, it needs to focus its attention on the informativeness of CSR communication activities and engagements (Kim 2019:1157).

3.9.3.2 Limitations and relevance of Kim's CSR communication process model

The Kim CSR communication process model is limited to a customer-oriented perspective only, which means that the model fails to include other key stakeholders. Additionally, the model is limited to USA customers only. Its relevance to the study becomes evident – particularly when considering its exclusive focus on USA customers, which enables the identification of gaps in the current literature, thereby motivating an exploration of CSR communication models that embrace a more diverse range of stakeholders and demographics.

3.9.4 Pasricha's structural CSR model

3.9.4.1 Foundation and principles of Pasricha's structural CSR model

The chief objective of Pasricha's structural model (PSCM) is to examine the role of ethical leadership and its relationship with CSR in the social enterprise sector (Pasricha, Singh & Verma 2018:941). The CSR literature presents numerous examples of empirical studies that examine the relationship between CSR and ethics in the commercial for-profit business space, but there is a dearth of research in the social enterprise sector (Pasricha, Singh & Verma 2018:942).

The research of Pasricha, Singh and Verma (2018), which explores the organisational culture (clan and adhocracy culture), was conducted in the Indian social health care sector and involved the use of structural equation modelling (SE), confirmatory factor analysis (CFA), bootstrapping (random sampling with replacement) and PROCESS (Pasricha, Singh & Verma 2018:948). The results revealed that ethical leadership directly affected and indirectly impacted what the model refers to as "clan and adhocracy culture", which, in turn, has a positive influence on CSR (Pasricha, Singh & Verma 2018:941).

A clan culture or a corporate tribe may be described by the following four attributes: trust, participation, cohesiveness and cooperation (Kim 2014:397). Adhocracy culture, on the other hand, refers to characteristics that can be attributed to risk taking, creativity, innovation and adaptability (Herzog 2011:67) – each of which contributes towards the improvement of an affirmative workspace environment (Cameron & Quinn 1999:46).

The results point to an indirect impact of ethical leadership on both clan and adhocracy culture, which, in turn, influences social responsibility. The PSCM is significant for researchers, in that it provides leaders of social enterprises insights into how to encourage their organisations to act and think in a socially responsible manner (Pasricha, Singh & Verma 2018:955).

3.9.4.2   *Limitations and relevance of Pasricha's structural CSR model*

The Pasricha model is restricted to the non-profit and social enterprise sector. It fails to consider the wider profit-oriented factors that drive commercial-focused organisations. While the model is sector-specific, certain authenticity principles and concepts may still be applicable and transferrable. The study can extract relevant insights from the Pasricha model, which can be adapted to a broader context, thereby addressing authenticity considerations in profit-driven organisations.

3.9.5 Archimi's CSR cynicism model

3.9.5.1 Foundation and principles of Archimi's CSR cynicism model

This model explores CSR and how trust can act as a mediating factor in the relationship between perceived CSR activities and employee cynicism (Archimi, Reynaud, Yasin & Bhatti 2018:907). The objective of the model is to scrutinise organisational desires, so as to create a superior positive working environment to help reduce insensitive back lashes against CSR activities that would ultimately have diminished their original intentions. The model explores the role of CSR by using the following four key aspects: economic, legal, ethical and discretionary activity, as proposed by the widely accepted CSP or corporate social performance model (Carroll 1979:499).

Socially orientated activities can increase employees' sense of organisational belonging, and positive attitudes towards leadership and productivity (Fulmer & Ostroff 2017:648). Socially orientated activities can generate a greater level of trust towards CSR, leadership policies and actions, thereby reducing employee cynicism (Archimi et al. 2018:910).

According to Erkutlu and Chafra (2017:346), employee cynicism may best be described as employees using language and tones that reduce trust and aggravate internal organisational behaviours. This is often manifested by engaging in derogatory and fault-finding behaviours directed towards the organisational leaders and is generally consistent with the interpretation of leadership actions as a demonstration of a lack of integrity (Archimi et al. 2018:910). This perceived lack of integrity is usually driven by a sense of innate hopelessness and negativity, expressed with a sense of general malaise across the organisation (Brammer & Millington 2005:29).

The ACCM model incorporates trust as the key mediator between the exchange partners (employees and leadership) and participates as a mediating consequence between the perceptions of CSR and the potential dimensions of development of employee cynicism (Archimi et al. 2018:908).

The model posits that CSR policies can help to reduce cynicism, as employees believe that, if they are positive about external stakeholder groups and of benefit for society at large, then conversely, they must also gain benefit (Archimi et al. 2018:907). The data was collected by using an online survey comprising of a sample of 620 employees at a major French corporation. The survey received a 65% response rate and covered a wide range of skills across the employees of the organisation by using a five-point Likert scale (Archimi et al. 2018:913).

The results of the path analysis suggest that some dimensions of CSR are negatively related to employee cynicism. The four aspects of CSR have a significant impact in regard to trust in the organisation, thereby reducing cynicism and bad employee behaviours (Archimi et al. 2018:916).

3.9.5.2   *Limitations and relevance of Archimi's CSR cynicism model*

The Archimi CSR cynicism model is restrictive in its conception, since it is limited to organisational employees only. The research method chosen to test the model may exhibit a rationalisation bias. The model also fails to include well established aspects, as described in the research literature of cynicism, such as emotion and conation.

The Archimi CSR model is relevant to the study, as the primary focus is on organisations and their perceptions of trust in CSR communication. Its practical applicability, potential for comparative analysis, and opportunities for expansion make it a valuable tool for examining stakeholder dynamics within wider organisational contexts.

3.10   CSR models and contribution to this study

The inclusion of the models discussed in the foregoing sections serves the specific purpose of highlighting key attributes within the domains of CSR and CSR communication. Notably, the models primarily focus on CSR, highlighting the scarcity of models dedicated to CSR communication, thereby representing a gap in this specialised field. Their incorporation for discussion is to highlight the critical role of attributes such as trust, accountability, transparency, ethics and values in the broader CSR context.

Table 3.4 outlines a critique of CSR communication models presented in this study.

Table 3.4: A critique on CSR communication models

Model	Description	Relevant attributes	Critique
Perez's authenticity model (2019).	Credible real consumer orientated information. Genuine and true expression of the organisation's true values.	Provides a greater understanding of altruistic organisational core values and limits consumer scepticism. Customers want to receive quantitative data and not only abstract messages	Consumer orientated only, failing to consider other stakeholders. The model is underdeveloped and ultimately exploratory in nature. It requires a deeper understanding of the key relationships between variables.
Hansen's multi-experience model (2016).	Guides researchers in a greater understanding how employees evaluate their ethical perception of the organisation.	A multi experience communication suggesting responds to ethics, justice and trust. Outward community focused and upward	Employees orientated model failing to include other perspectives. Limited in its vision and scope.

Model	Description	Relevant attributes	Critique
	Employee driven experience model.	leadership looking and inward to colleagues.	Unclear the causal direct in the model between leaders and CSR perception.
Pasricha structural leadership model (2018).	Ethical leadership culture and clan identification.	Trust, participation, Cooperation and cohesiveness	Restricted to the non-profit and social enterprise sector. Fails to consider the profit factors that drive commercial organisations.
Kim's CSR process model (2019).	CSR communication paradox. Grounded in both in instrumental and Habermasian political perspective.	Trust, transparency message, reputation and identification	Limited to a customer-oriented perspective only. Fails to include other key stakeholders. Research model limited to US customers .
Archimi's CSR cynicism model (2018).	Trust focused as a mediating factor in the relationship between perceived CSR activities and employee cynicism.	Trust in leadership, cynicism, fault finding Social exchange	Limited to organisational employees only. The method chosen may exhibit a rationalisation bias. The model also fails to include components of cynicism such as emotion and conation

Table 3.4 assesses a range of CSR communication models, each bringing forth distinct strengths and limitations in illuminating the intricacies of CSR communication within organisations.

Pérez's (2019) model prioritises the delivery of credible consumer-oriented information, underscoring the authenticity of organisational core values. Although it yields valuable insights into altruistic values and alleviates consumer scepticism, its sole focus on customer tends to neglect other stakeholders. Furthermore, the model is criticised for its exploratory nature, lacking a comprehensive grasp of key variable relationships.

Hansen's (2016) model delves into comprehending the way in which employees assess organisational ethics through a multi-experience communication approach. While it does shed light on employee perceptions, it falls short by excluding other perspectives and maintaining a limited vision. The causal connection between leaders and CSR perception remains ambiguous.

Pasricha's (2018) model places emphasis on ethical leadership culture and clan identification, concentrating on trust, participation, cooperation and cohesiveness. Although pertinent to non-profit and social enterprises, it overlooks profit factors that drive commercial organisations.

Kim's model (2019) explores the CSR communication paradox, integrating instrumental and Habermasian political perspectives. Its strengths lie in addressing a communication paradox, but it is restricted by its exclusive customer-oriented focus and a research scope confined to USA customers only.

Archimi's (2018) model underlines trust as a mediating factor between perceived CSR activities and employee cynicism, considering elements such as trust in leadership, cynicism, fault-finding and social exchange. However, its exclusive focus on organisational employees and potential rationalisation bias are notable limitations.

While each model brings forth distinctive insights, they demonstrate certain limitations – such as stakeholder-centric perspectives, industry specificity, and varying developmental stages.

The following section articulates a theoretical contribution of the CSR models discussed in this chapter.

3.11   Theoretical foothold and contribution of CSR models

Figure 3.2 illustrates the theoretical foothold of the study, based on the contribution of CSR models.
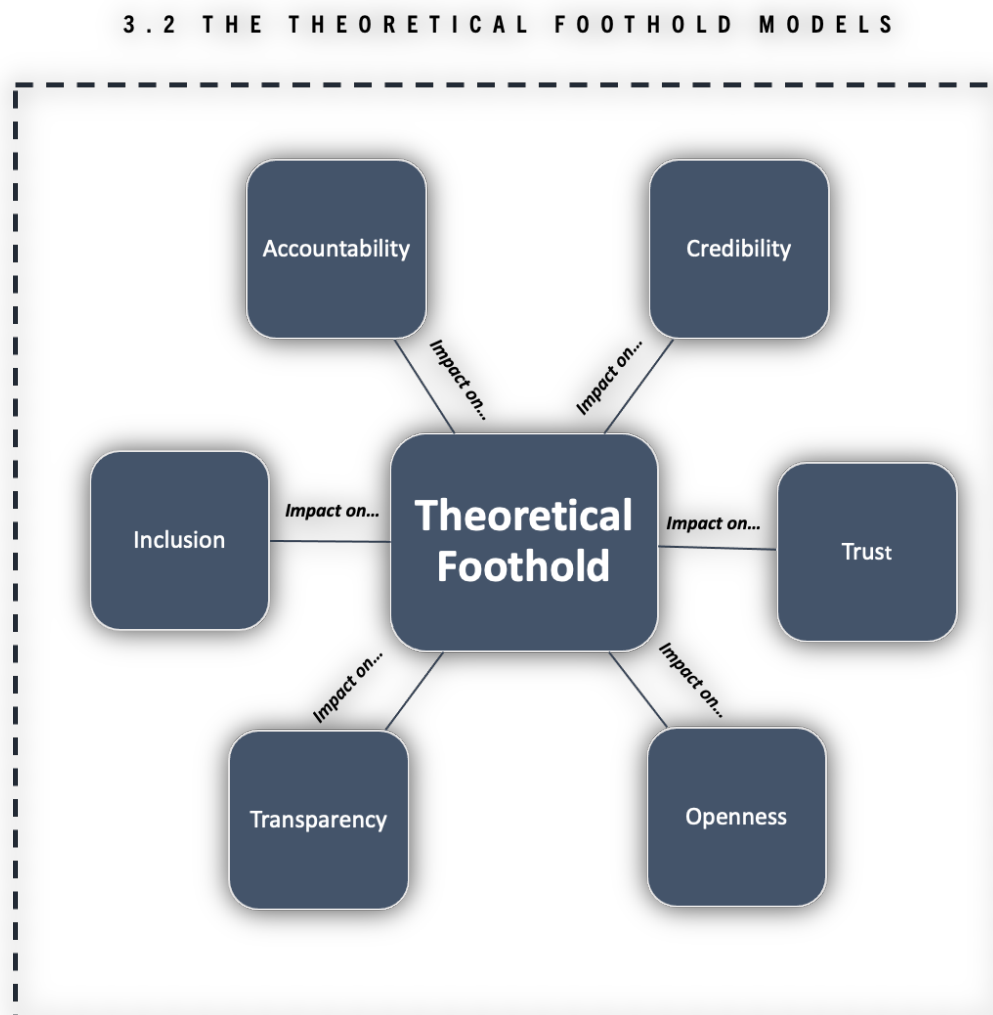
Figure 3.2: The theoretical foothold and contribution of CSR models

Source: Researcher's own design

Building on insights gleaned from the CSR communication models discussed, the theoretical framework in Figure 3.2 coalesces key elements crucial for fostering effective CSR communication. This comprehensive framework synthesises accountability, trust, credibility, openness, transparency and inclusion, recognising the critical interplay between these components.

3.11.1   Accountability

Within this theoretical framework, accountability serves as a foundational pillar, emphasising the responsibility of organisations for their actions and their impact on stakeholders. It involves the commitment to ethical conduct, acknowledging and rectifying any shortcomings in CSR communication.

3.11.2   Trust

The inclusion of trust underscores its significance in establishing and maintaining positive relationships between organisations and stakeholders. Trust serves as a catalyst, fostering engagement and cooperation, while mitigating scepticism and enhancing the overall effectiveness of CSR communication efforts.

3.11.3   Credibility

Credibility is a crucial facet, derived from Pérez's (2019) model, emphasising the need for authentic communication. In this framework, credibility ensures that organisations convey accurate information, reinforcing trust and positively influencing stakeholder perceptions.

3.11.4   Openness

Derived from Archimi's (2018) model, openness is incorporated in the framework, promoting transparent communication about CSR activities. Openness allows for an honest and unambiguous exchange of information, contributing to stakeholder understanding and fostering a positive organisational image.

3.11.5   Transparency

Transparency, as emphasised in various models, is integral to the theoretical framework. It involves clear and accessible communication about CSR initiatives, enabling stakeholders to comprehend organisational activities fully. Transparency contributes to building trust and credibility.

3.11.6   Inclusion

The concept of inclusion, not explicitly addressed in the models discussed, is introduced into the framework. Inclusion emphasises the importance of involving diverse stakeholders in the CSR communication process, thereby ensuring that a broad spectrum of perspectives is considered and respected. The theoretical framework recognises the dynamic nature of CSR communication.

The framework provides a holistic and adaptive perspective on CSR communication. It serves as a guiding framework for organisations striving to navigate the intricate landscape of CSR, fostering meaningful relationships and sustainable practices with their stakeholders.

3.12   Theoretical framework and theoretical contribution of CSR models and stakeholder theory, leadership theory and communicative action theory

Figure 3.3 represents the theoretical framework of this study, amalgamating the contributions of CSR communication models, stakeholder theory, leadership theory and communicative action theory, as discussed in the foregoing sections. Integrating stakeholder theory, leadership theory, and communicative action theory can create conflicts or tensions. For example, the decisive nature of leadership might conflict with the principles of open dialogue and consensus-building inherent in communicative action theory. It is essential for the framework to ensure coherence and synergy between these theories, addressing potential misalignments that could impact its practical application. The framework must acknowledge power imbalances between stakeholders and the practical

challenges organisations face in implementing an inclusive approach. Often, there is a gap between the idealised vision of stakeholder theory and its practical application, raising concerns about its real-world feasibility. Organisational hierarchies, cultural differences, and resistance to change can be significant barriers to effective communication. The framework must address these practical limitations to realistically apply communicative action theory in organisational contexts. Different leadership styles and cultural contexts can significantly impact the effectiveness of responsible leadership in CSR communication. The framework must critically assess these variations to ensure its applicability across diverse organisational settings.

The framework's validity depends on empirical evidence supporting its components. There are gaps in the literature where this integrated framework has not been sufficiently tested or validated. Additionally, the framework's applicability to various organisational types and industries must be critically assessed, as contextual limitations could impact its application. Ensuring empirical validation and considering ethical and moral responsibilities will further strengthen the study, providing a more nuanced and practical approach to CSR communication and stakeholder engagement.

The initial component depicted in Figure 3.1 results from a thorough examination and integration of stakeholder theory, leadership theory and communicative action theory. Its purpose is to furnish a unified perspective for analysing organisational dynamics, focusing on stakeholder engagement and leadership communication. This framework incorporates elements from the stakeholder theory, leadership concepts and communicative action theory to present a comprehensive understanding of organisational practices.

The second component, illustrated in Figure 3.2, builds on insights derived from CSR communication models. It integrates essential elements that are vital for effective CSR communication, including accountability, trust, credibility, openness, transparency and inclusion. This model underscores the

interconnected nature of these components, acknowledging their crucial interplay. The overarching goal is to provide organisations with guidance in cultivating meaningful relationships and sustainable practices with stakeholders within the intricate landscape of CSR communication.

Figure 3.3 serves as the theoretical foundation for this study, bringing together the diverse theoretical concepts to guide the empirical phase of the study.

Figure 3.3: Theoretical framework

Source: Researcher's own design

This theoretical framework attempts to examine the previously under-explored link between CSR communication with stakeholders by elaborating on the key role of the importance of responsible leadership.

3.12 Summary

This chapter, scrutinised key theories and models to delineate CSR communication with stakeholders through the lens of responsible leadership. In doing so, a robust theoretical framework was established. This framework is rooted in the comprehensive literature review presented in Chapter 2, and it

builds upon the analysis of relevant theories and CSR communication models discussed in this chapter.

The theoretical framework developed here integrates essential theoretical constructs, which form the foundational structure of the study. This will shape the data collection instruments used in the empirical phase. Additionally, this framework is designed to be adaptable, allowing for refinement based on the empirical findings. This process will ultimately lead to the formulation of the Integrative Leadership Framework (ILF) for CSR communication, which will be detailed in Chapter 5.

To build the theoretical foundation, existing theories and models were examined in detail, focussed on the development of the research questions, literature review, research design, and data analysis. The theoretical framework presented not only guides the study, but also informs the research questions, methods, and design, while addressing validity issues that could affect the conclusions.

The chapter was structured into three sections. First, a tripartite approach to theories was presented, encompassing stakeholder theory, communicative action theory, and leadership theories, providing a solid theoretical foothold for the research. This was followed by a discussion on relevant CSR and CSR communication models from 2015 to 2019, offering insights into the necessity of a new CSR communication framework from a responsible leadership perspective. Finally, the chapter concluded with a graphical representation of the theoretical framework and relevant constructs, which will guide the empirical phase of the study.

The next chapter will focus on the proposed research methodology employed to guide and collect the primary data required to measure and examine the proposed conceptual CSR communication framework.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The preceding chapters – particularly Chapters 2 and 3 – culminated in a theoretical framework to guide the empirical portion of the study. The empirical part of the study (data collection instruments) will be based on this framework. This framework will be adapted/updated as necessary, based on the empirical part of the study, after which an integrative leadership framework (ILF) for CSR communication will be developed.

The rationale for this chapter is to outline the methodological strategy that was used to explore the proposed ILF in practice. This chapter also provides the underpinning address the following research objectives, as outlined in Chapter 1 (Table 1.1):

1. To explore the link between CSR communication and responsible leadership (RL).
2. To explore the link between credibility as an element of CSR communication and RL.
3. To explore the link between openness as a component of CSR communication and RL.
4. To explore the link between transparency as a constituent of CSR communication and RL.
5. To explore the link between inclusion as a constituent of CSR communication and RL.

This chapter opens by presenting the research methodology orientation in the context of the interpretivist research paradigm. This is followed by a discussion of the sampling strategy, which includes expounding on the unit of analysis, population, the sampling method and the sample.

This will be followed by an elaboration on the data collection instruments – the survey questionnaire and one-on-one interviews – as well as a discussion on the trustworthiness of the study. Finally, the ethical issues and considerations involved in the study are presented.

4.2 Methodological orientation

The exploratory study – which set out to measure the pragmatic relevance of the ILF framework – was constructed from the perspective of the interpretivist research paradigm. In order to provide context, alternative paradigms are also briefly discussed. Although the primary orientation is interpretivist, acknowledging alternative paradigms offers a comprehensive backdrop. This acknowledgment allows for a more profound understanding of the broader methodological landscape and the diverse philosophical foundations that researchers utilise in their pursuit of knowledge.

4.2.1 Interpretivist research paradigm

According to Alharahsheh and Pius (2020:39), researchers striving to obtain a deeper understanding of reality, should decide on a research paradigm that is anchored in a core set of beliefs. This is achieved by identifying key variables and suitable methods for conducting research. Al-Ababneh (2020:75) posits that a paradigm is a perspective that instructs research and directs preparation for field research. Creswell and Creswell (2019:5) refer to the research paradigm as a philosophical worldview that determines the nature of methods – i.e. quantitative, qualitative or mixed methods – that are best suited for a particular research project. Three of the major research paradigms are positivist, critical and interpretivist paradigms (Daymon & Holloway 2010:101).

Although this study primarily adopted an interpretivist paradigm, it is noteworthy that a quantitative survey is employed in the primary data collection. Contrary to the positivist paradigm, which assumes a singular and unchanging scientific reality, the interpretivist research paradigm recognises the subjective and context-dependent nature of reality (Willis, Jost & Nilakanta 2007:12).

The incorporation of quantitative survey data aligned with the need to explore and test conceptual frameworks, providing numerical insights within the interpretivist framework, alongside qualitative data. This dual approach allowed for a comprehensive exploration of the research topic, combining the depth of interpretivist insights with the quantitative rigor of survey data (King, Horrocks & Brooks 2018:34). This research design aimed at capturing a nuanced understanding of the phenomenon under investigation by integrating qualitative and quantitative perspectives.

The positivist paradigm is a philosophical framework that prioritises the validity of empirical, observable, and measurable evidence (Creswell & Creswell (2019:67). It advocates for the application of scientific methodologies to uncover objective truths and discern regularities within both natural and social phenomena (Alharahsheh & Pius 2020:39). Positivism is grounded in the use of quantifiable data, often employing experimental designs, statistical analyses, and other empirical research techniques (Fox 2008:659). Its primary objective is to formulate general laws or theories grounded in objective observation and evidence, avoiding any metaphysical speculation and subjective interpretation (Henderson 2011:341). This epistemological approach has exerted significant influence across various scientific disciplines, particularly within the natural sciences and select branches of the social sciences. This paradigm did not offer a valid option for this study, which required a comprehensive and nuanced understanding of human experiences and social phenomena. The critical paradigm encompasses research that explores political aspects, delving into subjects like social movements, oppressive authoritarian regimes and political parties (Creswell & Creswell 2019:9). This paradigm challenges the *status quo* and does not adopt any choice of research method but allows this choice to be determined by the reality of the research problem (Holliday 2007:26). The worldview of this paradigm is firmly located in repression and injustice. In other words, the critical paradigm is concerned with social issues, power struggles and equality differences in organisations and society (Horkheimer 1972:347). This

paradigm did not offer a valid option for this study, which did not investigate or focus on social injustice or power differences.

Neuman (2000b:54) opines that the interpretivist paradigm is subjective and representative of the multiple realities or pluralisation of the human experience. This paradigm is highly subjective, in that individuals have a multitude of interpretations of the same social reality (Babbie 2010:33). These realities can also change over time, as the perspective of social reality evolves and adjusts according to a greater interpretation with other individuals with identical social understanding (Wahyuni 2012:70). The discovery of facts is highly complex, as unique social realities may be ambiguous and difficult to explore in terms of presenting objectives (Neuman 2000b:54). An interpretivist researcher disputes the idea of the social reality being fixed and shaping people's behaviours (Daymon & Holloway 2010:4).

The interpretivist paradigm permits the research to submerse themselves into organisational contexts to gain a deeper understanding of the world, as created by that organisation (Kroeze 2012:43). This was employed successfully to understand stakeholder management issues in South African organisations (De Vos, Delport, Fouché & Strydom 2011:311).

Babbie (2010:33) argues that the interpretivist paradigm represents a symbol of human action related to a better understanding of shared meaning. Within this paradigm, the researcher becomes immersed in the observation of the research subjects and their interpretation of the meaning of their realties (Kroeze 2012:48). The researcher is required to build trust and secure access to the field site. Researchers utilising the interpretivist paradigm are interested in the meaning and the focus of their subjects in relation to the research objective (Grove, Burns & Gray 2012:24). The interpretivist paradigm permits a better understanding of meanings from the participant's viewpoint (Benton & Cormack 2000:19).

The research questions, which may not be clearly determined at the commencement of the study, evolve with the progress of the study. The generalisation of the sample findings to the larger population is not critical (Wood & Welch 2010:58). An interpretivist research paradigm allows the inclusion of survey research, while embracing qualitative approaches like interviewing, focus groups and observation (Creswell 2014:215).

Using the interpretivist paradigm in this study is advantageous because it allows for a deep, nuanced understanding of human experiences and social phenomena, which is crucial for addressing the evolving landscape of Corporate Social Responsibility (CSR) communication within organisations and its intricate connection to responsible leadership. As stakeholder expectations undergo dynamic shifts, responsible leaders recognise the imperative to adapt and enhance CSR communication (Kroeze 2012:48)

This research aims to scrutinise the need for a nuanced comprehension of CSR communication through the lens of responsible leadership. By employing an interpretivist approach, the study captured the subjective meanings and contextual factors influencing CSR practices and leadership behaviours. This paradigm is particularly suited for exploring the complex social interactions and cultural dynamics inherent in CSR communication, providing rich, detailed insights (Wood & Welch 2010:58). Through the interpretivist lens of social reality, this study examined the perception of responsible leaders regarding CSR communication and its impact on stakeholders.

The value of the interpretivist paradigm acknowledges the dynamic nature of social phenomena. It allowed an iterative research process where research questions could evolve based on emerging insights and new understandings gained from interactions with participants. This flexibility was crucial in studying CSR communication, which is influenced by evolving stakeholder expectations and changing organisational contexts. Purposive sampling (see section 4.4.3.1) allowed the researcher to select participants who possess rich and in-depth knowledge about CSR communication and responsible leadership. This targeted

approach helped in addressing the research questions effectively and obtaining information that was relevant and meaningful within the interpretive framework (Babbie 2010:34).

Furthermore, this approach ensured that participants could provide nuanced insights and perspectives that contributed to a thorough understanding of the phenomenon under study.

Unlike interpretivism, which emphasises the exploration of subjective meanings and social constructs, positivism aims to discover objective truths and patterns in both natural and social phenomena. Positivism has significantly shaped various scientific disciplines, particularly the natural sciences and specific branches of social sciences (Daymon & Holloway 2010:101). However, its relevance in this research is constrained as it does not comprehend subjective experiences, meanings, and context-specific elements, such as in the examination of CSR communication and responsible leadership. Thus, Interpretivism is a preferred choice to studying CSR communication and responsible leadership due to its emphasis on comprehending context-specific factors within social phenomena.

4.2.2   *Exploratory research*

Exploratory research is defined as a logical reasoning developed from an individual pilot study to the discovery of a general theoretical outcome (Priest 1996:9). An exploratory study is typically seen as qualitative, focusing on uncovering unknown communication issues or developing new perspectives within organisational communication problems (Du Plooy 2009:49). However, in this study, both quantitative and qualitative approaches were utilised to address the research objectives.

According to Neuman and Reiter (2017:138), exploratory research permits the researcher to produce a lucid representation of what is occurring in organisations, thereby providing a contextual foundation for this study. Exploratory research was deemed ideal for this study, as the objective was to advance an innovative CSR communication framework for organisations, so as to bridge the credibility gap

between organisations and their stakeholders, in order to avoid communication failures with external stakeholders. The following section outlines the research design of this study.

4.3 Research design

The research design can be regarded as the mechanism or the strategic framework that determines the choice of research method and the scrutiny of the relevant collected data (Bryman & Bell 2015:100). The research design is a blueprint of the total process of research, including data collection and data analysis methods, in order to acknowledge and answer the research questions (Abutabenjeh & Jaradat 2018:237). It clearly outlines how the research is to be conducted, managed and controlled (Denzin & Lincoln 2011:117). Rahi (2017:1) describes the research design as a plan of action to get you where you want to go. In the view of Babbie (2013:78), there are two styles of research design – non-empirical and empirical.

Methods can be separated into two the key sub-divisions of qualitative and quantitative (Creswell & Creswell 2019:11). A comprehensive exploration of both qualitative and quantitative research designs will be presented, so as to offer a more profound contextual understanding. This discussion is pertinent, as both methodologies were employed in this study.

4.3.1 Qualitative research

Kalu and Bwalya (2017:43) describe qualitative research as facilitating research to be conducted in an interpretative manner within natural social settings. This is corroborated by Denzin, Lincoln, Giardina and Cannella (2023:17), who observe that exploratory qualitative research is best carried out in an immersive scenario that positions the observer within the environment being studied. Qualitative research has the potential to allow the researcher to step into the psyche or viewpoint of another individual (Barnham 2015:837). Yin (2014:76) posits that qualitative research allows for the provision of a holistic and deep comprehension of social phenomena.

Qualitative research, which has been called by different terms, takes a very different perspective in its exploration of the subjects and the meanings that people attribute to them in their natural environment (Creswell & Creswell 2019:17). Qualitative research is associated with the interpretivist paradigm (Murphy, Chad, Klotz & Kreiner 2017:291).

The focus of qualitative research is building an exploratory approach to research that does not pursue defined impartiality or truth (Creswell & Creswell 2019:4). Neuman (2000a:322) posits that qualitative research does not employ a structured design or methods. It is characterised by symbolic patterns of the realities associated with the target population (Bryman 2012:380). Qualitative research incorporates both phenomenological and interpretative approaches. It embraces a direct experience of the subjects, where theory is only developed after the data has been collated and analysed (Creswell & Creswell 2019:13).

Qualitative research design is flexible and can draw upon various methods as required, such as focus groups, interviews, observation and survey techniques (Berger 2020:209). Willis, Jost and Nilakanta (2007:287) argue that, by entering the subject's world and by employing different methods of data collection, the researcher establishes a better understanding of the social reality from the subject's viewpoint.

The methods or strategies that are utilised in qualitative research are generally related to the collation and investigation of discussions, recorded materials, documents and participant observation in the subject's environment (Creswell & Creswell 2019:13). Qualitative research is often suggested when there is a particular group or population to be studied in an exploratory manner (Creswell & Creswell 2019:14). Therefore, qualitative research can encompass the real world in its natural setting by engaging in activities such as field notes, interviews, documents, narratives, audio visual recordings and themes (Creswell & Creswell 2019:16).

Tucker, Powell and Meyer (1995:386) argue that qualitative research is more responsive to the cultivation and tailoring of research ideas as the study evolves and progresses. This permits a greater comprehension of "naturally occurring patterns in their natural environment" (Creswell & Creswell 2019:17; Anderson 2014:54).

Watzlawick, Bavelas and Jackson (2011:26) concur that qualitative research in natural environments can best be understood by investigating patterns, meanings and/or themes. Qualitative research can successfully represent the main research phase of any project when coupled with relevant complementary methods of data collection (Forman & Argenti 2005:250).

4.3.2 Quantitative research

Bryman (2012:35) defines quantitative *research* as research that emphasises quantification in the analysis of collected data. Quantitative research is deductive and numerically driven, based on the need to test hypotheses and to produce quantifiable outcomes (Denscombe 2010:237). Damaskinidis and Christodoulou (2019:69) posit that quantitative research generates numerical data by using an appropriately large sample to obtain a representative perspective of a sub-group or organisation. Bergin (2018:12) argues that quantitative research requires a detailed plan for each phase, including sampling and collection, followed by skilled data interpretation.

Quantitative research often utilises different data collection methods, such as surveys (Creswell & Creswell 2019:148). One of the major advantages of this approach is its economy in terms of time, cost, resources and rapid turnaround (Creswell & Creswell 2019:149). The objective of this type of research is to comprehend the link between the strength of the defined dependant variables and independent variables being studied (McNeill & Chapman 2005:28). Quantitative research utilises structured research instruments, such as questionnaires, which can be easily replicated, if required in future research

projects and, in this way, it is associated with a high degree of reliability (Gill & Johnson 2010:129).

Gill and Johnson (2010:130) opine that quantitative research respondents may feel slightly constrained in their responses, due to the organised and structured nature of the quantitative research. Goertzen (2017:12) concurs, arguing that quantitative research is too linear in its process order and, therefore, devoid of natural human realities and weakness.

Bell, Bryman and Harley (2022:65) affirm that quantitative research tends to dehumanise human social activities by placing these in a quasi-lab style scenario, in order to reveal an existing reality. Du Plooy (2009:33) agrees, observing that context and facts are often separated from one another and from the real-world in quantitative research.

The next sections examine both qualitative and quantitative research, in order to highlight key differences.

4.3.3   Differences between qualitative and quantitative research

Adopting a qualitative perspective suggests engaging an opposing perspective of human behaviour of proponents of quantitative methods. The qualitative research design differs from quantitative research design, because the assumption of a formalised scientific perspective. This perspective assumes a single world perspective, which is determined by a scrupulously calculated scientific approach. This implies that values of variables are assessed and calculated (Giorgi 2000:56). Theory is generated differently, according to the philosophy being implemented. Some of the criticism of qualitative research include bias, replication, vagueness and generalisation issues (Neuman 2011:174).

The differences between quantitative and qualitative research are outlined in Table 4.1 (Corbin & Strauus 1990:11; Denzin & Lincoln 2011:3; Yin 2014:76;

Murphy, Klotz & Kreiner 2017:291; Creswell & Creswell 2019:4; Neuman 2000a:322; Watzlawick, Bavelas & Jackson 2011:26; Bryman 2012:35; Slabbert 2012:178; Damaskinidis & Christodoulou 2019:69; Bell, Bryman & Harley 2022:65; Du Plooy 2009:33).

Table 4.1: Key differences between qualitative and quantitative research

Qualitative research	Quantitative research
Interpretative & exploratory of the subjects' perceptions and interpretation, as occurring in a natural social setting reflecting their unique reality (Corbin & Strauss 1990)	Scientific, empirical and measured in a deductive and numerically driven need to test hypotheses and build/validate theory (Denscombe 2017
Flexible research in social settings, exploring trends and meanings, without pursuing any defined impartiality or truth (Creswell & Creswell 2019)	Controlled environments using large samples (Denscombe 2010)
Provides a deep, holistic understanding of social phenomena (Yin 2014; Murphy, Klotz & Kreiner)	Formalised reports are produced that may appear both distant and remote from the research participants (Gill & Johnson 2010)
Exploratory and immersive research demonstrating the clear value of insights provided by a grounded approach (Creswell & Creswell 2019)	Structured in a quasi-lab style scenario using pre-defined variables with statistical software (Bell, Bryman & Harley 2022)
Unstructured and evolving design and methods (Neuman 2011)	A fixed research design that is constrained by the process with a tendency to dehumanise social activities, individuals and perceptions (Neuman 2011
Contextually orientated research providing greater holistic insights into previously least understood social phenomena (Yin 2014)	Results can be generalised to population (Bryman 2012)
Patterns and themes reflecting reality associated with the target population (Bryman 2012)	Numerical and fact-based where evidence is measured, but the context and perception are often separated from the real world (Du Plooy 2009; Slabbert 2012)

Flick (2015:20) argues that the type of research and procedures that are selected for a research project are dependent on research questions. The selected method

is determined by the questions to which the researcher is seeking answers (Symon, Cassell & Johnson 2018:134; Robson & McCartan 2016:50).

In this study, the key focus of the research problem required the identification of the key elements of the proposed CSR communication framework. This required the participation of numerous organisations, in order to determine its pragmatic relevance. Therefore, a dual approach to the research strategy was proposed. – A quantitative survey was conducted to measure the key elements of the proposed CSR communication framework. Based on these results, the second stage of this study was implemented, which entailed qualitative one-on-one interviews. The rationale behind this was to obtain further knowledge and insights from the selected informed and expert participants about their perceptions of CSR communication and responsible leadership.

Triangulation of method, as the selected research design of this study, will be discussed in the following section.

4.3.4   Triangulation of method

Exploratory qualitative research can utilise triangulation of a combination of the qualitative and quantitative method (Gibson 2017:193). A triangulation of method differs from the mixed methods research methodology, which is more scientific in nature.

Mixed methods methodology entails one phase of the research informing the next (Venkatesh, Brown & Sullivan 2016:435). Mixed methods research involves both inductive and deductive approaches, which may entail the use of both the qualitative and quantitative method in tandem, so as to provide a more detailed picture of organisational studies (Weeks & Schaffert 2019:1045). A criticism of mixed methods is that the outcome is an assortment of research practices with different epistemological and ontological departure points (Natasi, Hitchcock & Brown 2010:305). In this study, the research problem did not highlight any

advantages or rationale for a mixed methods inquiry (Dewasiri, Weerakoon & Azeez 2018:17).

The primary strength of triangulation of method involves the collation of both quantitative and qualitative data (Fusch, Fusch & Ness 2018:2). Robson and McCartan (2016:20) affirms that the combined result is considered as greater and more conclusive for research purposes, while Clampitt (2016:50) argues that it is wise to use a combination of methods.

Patton (2022:1165) identifies the following types of triangulation: theory, data, investigator and methodological triangulation. The use of methodological triangulation in this study implied the use of several types of data gathering, so as to study the same phenomenon, with a view of enhancing and extrapolating greater meaning from the collected primary data (Kakabadse & Steane 2010:347).

Rossman and Wilson (2009:627) argue that there are advantages to method triangulation that may advance and assist the research procedure. Utilising triangulation of method may assist in confirmation of results; contribute to conclusions; and guide future research (Farquhar, Michels & Robson 2020:160).

The objective of triangulation of method research is to gain a deeper comprehension of the reality of the subject (Bans-Akutey & Tiimub 2021:2). This comprehension of reality could potentially produce multiple stories and the sharing of diverse experiences (Santos, Ribeiro, De Queiroga, Da Silva, IAP & Ferreira 2020:655).

The study of a unique topic or subject matter by using a combination of qualitative and quantitative approaches may help to illuminate major points of interest and differences, while highlighting similarity of the subject matter. The best way to assess a position of an organisation is to triangulate between different assessment tools. The use of both quantitative and qualitative in conjunction will typically permit the researcher to conduct a thorough assessment.

Dawadi, Shrestha and Giri (2021:25) claim that a quantitative approach is linked to testing theory, while a qualitative study relates to the generation of theories. However, it has been suggested that this convention has relevance to the practices of numerous researchers within each tradition or the method of data collection (Robson & McCartan 2016:20). It can be argued that several of these differences are widely debated and discussed in the literature, although both can present a combined unity of purpose to strengthen research (Clampitt 2016:50). Rossman and Wilson (2009:627) concur that there is no clash between the objectives or methodologies of qualitative and quantitative methods.

According to Cortimiglia, Ghezzi and Frank (2016:414), an extensive study should employ more than one method. One of the major benefits of method triangulation is that it can be employed so as to reduce researcher subjectivity. If issues of subjectivity are ignored in a research project, it has a damaging impact on the project. One way of addressing subjectivity problems in qualitative research is by combining data from different sources.

In this study, the researcher employed methodological triangulation, in order to counteract the inherent weakness of a study solely utilising a quantitative or qualitative method (Harrison, Reilly & Creswell 2020:473). In this dissertation, the survey questionnaire (Addendum A) was used for the primary research instrument. The second instrument was the semi-structured interviews (Addendum B). This dual approach permitted a comparative perspective involving both the quantitative and the qualitative method (Farquhar, Michels & Robson 2020:160).

In other words, it can be concluded that, for the purposes of this study, triangulation implied the use of methods from both quantitative and qualitative traditions (Cortimiglia, Ghezzi & Frank 2016:414). The rationale behind this approach was twofold. – Firstly, employing a quantitative survey enabled the measurement of essential components within the proposed CSR communication framework. Secondly, the survey results served as a guide for the subsequent phase of research, which involved qualitative methods and obtaining in-depth insights from expert participants regarding CSR communication. The use of triangulation of methods made it possible to address the research objectives comprehensively.

4.4 Sampling design

This section outlines the sampling design, the unit of analysis, population, sampling frame, sample and sampling methods.

4.4.1 Unit of analysis

A unit of analysis can be described as who or what is under examination (Buckley 2021:797). Sedgwick (2014:348) describes several categories of unit analysis, including persons, groups, establishments, collaborations, societal entities, communal deeds, occurrences and measures.

In this study, the unit of analysis had to elucidate on both the CSR communication element and the complexity of responsible leadership. Therefore, the unit of analysis considered a suitable match for this study were individuals at the organisations listed on the UK FTSE4Good Index.

4.4.2 Population, sample frame and realised sample

Bryman and Bell (2014:170) describe a population "as the universe of units, like people, nations, cities and organisations from which the sample is to be selected". Daymon and Holloway (2010:209) regard a population as the totality or the overall set of units, people and/or organisations that represent the focus of a study. Bell, Bryman and Harley (2022:70) posit that the population is the cumulation of all entities to be included in a sample, which will aid answering the research questions.

For the purpose of this study, the target population was the organisations listed on the FTSE4Good 50 UK Index, as of February 2020. During February 2020, there was a total of 36 organisations listed on the FTSE4 UK 50 index. The rationale for the selection of the FTSE UK 50 Index for this study was that organisations listed on the FTSE4 Index already met strict responsible leadership, social, environmental and governance criteria to warrant their inclusion in the index (Rodionova 2014:37; Mackenzie, Rees & Rodionova 2013:495).

All the organisations listed on the index were selected by using an extensive commercial consultation process, which was approved by an independent committee of academic experts in the UK according to the following criteria:

- Demonstrate the delivery of transparency and communication by engaging with organisations on their FTSE4Good assessment;
- Encourage organisations to advance their responsible leadership activities
- Guide controversial business activities by applying strict zero tolerance on irresponsible organisations engaged in activities such as weapons and tobacco;

- Capture a broad array of organisational activities demonstrating the communication of strong responsible business practices; and
- Contribute to building a globally recognised brand in association with the FTSE4Good index (Rodionova 2014:36).

Table 4.2: FTSE4Good UK 50 Index organisation sampling frame and realised sample

Sampling frame	Realised sample
3i Group	X
Anglo American	
Antofagasta	
Associated British Foods	
AstraZeneca	X
Aviva	
Barclays	X
BHP Group PLC	
BT Group	X
Bunzi	
Burberry Group	
Coca-Cola HBC	X
Compass Group	
CRH	
Diageo	
Experian	X
Glaxo Smith Klein (GSK)	
Hargreaves Lansdown	X
HSBC	X
Informa	
InterContinental Hotels	X
International Consolidated Airlines	
Intertek Group	
Land Securities Group	
Legal & General	X
Lloyds Banking Group	

Sampling frame	Realised sample
London Stock Exchange Group	
M&G	
Mondi	
National Grid	**X**
Next	
Ocado Group	
Prudential	
Reckitt Benckiser Group	
RELX	
Rentokil Initial 36	

*Only 36 organisations met the strict criteria to be listed on the index during March 2020.

It was deemed appropriate to observe the leadership and CSR communication behaviours of these organisations. For the purpose of the sampling frame, the researcher included the full population of the FTSE 4 Good 50UK Index – i.e. a total of 36 organisations.

Mitchell, Jolley and O'Shea (2012:75) describe a sample as a selected subset chosen from the sample frame that shares at least one unique phenomenon or characteristic. Du Toit and Mouton (2013:132) concurs, suggesting that sampling entails choosing a selective sample, based on at least one shared criterion.

The population for this study included 36 organisations listed on the FTSE4Good 50 Index in February 2020. The realised sample was the actual organisations that agreed to and actually participated in the study.

However, should be noted that the participation of senior individuals, such as CEOs, to represent their organisations via surveys involves severe drawbacks – particularly that these executives are well known for their low response rates (Mandagi 2019:1014). Therefore, it was crucial to open the study up to a wider audience.

Individuals with clearly defined executive powers within the FTSE4Good Index organisations represented the realised sample of organisations, as indicated in Table 4.2. The successful FTSE respondents of the realised sample were re-contacted to participate in the second element of the study – i.e. the one-on-one interviews. The next section discusses sampling methods.

4.4.3   Sampling methods

Phega and Ditsele (2021:22) opine that sampling design can be divided into two distinct groups: probability and non-probability sampling. Probability sampling is solely associated with quantitative research, which means that a sample has a non-zero possibility of selection (Cooper & Schindler 2016:343; Neuman 2000b:202). The second group, non-probability sampling, is associated with qualitative research and is considered to be subjective in nature, where not every unit has an equal opportunity to be chosen (Cooper & Schindler 2016:152; Du Plooy 2009:112).

Non-probability sampling is regarded as a quick and inexpensive way of identifying respondents for data collection (Aaker 2007:394; Sekaran & Bougie 2013:248) and includes quota samples, convenience samples, snowball sampling and judgement samples (Denscombe 2010:35; Cooper & Schindler 2014:349).

As suggested by Polit and Beck (2008:357), non-probability sampling was followed in this study, as the collection of a small, non-randomised sample was considered ideal for exploratory qualitative research in which a sample of key participants or experts was required. This study employed purposive and convenience sampling.

4.4.3.1   Purposive sampling

Etikan, Musa and Alkassim (2016:1) regard purposive sampling – also known as *criterion sampling* – as the most widely used type of non-probability sampling. This sampling method entails the researcher strategically allocating the units for analysis according to predetermined criteria (Collis & Hussey 2013:132). The main disadvantage of purposive sampling is that the results of the study cannot be generalised to the wider population, because the sample is not representative of the entire population (Robson & McCartan 2016:14; Bryman & Bell 2015:429).

In this study, the researcher selected purposive sampling to collect the required data as inexpensively, quickly and as conveniently as possible (Aaker, Kumar, Day & Lawley 2007:394).   Purposive sampling, was utilised to gather the sample for the quantitative aspect of this study. The intention was to yield findings that complement the qualitative element through an interpretative lens, thereby enriching the overall analysis. This approach ensures a targeted representation of participants, enhancing the study's depth and interpretive capacity. The sample was drawn from the accessible population of organisations listed on the FTSE4Good UK 50 Index, utilising a self-administered web-based survey format. this is to ensure that the sample accurately reflects the characteristics needed for the study (Collis & Hussey 2013:132). This sample method aims to select individuals who are most likely to provide relevant and rich information, making it crucial to understand and reference the specific attributes of the population suc

4.4.3.2   Convenience sampling

Convenience sampling permits the researcher to select the most conveniently engaging informative units that are willing to participate (Aurini, Heath & Howells 2016:55). This sampling strategy seeks participants on a simple convenience basis according to their expertise, willingness, availability and access (Mabry 2008:223).

Units selected in this manner provided greater insight into the research problem of the study, as they had already participated in the first part of the study. These conveniently selected experts could provide detailed insights, based on their prior knowledge of CSR communication and responsible leadership (RL).

Convenience sampling was used to produce the sample for the one-on-one interviews with executives who were conveniently available and willing to participate from the accessible population of organisations listed on the FTSE4Good UK 50 Index. The next section focuses on the data collection methods utilised in this study.

4.5 Data collection

Data collection entails gathering information in a logical manner to answer the research questions and solve the research problem. This study employed the survey research method, consisting of a self-administered web-based survey, to obtain quantitative data, and one-on-one interviews, which produced the qualitative primary data.

4.5.1 Survey research method

Babbie (2010:238) view the survey research method as the most universal and familiar method of fact-finding utilised by researchers to collect data. According to Damaskinidis and Christodoulou (2019:72), surveys can be used to collect a large amount of original data concerning opinions, behaviours, beliefs and attitudes. Surveys are utilised in everything, from urban planning to crime control, thereby resulting in a positive input into policy formulation and decision-making (Wei, Chen, Kang, Chen, Wang & Zhang 2022:52; Di Vaio, Palladino, Hassan & Escobar 2020:283; Nardi 2018:70).

One of the widely acknowledged attributes of the survey method is that it is unambiguous to dispense and collect (Couper 2017:121). Surveys are relatively inexpensive to administer, and the exact same instrument can be distributed to a large number of respondents (Nardi 2018:71). Respondents can be permitted to

fill out the survey at their own time and convenience. Therefore, they are not thought of as invasive. Survey research is less likely to suffer from subjective researcher prejudice (Azari & Rashed-Ali 2021:23).

However, there are some disadvantages involved in survey research, such as very low response rates. Populations with low educational levels have poor response rates to surveys, or are generally too small to be constructive (Easterby-Smith, Thorpe & Jackson 2012:73). Surveys are often not the best vehicles for asking for detailed private or confidential responses. Interaction between the researcher and the respondent is restricted by the data collection method (Rashid, Rashid, Warraich, Sabir & Waseem 2019:16).

The survey can be completed by someone pretending to be the requested respondent (Chandler & Paolacci 2017:500). Due to the nature of the distribution of the survey and the limited social interaction, the respondent may feel the process is too distant, resulting in ambiguities and non-participation (Robson & McCartan 2016:128). Surveys are generally self-administered and may take longer to complete than other types of data collection. After distributing a survey, the researcher may have to wait several weeks, before being sure that most of the responses have actually been obtained (Azari & Rashed-Ali 2021:45). Despite these limitations, survey research can produce relatively quick, invaluable and descriptive numerical data on a specific subject (Saunders, Lewis & Thornhill 2015:65; Easterby-Smith, Thorpe & Jackson 2012:75). Examples of survey methods include questionnaires and interview schedules (Silverman 2013:12).

This study utilised a survey research method to collected primary data from the 36 organisations listed on the FTSE4Good UK 50 Index, which involved the use of a self-administered, web-based survey and semi structured one-on-one interviews. The next section focuses on the self-administered web-based survey as one of the two data collection methods used in this study.

The use of self-administered, web-based surveys has increased in popularity over the last decade. Due to its ease and efficiency, this type of survey is considered as superior in nature to the traditional methods of survey data collection (Sammut, Griscti & Norman 2021:104058). The decreasing cost of computing power, coupled with the increase in usage of smart phones and other mobile devices, permits researchers to create high quality web-based surveys (Watson, Zamith, Cavanah & Lewis 2015:723).

Self-administered web-based surveys have enabled large organisations obtained a better understanding of a wide range of diverse and complex issues, such as organisational image, stakeholder issues and mental health issues (Slabbert 2016:253; Wu, Donnelly-McLay, Weisskopf, McNeely, Betancourt & Allen 2016:121).

There are several advantages of self-administered web-based surveys (Revilla & Ochoa 2018:353), e.g. it can be used as a discrete research tool protecting an individual's identity. This discrete approach was successfully used in a study to protect female pilots who held FAA medical certificates permitting them to participate in a survey in mental health, without being identified by their respective employers. The respondents' privacy was critical, as participation and identification could have resulted in possible negative career and stigma impacts (Wu et al. 2016:123). Other advantages of this type of data collection include the tracking of passive data, which incorporates unique information on participants, such as cookies, URLs, browser type, IP address, location, Internet provider, times visited, operating system and device type (Revilla, Ochoa & Loewe 2017:521).

Researchers can preselect the best type of input device – such as personal computers, laptops, tablets or smart phones – according to the need of each study (Watson et al. 2015:723). Such detailed planning permits a greater level of participation and field work efficiency by providing greater information on a particular purchase experience (Revilla & Ochoa 2018:353). Self-administered

web-based surveys allow contact with a large number of respondents, with little cost and can allow the sharing of integrate multimedia within the survey (Wu et. al 2016:126).

There are also advantages in terms of greater response time, speed of access, data coding, ease to administer, increased flexibility, design options, faster data analysis, reduced burden of entry, elimination of researcher bias and interviewer-related errors (Fricker, Galesic, Tourangeau & Yan 2005:370). According to Jung, Kim and Chan-Olmsted (2014:352), self-administered web-based surveys have greater completion rates than telephone surveys. However, interestingly, items related to areas, such as age, personal income and net worth, tend to be left blank on web-based surveys.

Self-administered, web-based surveys also hold a number of disadvantages, such as: suspicion about online applications; respondents not being willing to share their personal data; general data protection regulation (GDPR) concerns; and restricted household access to the internet due to high associated access costs – all of which may result in lower response rates (Dillman, Smyth & Christian 2014:56). Additional disadvantages include non-participation of older respondents who are inexperienced in technology use, less educated and poorer members of the population without Internet access (Lugtig & Toepoel 2016:80). A rather unique disadvantage is described as non-differentiated response or straight-line response, which is associated with a respondent simply keying in the same value straight down the scale items (Barge & Gehlbach 2012:183). There are further challenges regarding the different types of choices related to the respondents' selected input devices. Different devices have different types of operating systems, which may display content layout in slightly different formats and need to be rendered accordingly (Lugtig & Toepoel 2016:78).

In this study, a self-administered, web-based survey questionnaire (Addendum A) was utilised as a research method, permitting the proposed ILF framework to

be presented as separate variables that could be measured (David & Sutton 2004:57).

4.5.2　One-on-one interviews

According to Langley and Meziani (2020:370), one-on-one interviews are widely used throughout the social sciences. One-on-one interviews can be a legitimate data collection tool that involves the researcher posing pre-set questions to the respondents. In this way, the researcher assumes a key role, so as to avoid bias and to produce valid findings (Gray 2014:385).

Interviews can best be described as directed conversations with a predefined purpose Ruslin, Mashuri, Rasak, Alhabsyi and Syam (2022:22) that permits the researcher to use an interview schedule with predetermined questions as a conversational framework (Babbie 2010:289). This conversational framework assists the researcher in steering the interview topics towards the areas and issues that are considered the most relevant (Bryman & Bell 2015:228).

As a component in the survey research methodology family (Thagaard 2013:95), one-on-one interviews can be described as representing a temporary transitory relationship with participants (Du Plooy 2009:175). This type of data collection entails the interviewer directly engaging with the participant (Jentoft & Olsen 2019:179). One-on-one interviews utilise highly structured worded questions that are administered in a precise sequence from which the interviewer is generally not allowed to diverge (Hawkins 2022:7).

The interview guide needs to be planned and structured, while exhibiting flexibility that allows the participants to elaborate on and discuss key aspects that will enhance the research findings (Bryman & Bell 2015:65). One-on-one interviews have been used to research diverse topics, including e-learning, Alzheimer's research and therapy (Dauphinot, Boublay, Moutet, Achi, Bathsavanis & Krolak-Salmon 2020:1).

The advantage of one-on-one interviews is that research-oriented prepared questions can permit some degree of flexibility (Robson & McCartan 2016:227). Other advantages of one-on-one interviews include the incorporation of pictures, graphic and multimedia prompts into the interview schedule. The inclusion of these allows the participants the opportunity of a greater visual interview experience to explore reasons, opinions and motivations, thereby aiding data collection (Kwasnicka, Dombrowski, White & Sniehotta 2015:1191).

There are several advantages involved in one-on-one interviews conducted by using VoIP (Voice over Internet Protocols) applications such as Zoom, Facetime, Teams or Skype. For example, there is no requirement for travel time; it encourages diversity; interviews can be conducted at short notice; the interview is participant-focused; and the researcher has the ability to contact participants world-wide at low cost (Rowley 2012:264; Janghorban, Roudsari & Taghipour 2014:241; Iacono, Symonds & Brown 2016:12).

There are also disadvantages associated with one-on-one interviews (Lenzner 2014:677), including: a lack of comprehension due to confusion concerning question characteristics. This may result in participants merely seeking clarification, or more challenging issues indicating several versions of answers resulting in unclear and ambiguous responses (Dykema, Schaeffer, Garbarski & Hout 2020:117). Participants may provide inconsistent answers, rather than simply indicating that they do not know the answer and refusing to participate further (Lenzner 2012:409).

Participants may be required to remember a large amount of technical information, which they may find challenging (Shannon, Johnson, Searcy & Lott 2019:1). Mismatches may occur between the participants' understanding of a concept or mental exercise and a suggested list of response options (Smyth & Olson 2016:18). Participants may be unwilling to answer sensitive questions in personal areas, such as income, inheritance and wealth accumulation, because they may feel that the topic is intrusive (Olson & Smyth 2015:361).

Finally, a detailed one-on-one interview may induce survey fatigue, thereby making the individuals less likely to answer honestly or to complete the interview (O'Reilly-Shah 2017:5).

One-on-one interviews were used in this research, in order to gain insights in the proposed ILF framework. The design of the data collection instruments will be discussed in the following sections.

4.6 Design of the data collection instruments

This section discusses the design of the data collection instruments involved in this study – i.e. the survey questionnaire and interview schedule.

4.6.1 Design of the Self-administered web-based surveys

The final design of the self-administered, web-based survey was hosted on Google Forms, which is a server-based tool frequently used to host and distribute academic surveys. Invitations were sent to potential respondents at selected organisations listed on the FTSE4Good. It took respondents approximately 20 minutes to complete the survey.

In this study, the self-administered, web-based survey comprised of closed-ended questions, in order to determine the respondents' attitudes to the specific social phenomenon, as determined by the research questions (Roberts 2016:195). Close-ended questions were chosen, as they provided a straightforward, efficient and precise output that facilitated statistical analysis.

The introductory page of the self-administered web-based survey provided information for the respondents on the nature of the study and discussed the confidentially of their input. Questions were organised in a rational format, permitting the respondents to engage sensibly with the subject matter (Goodall 2015:107).

The self-administered, web-based survey questions were formulated into the following six categories:

Category A: Introductory and background questions

This category comprised of a total of seven closed-ended questions, permitting a rapid response, with a range of pre-determined options to simplify coding and analysis.
The questions in category A were used to collect valuable demographic data of the respondents, in order to establish and examine their perception and attitudes. Questions pertaining to the leadership level, leadership experience and length of service in their current organisation were presented.

A Likert-type scale system of response was used in the next four categories of the questionnaire (Addendum A). This scale provided respondents with a number of options ranging from Agree, Strongly Agree to Disagree and Strongly Disagree on a six-point Likert scale. The next three sections comprised of questions related to the key theoretical foundation block of the study.

Category B: Proposed CSR framework and stakeholders

The aim of this category was to obtain a better comprehension of the perception of executives and their experiences of stakeholder relationships. This section comprised of a total of five questions. The category measured the first of the three theoretical building blocks of the proposed conceptual ILF framework. Therefore, the stakeholder aspect of ILF was the key focus of the questions in this category. The overall objective was to comprehend whether executives practiced characteristics related to stakeholder management as presented in the literature review. Questions involved a better understanding of the issues of transparency, responsibility, trust, credibility and communication were presented.

Category C: Proposed CSR framework and communicative action

The focus of this section was to measure communicative action as the second theoretical foundational block of the conceptual ILF. The aim of this category was to measure the perception of executives and their experiences in aspects of communication action. This section comprised of a total of eight questions. The focus questions in this category involved a better understanding of communicative action issues pertaining to social values, credibility, profit, ethics, transparency, responsibility, trust, credibility and communication.

Category D: Proposed CSR framework and transformational leadership

This category measured communicative action and represented the third foundation and final theoretical block of the ILF. The aim of this category was to measure the perception of executives and their experiences in transformational leadership. This section comprised of a total of nine questions encompassing, vision, values, reward, charisma, intellectual stimulation, sustainability and stakeholder dialogue.

Category E: Proposed conceptual framework and responsible leadership (RL)

The objective of the questions in this category was to measure the conceptual characteristics of the integrative leadership framework (ILF). The questions determined whether responsible leadership elements of the ILF were practiced daily by the executives. There was a total of ten questions related to the following sub-categories: CSR communication, inclusive leadership, trust consequences, ethics and global society.

Category F: CSR communication

Questions in this section related to measuring the conceptual characteristics involved in CSR communication of the proposed ILF framework. The purpose of this set of questions was to aid measuring the perceptions of executives and their experience in and views of CSR communication. There was a total of 26

questions covering the following subcategories: openness, trust, inclusion, transparency, credibility and accountability.

The self-administered, web-based survey was designed according to the key categories described. The survey used interval scaled variables. An even numbered scale was employed to avoid the "gravitational pull" of an obvious midpoint. Respondents, who are expected to select a "3" on an unevenly numbered Likert scale, e.g. a five-point Likert scale, have to take slightly more care to move lower or higher, which allowed the researcher to capture more of the variance and to have less noise from error variance.

In this study, responses were based on and captured on a six-point Likert style scale, ranging from Strongly Agree, represented by six, to Strongly Disagree, represented by 1.

The services of a statistical consultant were used to evaluate the self-administered web-based survey. The role of the statistical expert was to ensure that all the aspects of the research questions were covered in the survey and that the survey questions were appropriately measurable. Exploratory factor analysis was used to ensure that the scales only included those variables that tended to hand together.

A pilot study of the self-administered web-based survey procedures was conducted and successfully completed, in order to test the questionnaire, procedures, data input and analysis (Cooper & Schindler 2014:85). This assisted in ascertaining if any characteristics of the questionnaire design were unsuitable, difficult to comprehend or difficult to analyse, thereby requiring adaptation (Neuman 2000:231; Bryman 2012:263). The questionnaire was validated to establish that all items were unique and that the instrument was able to portray the correct message to all respondents. Discriminate validity was used to determine whether the scales were related.

The importance of the respondents' privacy and confidentially was discussed in the initial invitation. As an incentive to participate in the study, an executive summary of the final conclusions will be distributed to participants in return for the completion of the survey. The self-administered, web-based survey is attached as Addendum A.

4.6.2   Design of the one-on-one interview guide

Babbie (2021:269) posits that the design of an interview schedule should take a straightforward design format and include the following key attributes:

- Introduction comprising of standard background questions related to the individual, such as length of time at the organisation, educational attainment, previous employment etc.;
- Clarification of the reasons for the study, which can be delivered *verbatim* from the interview schedule;
- A list of key topics guiding the conversation and prompts that can be linked to key research questions;
- Possible inclusion of additional or elaboration key prompts, if the time allows; and
- A prompt closing the interview and thanking the participants for their time.

The design of the interview schedule adopted the foregoing key attributes. The design format needed to be centred on permitting the interviewer to ask questions in a straightforward and unbiased, professional manner. This entailed not asking more than one question at a time. The design also had to avoid the respondent having the opportunity of answering with a single word. The schedule design comprised of both direct probing questions and indirect questions. Closed questions were followed up by the researcher by prompts to encourage the respondents to elaborate (Babbie 2021:269). Its construction needed to ensure that the sequence of the schedule was strictly followed during administration, so as to guarantee a high level of consistency between all interviews (Pancic 2010:45). The design of the schedule was directly related to the research questions and the research framework.

The interview schedule design was broken down into the six categories/topics, with each category comprising of relevant questions reflecting the key components of the proposed integrative leadership framework. Thematic analysis was utilised as a qualitative research technique to identify, examine and

document patterns or themes inherent in the dataset generated from the interview schedule.

The interview topics are outlined in Table 4.3.

Table 4.3: Format of the interview: Overview of topics

ADDENDUM B: THE INTEGRATIVE LEADERSHIP INTERVIEW SCHEDULE
All questions to be followed with prompts (If required)
Introduction & thanks for participation
Theme 1: Authentic Communication
1. The importance of stakeholders for responsible leadership.
2. Leadership, trust with stakeholders and a shared vision.
3. Trust first attitude with stakeholders.
Theme 2: Intrinsic Value
4. Responsible leadership and avoiding doing harm.
5. Responsible leadership and an ethical perspective on decision making.
6. Accountability and building a mutual vision.
Theme 3: Responsible Leadership
7. Credibility and society.
8. A we/they attitude and the credibility gap with stakeholders.
Theme 4: Organisational Integrity
9. Open dialogue with stakeholders.
10. Openness and stakeholders.
11. Openness and innovation.
Theme 5: Collaborative Action
12. CSR communication and two-way dialogue with stakeholders.
13. CSR communication and the organisation's licence to operate.
14. Transparency and stakeholder cynicism.
Theme 6: Licence to Operate
15. Support for operating procedures from all stakeholders.
16. Licence to operate and the legal permission to conduct business.
Thank you for your time and participation!!

The tone of the questions was approached in a professional and honest manner that elicited an open and unguarded response. The design of the interview incorporated an opening "warn question" that was easy to answer, thereby permitting an immediate professional rapport and setting the tone for the remainder of the interview. The closing comments were designed to leave participants feeling engaged and empowered for having participated.

A pilot schedule test, which was crucial in the design and preparation process, aided and guided the researcher to disclose any relevant shortcoming and ensured that each schedule category was devoid of weakness (Bryman 2012:263). The pilot test also allowed the interviewer to practice the schedule delivery, which ensured that the interviewer did not use their own words and experiences, thereby imposing on the interviewee. The pilot test further ensured that the final schedule was administered in the form of a relaxed, structured professional conversation.

The final schedule was conducted by using either Teams or Zoom, depending on the respondent's preferred choice. Each interview lasted approximately 20 minutes, which might have varied, depending on respondent's availability. In order to ensure that the research process adhered to ethical standards and protected the confidentiality and privacy of the interviewees, the researcher agreed to have the interviews recorded and reviewed by the interviewee's organisation. This gave the interviewees control over the content of their statements. The researcher considered that organisations would be more willing to participate in the study, if they had a level of control over the interview process. The researcher acknowledged that agreeing to these terms helped built trust and made it more likely for organisations to provide valuable insights.

All interviews were audio recorded by the interviewee's organisation; reviewed by their relevant communication department; and only then were the transcripts released to the interviewer. There were no handwritten notes or recordings made by the researcher during the interview.

The final one-on-one interview followed a traditional format, as suggested by Robson and McCartan (2016:227), and is attached as Addendum B. The following section presents the data analysis.

4.7 Data analysis

From an interpretivist perspective, data analysis concerns the exploitation of purposefully obtained primary data derived from people's meanings, experiences and intentions to present valuable insights into the research questions (Wood & Welch 2010:58; Babbie 2013:33).

4.7.1 Data analysis of the self-administered web-based survey results

The quantitative, self-administered web-based survey was analysed by utilising statistical software designed for the social sciences – SAS. This software assisted with the analytical process, starting from planning, through to data collection, analysis and finally reporting. An expert in SAS was consulted to aid the interpretation and to run regression analysis to test the strengths of the key relationships of the ILF framework. This analysis was conducted in the following two steps – descriptive factor analysis and exploratory factor analysis.

In the first step, descriptive statistics was explored with the percentages and frequencies presented, with the view of obtaining a lucid depiction of the respondents' features and measures of agreement for each question statement (Babbie 2013:641). The second step, exploratory factor analysis, built on the latter descriptive statistics, which provided a breakdown of the responses to individual questions, making judgements that extended beyond the collected data by examining variables together (Collis & Hussey 2021:189).

In order to measure internal consistency of the survey scales, Cronbach's alpha coefficient was applied (Nisbet, Elder & Miner 2009:588). Exploratory factor analysis was utilised to examine the key factors underlying the ILF questionnaire.

An examination of the factor structure of the proposed measures was conducted, which helped to identify any poorly performing items and to determine if it was possible to reduce the number of items. This was done to ensure that the instrument adequately and reliably reflected the theoretical domain of interest (Field 2009:674).

Factor analysis was used to reduce the number of variables in the instrument and to determine which variables "best hang" together (Maurischat 2006:243). Assumptions of sampling adequacy and the reliability of the scales were tested. The statistics for these assumptions appear at the bottom of each table (see Chapter 5: Data Analysis). It was anticipated that no problems would be encountered, and that all tables would report that the Bartlett tests of sphericity were significant. This test implies significant correlations among the variables or unequal variances.

The Kaiser-Meyer-Olkin (KMO) test evaluates if the sample size is adequate for factor analysis. If the KMO value is higher than 0.6, it regarded as safe to proceed with the analysis. Sampling adequacy predicts whether data is likely to factor well, based on correlation and partial correlation. In all cases, Cronbach's alpha values should achieve at least 0.70 for reliability measures to lend support to the scale reliability (Hair, Hult, Ringle, Sarstedt, Danks & Ray 2021:75).

4.7.2   *Data analysis of the one-on-one interview results*

Thematic analysis (TA) was used to identify patterns in the responses that emerged during the one-on-one interviews. Thematic analysis is a practical oriented data analytical tool kit that can be used in sophisticated qualitative analysis (Braun & Clarke 2013:178; Braun & Clarke 2014:26152). According to Fawcett and Shrestha (2016:39), TA has been successfully used in the analysis of qualitative research exploring Internet blogging and its role in the healing of rape victims, as well as analysis of political campaigns.

TA entails identifying specific patterns of meaning associated with one-on-one interview datasets. The unique themes aid in describing and interpreting meaning (Braun & Clarke 2013:180). TA allows the researcher to understand one-on-one interviewees in relation to a particular factor or issue and to answer the research questions (Braun & Clarke 2014:26152). This type of analysis helps determine the underlying influences in a study. It is generally suggested that a minimum size for a suitable TA study should be at least six individuals (Cedervall & Åberg 2010:226).

TA is similar to content analysis, in the sense that both data analysis methods generate themes from interviews (Ryan & Bernard 2000:769). However, content analysis is slightly different, in that it quantifies and assigns a numerical value to the thematic data (Bryman & Becker 2012:291). Thematic content analysis (TCA) is generally presented in the form of statistical frequencies and is easily replicated (Pancic 2010:11).

Although it did generate statistical data, the study was not conducted in a direct, linear fashion. It followed a more organic adaptable approach, which fitted comfortably into the qualitative approach adopted for the study. The data analysis process was completed by learning and doing as the study evolved (Lester, Cho & Lochmiller 2020:94). This allowed a greater degree of reflection and provided better insight in the research problem of the study (Bazeley 2013:101). This aided preserving the uniqueness of the individual interviews. All data was recorded on a digital voice recorder, transcribed, reviewed, and released by the organisation. The researcher analysed themes and patterns (Vaughn & Turner 2016:41).

As suggested in the literature, the following stages were involved in the collection of the qualitative, interview data:

1. Planning for the recording of the data (De Vos et al. 2011:405);
2. Managing the data to be analysed away from site;
3. Ensuring that each interview was correctly ascribed to the correct individual;
4. Storing the interview recordings and/or transcriptions safely and securely;

5. Recording and storing any written notes in a way that ensures safety and confidentially.

6. Coding for categorising, which was at the heart of the research emerging from the interviews;

7. Exploring patterns as determined by relevant specialist categories and themes – such as key ideas, understanding, keywords and phrases – which were condensed to a total of approximately six areas that were utilised to build an understanding relevant to the study (Hoover & Koerber 2009:70).

4.8   Trustworthiness of the research

Trustworthiness, which is a critical component in qualitative research findings (Gibson & Brown 2009:60), entails the researcher clearly demonstrating that the qualitative research process, as described in the methodology, is a true reflection and accurate account of the researcher process and procedures (Khoa, Hung Hejsalem-Brahmi 2023:187). Trustworthiness implies that the interaction between the researcher and respondents or participants is accurately described and recorded in a truthful and orderly manner (Nowell, Norris, White & Moules 2017:1). This ultimately implies that the collection of qualitative data has followed a predetermined, systematic and clearly explained process of data collection (Amin, Nørgaard, Cavaco, Witry, Hillman, Cernaseve & Desselle 2020:1472).

Trustworthiness means that data analysis comprises of qualitative analysis of patterns, themes and data recurrent activities that may be open to different interpretations (Bryman & Bell 2014:350; Nowell, Norris, White & Moules 2017:16).

In this study, the one-on-one interviews were recorded, transcribed and later analysed (Neuman 2000a:415). Backup copies of the transcripts were kept at a separate location for review (trustworthiness), safety and security reasons. The material content of the interviews was based on information and outcomes from both the survey instrument and the literature review.

Khoa et al. (2023:187) posit that trustworthiness incorporates four important criteria: credibility, transferability, conformability and dependability. Teddlie and Tashakkori (2003:13) confirm this notion and suggest that each of these critical criteria has to conform and be applied to all qualitative research.

4.8.1 Credibility

Credibility is analogous to the internal validity criteria generally associated with quantitative research. It is assessed by the participants whom the researcher is studying. Triangulation is a constructive way of improving credibility. Triangulation can include different data sources, methods, or different investigators who can assist in helping building credibility (Patton 2022:1165). In this study, credibility in the one-on-one interviews was ensured by asking similar questions of the realised sample of experts; sharing a draft copy of the findings with all participants; and using data triangulation.

4.8.2 Transferability

Transferability is analogous to the external validity criteria generally associated with quantitative research (Enworo 2023:7). External validity means that the measurements and research can be generalised and are replicable to similar studies or contexts (Tobin & Begley 2004:388). In this study, transferability was demonstrated by a clear research plan, which was guided by clarity of measures, clear concepts and explanation of the realised sample.

4.8.3 Conformability

Conformability refers to objectivity or neutrality of the research (Haq, Rasheed, Rashid & Akhter 2023:2). The conformability criteria can be confirmed by another researcher to eliminate researcher bias and establish clear research interpretation (Tobin & Begley 2004:389). The researcher can establish objectivity by clarifying the interpretative journey of the research in broad, descriptive terms and retaining the data and field notes for an external audit (Singh, Benmamoun, Meyr & Arikan 2021:1289).

In this research, the researcher's supervisor aided in conformability. An additional layer of conformability was employed by using a senior executive during the pilot study and a data consultant, who was proficient in SAS assisting with the data analysis.

4.8.4 Dependability

Dependability involves the issues of reliability and consistency of terms to avoid confusion. In this study, audit evidence, such as the questionnaire and interview schedule and transcripts, is available for review by interested parties (Denzin et al. 2023:141).

The foregoing verification strategies were established with the objective of achieving trust (Morse & Richards 2002:9). The reliability and validity of the quantitative part of the study will be discussed next.

4.8.5 Reliability and validity

Following the methodology outlined by Nisbet, Elder and Miner (2009:588), Cronbach's alpha coefficient was employed to gauge the internal consistency of the survey scales. Subsequently, exploratory factor analysis was applied to scrutinise the underlying factors of the questionnaire. Reliability, which pertains to the consistency, stability, or repeatability of measurements, played a crucial role in this evaluation (Rose & Johnson 2020:432). In essence, a reliable measure is expected to produce consistent results when assessing the same phenomenon under identical conditions.

In parallel, a comprehensive examination of the factor structure of the proposed measures, aiming at identifying any sub-optimal items and appraising the feasibility of reducing their quantity was explored. The primary objective was to ensure that the instrument not only accurately, but reliably, captures the theoretical domain of interest, aligning with the emphasis articulated by Field (2009:674).

Exploratory factor analysis was leveraged to streamline the number of variables in the instrument and to identify the variables manifesting the most robust associations, as expounded by Maurischat (2006:243). Rigorous testing of assumptions related to sampling adequacy and the assessment of scale reliability represented imperative steps in this analytical process. This dual focus on reliability and factor analysis ensured a thorough examination of the validity and consistency of the instrument, thereby contributing to the robustness of the research methodology.

Ethical considerations pertinent to this study will be discussed next.

4.9   Ethical considerations

Babbie (2010:520) defines *ethics* as "conforming to the standards of conduct of a given profession or group". It is critical for researchers to address ethical questions about the uses and purpose of research and research practice (Brinkmann & Kvale 2017:259). Ethical issues need to be considered in regard to all research projects – particularly in terms of the careful consideration and safeguarding of the interests of the respondents and the organisations that they represent (Jeanes 2017:174).

The study followed the ethical guidelines laid out by the *Policy for research ethics* of the University of South Africa (2016). A comprehensive ethics application procedure was followed to undergo a thorough review and to ensure compliance with all UNISA ethical requirements. The Departmental Chair of the Research Ethics Review Committee conducted the final assessment of the application and, subsequently, a Research Ethics COVID-19 Statement was granted, along with the ethical approval (58529934_CREC_2021).

Formal permission was obtained from the individuals contributing to this study (Coolican 2017:249). In order to address any ethical issues arising from the web-based survey, a contact phone number was made available to respondents.

Information was included in the survey, explaining the focus and objectives of the study, confidentiality of the respondents, confidentially of their organisation, the use and distribution of research findings, and the storage of data.

In terms of the one-on-one interviews, all participants would have already participated in the on-line survey and had, therefore, previously been made aware of the ethical considerations. However, all participants were reminded of the ethical issues, prior to the commencement of the interviews to gain their informed consent. Only an audio recording was made and written notes were taken (if appropriate). The participants' organisations were responsible for the recording and transcriptions of the interviews. If written notes were taken, they were only used to aid the transcription of the interviews. All information recorded included handwritten notes (there were none) remained confidential. The right to stop recording/turn off the digital voice recorder at any time was explained by the interviewer. The researcher appreciated that the interview ought to conclude in an affirmative respectful manner (Gray 2014:397).

Throughout both phases of the study, the researcher was respectful and acted in an ethical manner. The material will not be shared by third parties, or with any of the other participations. The research results and findings of the study and the data acquired shall not be sold for profit. The researcher protected the anonymity and confidentiality of individuals. Therefore, pseudonyms and case numbers were used in the recording and storing of the data (Ruane 2016:57). It was proposed to obtain informed consent from all the participants and to safeguard their identities (Collis & Hussey 2013:38).

Participants had the right to remove themselves from the research at any time (Gray 2014:344). Additionally, they were also given the right to retract or edit their statements that were made in error, or that breached the confidentiality of their organisation. It was hoped that this understanding of confidentiality would give the participants the confidence to express their thoughts freely, without fear of losing their positions in the organisation (Robson & McCartan 2016:213).

A draft copy of the completed research will be available for participants, if required, for a small fee to cover printing and posting. An electronic copy will be made free charge upon request.

4.10   Summary

This chapter included the rationalisation of the chosen research methodology that was employed in the study of CSR communication from a responsible leadership (RL) perspective, with the aim of proposing an integrative leadership framework (ILF) for CSR communication, which could aid strengthening organisational stakeholder relations. The chapter discussed the chosen research paradigm of qualitative research and exploratory research.

This was followed by a discussion on the design, target population, sampling frame, realised sample, sample method, data collection methods, data analysis and ethical considerations. This primary data collected from executives in organisations listed on the FTSE4Good Index was described. The chapter also presented the methods and design of the self-administered, web-based questionnaire and one-on-one interviews. The following chapter present the results and the findings of the collected data, which was utilised to build the proposed ILF framework.

CHAPTER 5: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

5.1 Introduction

The previous chapter explained the research methodology that was employed to design and develop a conceptual CSR integrative leadership framework (ILF) and to determine its potential to improve relationships between organisations and their stakeholders. It addressed the research paradigm, which involved the interpretivist paradigm as employed in both the qualitative and quantitative (self-administered questionnaire) exploratory research approaches that were used. The data was collected from executives in organisations listed on the FTSE4Good Index.

This rationale of this chapter is the presentation and analysis of the collected primary data, to obtain the research results required to assist in the design of the proposed IL framework. The analysis and interpretation of the self-administered web-based questionnaires and one-to-one interviews with the selected executives will be presented. The primary aim of the study was to develop an integrative leadership framework (ILF) for CSR communication, specifically develop to incorporate responsible leadership (RL). The ILF will permit a better understanding of the role of responsible leadership and how this can contribute to improve sustainable stakeholder relationships.

The presentation of the data is based on the research objectives of the study, as presented in Chapter 1, namely:

1. To explore the link between CSR communication and responsible leadership (RL).
2. To explore the link between credibility as an element of CSR communication and RL.
3. To explore the link between openness as a component of CSR communication and RL.

4. To explore the link between transparency as a constituent of CSR communication and RL.

5. To explore the link between inclusion as a constituent of CSR communication and RL.

5.2   Quantitative results from the survey

A web-based questionnaire was designed to be distributed among and self-administered by respondents. It was based on the findings of a detailed literature review and a theoretical framework. The questionnaire was designed to address the challenge of reaching time-constrained executives at FTSE4Good based organisations in the United Kingdom UK).

The questionnaire consisted of different types of questions divided into the following six key categories:

A. Demographic information
B. Stakeholder theory
C. Communicative action theory
D. Transformative leadership theory
E. Responsible leadership
F. CSR communication

The questionnaire consisted of a total of 66 questions. Each of the questions was closed ended and each response was captured on a six-point Likert scale. The quantitative data collected by means of the questionnaire was conducted from 10 February to 30 March 30, 2020, and was completed by, N-value =117 executives.

A copy of the web-based questionnaire can be found in Appendix A. The executive group's responses to all the questions are reported in the Appendix B, whereas Appendix C lists the organisations that participated in the study, with contact details.

5.2.1 Demographic information

Non-probability sampling is a method often used in research, which involves the subjective selection of units not every unit has an equal chance of being chosen. In this study, non-probability sampling was used, as it was regarded as ideal for exploratory research that required a small, non-randomised sample of key respondents or experts. The type of non-probability sampling used in the study was purposive sampling. The main disadvantage of purposive sampling is that the results cannot be generalised to the wider population, because the sample is not representative of the entire population.

Therefore, the sample for the self-administered web-based survey was produced by using purposive sampling from the accessible population of organisations listed on the FTSE4Good UK 50 Index (Appendix C). The unit of analysis that was considered a suitable match for this study were individuals at the organisations listed on the UK FTSE4Good Index. For the purpose of the sampling frame, the researcher included the full population of the FTSE 4 Good 50UK Index – i.e. a total of 36 organisations. The realised sample was N-value, 117 executives from UK businesses listed on the FTSE4Good index.

The following items are reported in the section on demographic information:

- Gender (Figure 5.1)
- Age (Figure 5.2)
- Length of service (Figure 5.3)
- Managerial level (Figure 5.4)
- Length of employment (Figure 5.5)
- Level of education (Figure 5.6)
- Professional qualification (Figure 5.7)

5.2.1.1 Gender
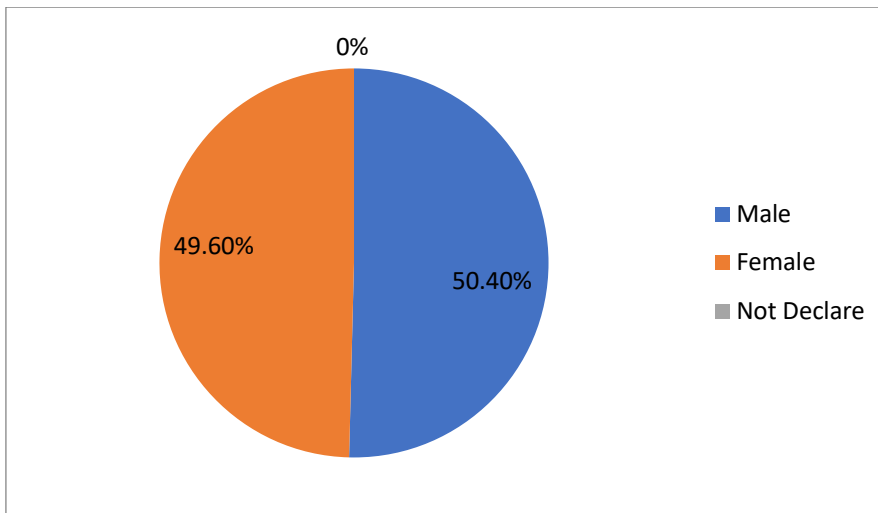
Figure 5.1: Gender of the respondents

As demonstrated in Figure 5.1, a total of 49.6% of respondents declared themselves as female and 50.4% of respondents as male. This represented an almost 50/50 response rate across the executives, with none of the respondents wishing not to declare their gender.

It was not possible to determine all the exact reasons for respondents to the web-based questionnaire in an FTSE4Good organisation would identify as 50% male and 50% female, without specific data about the individual organisations in question. However, one possible explanation may be that the respondents were representative of the gender diversity within the organisational leadership structure. Numerous FTSE organisations are actively working towards increasing gender diversity in leadership positions, as research has demonstrated that gender diversity can have numerous benefits, including improved financial performance and increased innovation (Dezsö & Ross 2012:1072).

5.2.1.2 Age

Figure 5.2 illustrate the age distribution of the questionnaire respondents.
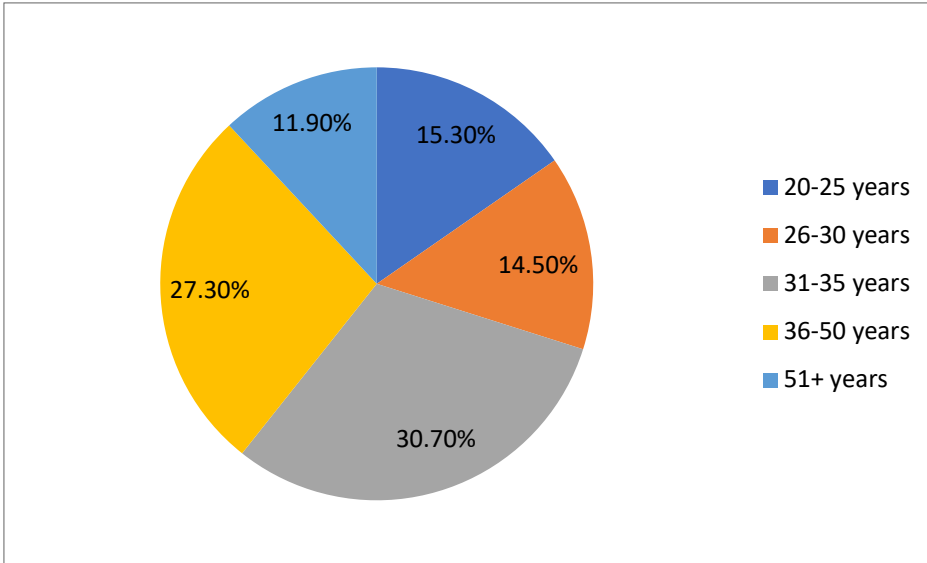
Figure 5.2: Age of respondents

Figure 5.2 highlights that 30.7% of respondents were in the age group 31–35, which represented the largest age group that was closely followed by the age group 36–50 representing 27.3% of respondents. The combined total of these two was 58%.

A potential explanation for such a high percentage could simply be that this age range represented the largest demographic group within the organisational workforce. Another possibility is that the 58% of employees within the 30–50 age range might have been more likely to participate in the survey for various reasons, such as being more engaged with the organisation or having a greater interest in the research topic.

The groups in the 20–30 categories were smaller at 15.3% and 14.5% respectively. These groups collectively represented 29.8% of the workforce who responded. The smallest level of respondents was in the group of 51+ years, at only 11.9%. It is not possible to determine the specific reasons for the smallest group of respondents being in the age group of 51+ years, without further information. However, there could be several simple explanations for this result, one of which is that the age distribution of the organisational workforce was skewed towards younger age groups.

A second possibility is that older employees might have been less likely to participate in the survey for various reasons, such as 51+ year old employees feeling less engaged with the organisation. Thirdly, the age group of 51+ might have less interest in the topic. A final possibility is that older employees, representing 11.9% of respondents, might face barriers to participation, due to difficulty in using the technology.

5.2.1.3 Length of service

See Figure 5.3 for the distribution of the respondents' length of service.
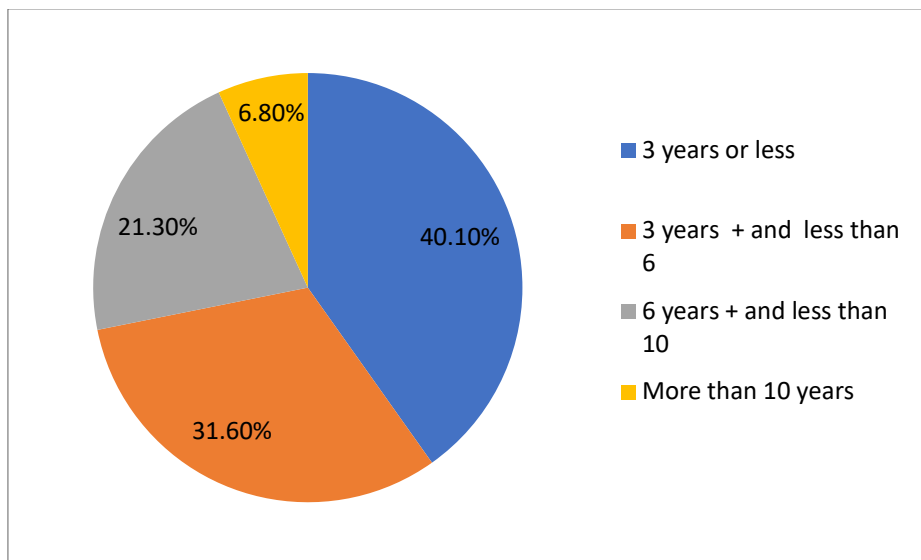
Figure 5.3: Length of service of respondents

As illustrated in Figure 5.3, 40% of respondents had only three years or less of service with their respective organisation. One possibility for such a high percentage in this category is that the organisations might have had high employee turnover rates, which could result in a large proportion of employees having relatively short tenures of less than three years. Another possibility is that organisations might recently have undergone significant growth or restructuring, which could result in the hiring of a large number of new employees. This grouping was followed by those who had a period of three to six years of service with their organisation at 31.6%.

The respondents represented at 21.3% were at their organisations for between six and ten years. At 6.8%, the smallest group of respondents was those who had been at their organisations for more than ten years. Recent changes in the industry, the COVID-19 pandemic, or a unpredictable job market could also affect these older employee tenures.

5.2.1.4   Managerial level

Figure 5.4 reflects the managerial level of the questionnaire respondents.
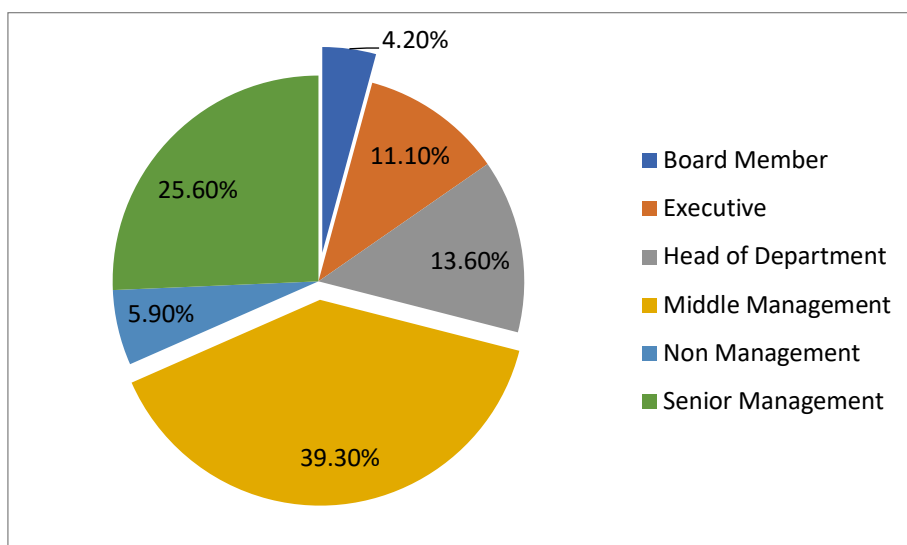
Figure 5.4: Managerial level of respondents

Figure 5.4 demonstrates that 39.3% of the respondents represented middle management, followed by 25.6% who were on senior management level, and 13.6% who were heads of departments. A total of 11.1% were executives; 5.9% were non-management; and 4.2% represented board members.

The results demonstrated that 94.1% of the respondents were involved in leadership roles. This was noteworthy, as the purpose of the study was to develop a new (CSR) communication framework to explore the need for a better understanding of CSR communication from a leadership perspective.

5.2.1.5 Length of employment in current role

See Figure 5.5 for the results of the question on respondents' length of employment in their current position (role).
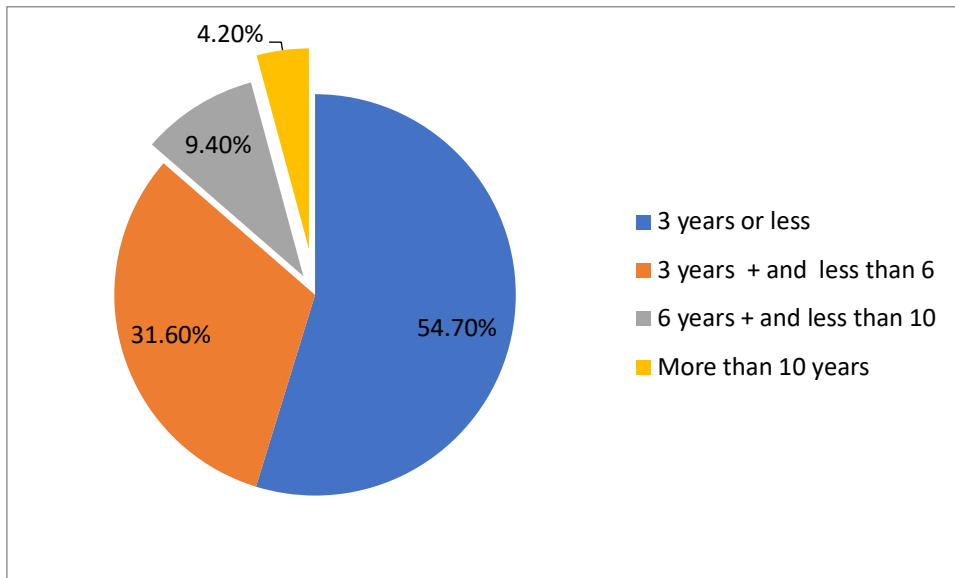
Figure 5.5: Length of employment in current role

Figure 5.5 illustrates that 54.7% of respondents had less than three years' employment in their current role, which seemed to suggest a high rate of employee turnover. A total of 31.6% had between three to six years' experience; 9.4% of respondents had between six and ten years experience; and 4.2% had more than ten years' experience.

Longer employment duration in a current role might indicate higher job satisfaction and organisational commitment. Conversely, shorter durations could suggest issues with job satisfaction or workplace conditions leading to higher turnover.

5.2.1.6 Level of education

See Figure 5.6 for a distribution of respondents' educational levels.
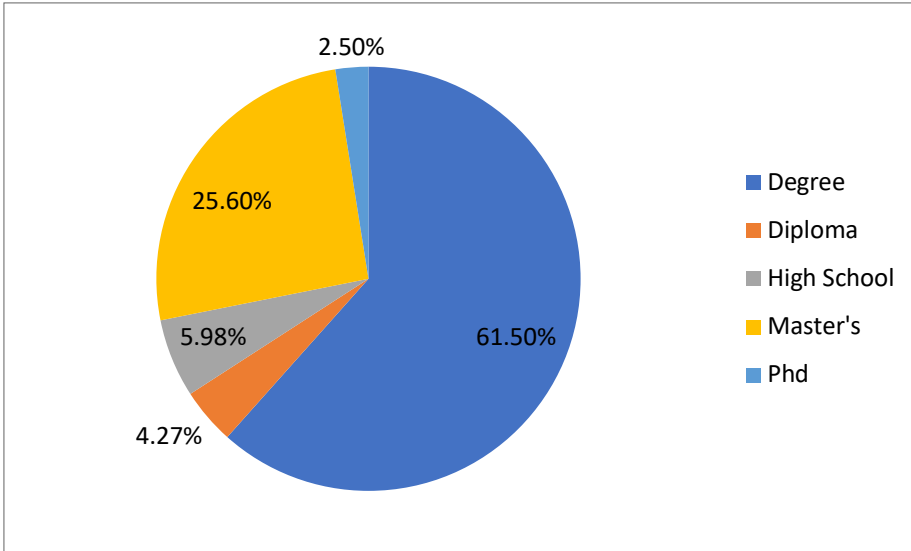
Figure 5.6: Level of education

Figure 5.6 demonstrates the level of education that respondents have attained. A total of 61.5% of the respondents had obtained a primary degree (61.5%); 25.6% had a Master's degree; 4.2% had a diploma. This indicated that 93.8% of respondents had a university level qualification, suggesting that FTSE4Good organisations valued the skills and knowledge acquired through higher education.

A total of 5.9% of respondents had a high school qualification. Degrees and advanced degrees can provide employees with a strong foundation in their field of study, as well as transferable skills, such as critical thinking, problem-solving and communication (Reese & Gilmartin 2017:603). A PhD qualification was held by 2.5% of respondents, which could serve as a valuable asset, aiding respondents in performing their roles effectively.

5.2.1.7 Professional qualifications

Figure 5.7 give an illustration of respondents' professional qualifications.
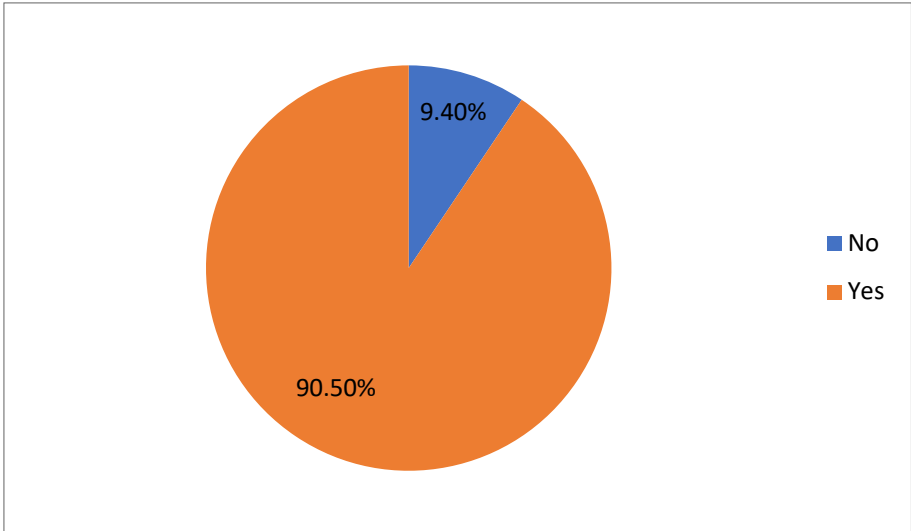
Figure 5.7: Professional qualification of respondents

Figure 5.7 illustrates that 90.5% of respondents had a professional qualification, which was an interesting outcome that indicated that respondents were highly committed to their professional development.

There were several reasons for FTSE4Good organisations having a high number of staff with professional qualifications. Firstly, having a highly qualified workforce may help the organisation to maintain high standards of performance and to remain competitive in their industry. Secondly, professional qualifications can also help to ensure that employees have the necessary skills and knowledge to perform their roles effectively. Thirdly, having a high number of staff with professional qualifications may enhance the reputation of the organisation and demonstrate a commitment to excellence.

5.2.2 Exploratory factor analysis

A statistical technique, known as exploratory factor analysis (EFA), was employed to ascertain the underlying structure of the interrelated variables. Apart from being used for validation purposes, EFA was employed to reduce the number of variables and to detect structure in the relationships between variables. EFA was employed for validation purposes, ensuring that the constructs being measured by the variables are indeed represented accurately by the latent factors. This

validation step is essential to confirm the consistency and reliability of the factor structure across different samples or populations. EFA is a powerful tool for simplifying complex data sets by identifying key underlying factors and validating the structure of relationships among variables. (the reduced variables are listed in Table 5.9, Table 5.12 and Table 5.15).

EFA is predicated on the fact that several assumptions have been met, including sample size (N > 150); eligibility of correlation matrix for factorisation; linearity; no outliers; level of measurement; normality; and factorability. It is generally assumed that there are underlying factors for every set of observable variables. It is by comprehending these assumptions and ensuring that they are met, that the accuracy and reliability of the results can be increased.

The specialist statistical software, Statistical Analysis System (SAS) was employed. The factor procedure enabled the execution of exploratory factor analysis (EFA). This procedure permitted the specification of the factor extraction method, the desired number of factors to retain, and the chosen rotation method (Shrestha 2021:4). SAS can also be utilised to perform tests, such as the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity (Ekasari, Rochman, Agustina & Damayanti 2023:120). These tests aid in determining whether the data is suitable for factor analysis.

The KMO measure indicates the proportion of variance in the variables that may be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful. If the value is less than 0.50, the results of the factor analysis probably will not be highly useful (Shkeer & Awang 2019:86). Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and, therefore, unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data (Shilpa 2023:1).

When selecting items for EFA, their factor loadings were considered, which represented the correlation between an item and the factor on which it is loading. – Items with high factor loadings are more likely to be good indicators of the underlying construct being measured.

The factor analysis comprised of three distinct sections related to aspects of the web-based questionnaire. – Section 1 related to areas A, B & C: aspects of the relevant theories; Section 2 related to aspects of responsible leadership (E); Section 3 comprised of components related to section F (CRS communication); and Section 4 provided a summary position. Each section is explored in the following sections.

5.2.2.1 EFA results for characteristics related to theory

The EFA for identifying the underlying structure of the sets of interrelated variables and the selected items based on their factor loadings were examined in the tables presented below.

Table 5.1: Kaiser's measure of sampling adequacy (MSA) for variables

V9	0.9202
V10	0.9479
V11	0.9532
V12	0.9552
V13	0.9478
V14	0.9342
V15	0.9568
V16	0.9546
V17	0.9485
V18	0.9499
V19	0.9550
V20	0.9534
V21	0.9337
V22	0.9258
V23	0.9439

V24	0.9381
V25	0.9386
V26	0.9653
V27	0.9594
V28	0.9423
V29	0.9121
V30	0.9647

Overall MSA = 0.9460

Prior to conducting a factor analysis, the researcher needs to ensure that the items (variables) to be included in the factor analysis are sufficiently correlated. In this study, the researcher used Kaiser's measure of sampling adequacy (MSA) to determine this. The closer the index measure is to 1, the higher the inter-correlation between the different items. The overall MSA was 0.9460, which was very good. The individual MSAs (measure of sampling adequacy) for each item included in the analysis were sufficiently high in each case. This pointed to a strong motivation to conduct the factor analysis.

Table 5.2: Eigenvalues for variables

	Eigenvalue	Difference	Proportion	Cumulative
1	13.4417702	12.2087997	0.6110	0.6110
2	1.2329705	0.2431773	0.0560	0.6670
3	0.9897933	0.2948016	0.0450	0.7120
4	0.6949916	0.0627669	0.0316	0.7436
5	0.6322247	0.0744507	0.0287	0.7724
6	0.5577740	0.0314182	0.0254	0.7977
7	0.5263558	0.0208889	0.0239	0.8216
8	0.5054670	0.0295044	0.0230	0.8446
9	0.4759626	0.0634902	0.0216	0.8662
10	0.4124724	0.0536499	0.0187	0.8850
11	0.3588225	0.0339406	0.0163	0.9013
12	0.3248819	0.0274091	0.0148	0.9161
13	0.2974728	0.0271299	0.0135	0.9296
14	0.2703429	0.0426401	0.0123	0.9419

	Eigenvalue	Difference	Proportion	Cumulative
15	0.2277028	0.0306651	0.0104	0.9522
16	0.1970377	0.0094263	0.0090	0.9612
17	0.1876114	0.0255921	0.0085	0.9697
18	0.1620193	0.0254648	0.0074	0.9771
19	0.1365545	0.0026645	0.0062	0.9833
20	0.1338900	0.0097968	0.0061	0.9894
21	0.1240932	0.0143044	0.0056	0.9950
22	0.1097889		0.0050	1.0000

Table 5.2 demonstrates that factor analysis addresses the problem of analysing the structure of the interrelationships (correlations) among a large number of variables, by defining a set of common underlying dimensions, known as *factors (constructs).* The factor analysis objective is to find a way of condensing (summarising) the information contained in a number of original variables into a smaller set of new, composite dimensions or factors (constructs), with a minimum loss of information. Only factors having latent roots or Eigenvalues greater than 1 are considered significant and all factors with Eigenvalues less than 1 are considered insignificant and disregarded. The rationale for this outcome is that any individual factor should account for the variance of at least a single variable if it is to be retained for interpretation.

In this case a three-factor solution was retained since the Eigenvalue of factor three is very close to 1 and the researchers' original belief was that there should be three constructs, based on the stated theory originally derived from the literature. The first factor explained 61.10% of the total variance of the original data (set of 12 items included into the factor analysis); the second factor explained an additional 5.6%; and the two factors combined explained 66.70% of the variance of the original data and the third regained factor explained an additional 4.5% of the variance, meaning that the initial 3 factor solution explained 71.20% of the total variance of the original data set.

Table 5.3 highlights the use of the Varimax rotation method to identify the different factors (constructs).

Table 5.3: Varimax rotation

Rotated factor pattern			
	Factor 1	Factor 2	Factor 3
V14	0.77735	0.25991	0.26312
V20	0.71054	0.15781	0.25192
V11	0.68805	0.40666	0.26781
V10	0.68418	0.29704	0.22880
V9	0.64922	0.34363	0.23732
V16	0.64035	0.33872	0.42001
V18	0.63259	0.31545	0.49575
V13	0.60820	0.48738	0.27104
V21	0.30092	0.77047	0.22483
V17	0.44564	0.71033	0.19566
V27	0.22727	0.70544	0.41195
V25	0.24390	0.70315	0.44708
V19	0.53928	0.68761	0.10871
V23	0.33486	0.68141	0.42624
V15	0.55601	0.66754	0.16826
V29	0.07859	0.62056	0.58252
V12	0.38599	0.50713	0.35898
V24	0.29041	0.26261	0.79739
V28	0.39400	0.35480	0.69335
V26	0.55710	0.29763	0.61129
V30	0.53573	0.32121	0.59531
V22	0.53004	0.26262	0.58162

All the items highlighted in green are items that clearly loaded onto a specific factor. Variables V14, V20, V11, V10 And V9 load into Factor 1. Factor 2 comprised of variables V21, V17, V27 And V25. Factor 3 was composed of V24 and V28. All the items highlighted in blue were regarded as double loaders, since

they did not load clearly onto one specific factor. These items were removed from the initial factor solution to obtain the final solution.

The researcher further examined the items that were seen as loading onto a specific factor and compared them to the theoretical framework, with the objective of concluding that the natural grouping identified with the final factor analysis made sense and was logical within the theoretical framework provided, and thereafter labelled the different factors with a specific theoretical reference. This will be discussed at a later stage.

Table 5.4 examines the variance explained by each factor.

Table 5.4: Variance explained by each factor

Variance explained by each factor		
Factor 1	Factor 2	Factor 3
6.0377046	5.4867733	4.1400561

These results refer to the proportion of the total variance in the data that was accounted for by a unique factor. This value was calculated by dividing the Eigenvalue of the factor by the sum of all Eigenvalues across factors, when the number of factors equalled the number of variables. The resulting value represented the proportion of variance in the data that is explained by that factor. Table 5.5 explores the final communalities.

Table 5.5: Final communality estimates

Final communality estimates	
V9	0.5958
V10	0.6086
V11	0.7105
V12	0.5350
V13	0.6809
V14	0.7410
V15	0.7830

Final communality estimates	
V16	0.7011
V17	0.7414
V18	0.7454
V19	0.7754
V20	0.5932
V21	0.7347
V22	0.6881
V23	0.7581
V24	0.7891
V25	0.7537
V26	0.7726
V27	0.7189
V28	0.7618
V29	0.7306
V30	0.7445

Final communality estimates: Total = 15.664534

Final communalities should be approximately 50% for each item, which suggested that, once the three-factor solution had been extracted, at least 50% of the variation of each item was still explained by the factor solution. The third factor only had two possible items loading onto it (Variables 24 & 28), which was regarded as a weak factor.

Table 5.6 exhibits an overall measure of sampling adequacy (MSA) for the analysis,, which was 0.9161.

Table 5.6: Overall MSA

Kaiser's measure of sampling adequacy: Overall MSA = 0.9161											
v9	v10	v11	v14	v17	v20	v21	v23	v24	v25	v27	v28
0.8968	0.9542	0.9110	0.9112	0.8983	0.9253	0.9282	0.9174	0.9403	0.8887	0.9354	0.9034

Overall MSA = 0.9161

The MSA value indicated a high level of adequacy for the factor analysis. Additionally, the individual MSAs for each item included in the analysis were also sufficiently high, with V10 being the highest at 0.9542 and V25 at 0.8887, the least MSA value. These values provided strong justification for conducting the factor analysis. In summary: the MSA values – both overall and at an individual level – indicated that the factor analysis was well-motivated and likely to produce meaningful results.

Table 5.7 reflects that, although a three-factor solution was still retained, it could be seen that the Eigenvalue of the third factor was now significantly below 1 and, when looking at the final solution, it could be seen that only the two items still loaded clearly onto the factor.

Table 5.7: Eigenvalues

Eigenvalues of the correlation matrix:				
Total = 12 Average = 1				
	Eigenvalue	Difference	Proportion	Cumulative
1	7.31961798	6.32384561	0.6100	0.6100
2	0.99577237	0.35984847	0.0830	0.6929
3	0.63592390	0.07432160	0.0530	0.7459
4	0.56160230	0.08241020	0.0468	0.7927
5	0.47919210	0.07053806	0.0399	0.8327
6	0.40865404	0.02263687	0.0341	0.8667
7	0.38601718	0.05045642	0.0322	0.8989
8	0.33556075	0.03684627	0.0280	0.9269
9	0.29871448	0.03919362	0.0249	0.9518
10	0.25952086	0.08721549	0.0216	0.9734
11	0.17230537	0.02518672	0.0144	0.9877
12	0.14711866		0.0123	1.0000

The researcher considered that the third factor comprising of only two items was insufficient to retain.

Table 5.8 highlights that the Varimax rotation method was utilised to categorise distinct factors or constructs.

Table 5.8: Varimax rotation

Rotated factor pattern			
	Factor1	Factor2	Factor3
V21	0.77884	0.31862	0.18023
V27	0.76801	0.22227	0.32293
V17	0.75797	0.40645	0.15812
V23	0.73642	0.31986	0.33835
V25	0.71267	0.25903	0.45656
V14	0.29390	0.78478	0.21194
V9	0.35968	0.74522	0.14366
V20	0.10192	0.73818	0.39330
V10	0.33555	0.69892	0.21807
V11	0.46393	0.66486	0.21324
V24	0.33985	0.29747	0.78919
V28	0.40482	0.35250	0.72875

The items highlighted in green clearly loaded onto a specific factor, e.g. variables V21, V27, V17, V23, V25 and V14 loaded onto Factor 1, whereas Factor 2 comprised variables V14, V9, V20, V10 and V11. Factor 3 consisted of Variables V24 and V28. All double loaders had been removed from the initial factor solution to obtain the final solution. The researcher further examined the items loading onto specific factors and compared them to the suggested theoretical framework, so as to determine whether the natural grouping identified with the final factor analysis aligned with the theories used as foundation for the study. This was a stable factor solution based on the items.

Table 5.9 highlights the outcomes of the factors derived on the Varimax rotation.

Table 5.9: New factor descriptions for characteristic related to theory

Factor	Factor label	Factor description	Factor items
Factor 1	Authentic communication	Authentic communication is marked by truthfulness, compassion and an understanding of emotions and demonstration of clear motives. It explains how decisions have been reached, describing the process. This sends a positive signal to stakeholders (Men 2014:254).	V21: Our organisation asks our employees for their view on our CSR activities. V27: Our organisation's leaders articulate a vision that inspires employees to go above and beyond their day-to-day goals. V17: Our organisation listens to public opinion. V23: Our organisational leaders motivate employees to work towards collective goals. V25: Our leaders are inspirational.
Factor 2	Intrinsic value	Intrinsic value is considered before strategic decisions are made, providing a moral basis for corporate strategy (Grove & Lockhart 2019:813).	V14: Our organisation achieves alignment of objectives with stakeholders through dialogue. V9: Our organisation's leaders understand our stakeholder's needs. V20: Our organisation leaders focus solely on the production of goods and services. V10: Our organisation has a wider duty to stakeholders beyond profit generation. V11: Our organisation follows an open-communication policy with our stakeholders.

At this point, it was up to the researcher to determine whether the groupings made sense within the theoretical framework. In this instance, this was not the case and, therefore, the different factors were labelled with specific theoretical references drawn from the literature.

5.2.2.2   EFA of results for characteristics related to responsible leadership (RL)

The Eigenvalues for responsible leadership (RL) are captured in Table 5.10.

Table 5.10: RL Eigenvalues

	Eigenvalue	Difference	Proportion	Cumulative
1	6.36140187	5.45332387	0.6361	0.6361
2	0.90807800	0.28295879	0.0908	0.7269
3	0.62511921	0.14775777	0.0625	0.7895
4	0.47736144	0.10770748	0.0477	0.8372
5	0.36965396	0.04105288	0.0370	0.8742
6	0.32860108	0.03781785	0.0329	0.9070
7	0.29078323	0.03210322	0.0291	0.9361
8	0.25868001	0.06015931	0.0259	0.9620
9	0.19852070	0.01672021	0.0199	0.9818
10	0.18180050		0.0182	1.0000

As outlined in Table 5.10, a single-factor solution was retained, since the Eigenvalue of the first factor was 6.3661, with the second factor being 0.9080. Therefore, the second factor was lower than the required 1, and was dropped. The first factor of 63.60% explained the total variance of the original data (set of 10 items included into the factor analysis). Although dropped, the second factor explained an additional 9.6%.

Table 5.11 indicates that V35 had the strongest factor loading at 0.86214. There were no double loaders and, therefore, no factors to remove.

Table 5.11: RL factor pattern

Factor pattern	
	Factor 3
V35	0.86214
V40	0.85382
V33	0.84969
V32	0.84785
V36	0.82902
V31	0.82827
V37	0.78288
V38	0.77516
V34	0.75341
V39	0.54184

The overall MSA was 0.9266. Based on these results, the initial factor analysis could also be identified as the final factor analysis.

Table 5.12 indicates that Factor 3 was calculated by using the Varimax rotation method. This factor was identified as responsible leadership (RL).

Table 5.12: New factor descriptions for characteristics related to RL

Factor	Factor label	Factor description	Factor items
Factor 3	Responsible leadership	Responsible leadership is the building of trustful relationships with all stakeholders in a responsible manner in order to achieve a mutual vision (Javed, Rashid, Hussain & Ali 2020:1397).	V31: Our organisation's leaders advocate communication with all stakeholders. V32: Our organisation's leaders have a responsibility (outside of their organisation) towards societal dimensions such as human and environmental well-being. V33: Our organisation's leaders demonstrate ethical behaviours. V34: Our organisation's leaders act selflessly.

Factor	Factor label	Factor description	Factor items
			V35: Our organisation's leaders listen to employees.
			V36: Our organisation's leaders cultivate positive relations with stakeholders.
			V37: Our organisation's leaders learn from their mistakes.
			V38: Our organisation's leaders create a culture that promotes collective action beyond individual monetary reward.
			V39: Our organisation's leaders focus only on investors.
			V40: Our organisation's leaders evaluate the implications of our organisation's actions.

Theoretically, the researcher believed that there would be only one construct in this section, which was correctly identified and proved to be the case. Factor 3 was identified as the construct "responsible leadership", as was originally suggested in the theoretical framework (Chapter 3). Responsible leadership and its associated factor items will be discussed and interpreted further in this chapter.

5.2.2.3 EFA of results of characteristics related to CSR communication

Table 3.13 presents the EFA of the results of the characteristics related to CSR communication.

Table 5.13: CSR Eigenvalues

	Eigenvalue	Difference	Proportion	Cumulative
1	16.7693181	15.3946350	0.6450	0.6450
2	1.3746831	0.1409859	0.0529	0.6978
3	1.2336972	0.4590088	0.0474	0.7453
4	0.7746884	0.1188122	0.0298	0.7751
5	0.6558762	0.0980979	0.0252	0.8003

	Eigenvalue	Difference	Proportion	Cumulative
6	0.5577783	0.0570372	0.0215	0.8218
7	0.5007411	0.0474479	0.0193	0.8410
8	0.4532932	0.0728745	0.0174	0.8585
9	0.3804187	0.0237823	0.0146	0.8731
10	0.3566364	0.0180502	0.0137	0.8868
11	0.3385862	0.0436088	0.0130	0.8998
12	0.2949773	0.0299984	0.0113	0.9112
13	0.2649789	0.0051509	0.0102	0.9214
14	0.2598280	0.0107920	0.0100	0.9314
15	0.2490360	0.0144761	0.0096	0.9409
16	0.2345599	0.0365497	0.0090	0.9500
17	0.1980102	0.0110979	0.0076	0.9576
18	0.1869123	0.0153594	0.0072	0.9648
19	0.1715529	0.0207698	0.0066	0.9714
20	0.1507831	0.0022934	0.0058	0.9772
21	0.1484897	0.0180197	0.0057	0.9829
22	0.1304700	0.0234737	0.0050	0.9879
23	0.1069963	0.0105478	0.0041	0.9920
24	0.0964486	0.0372292	0.0037	0.9957
25	0.0592194	0.0071986	0.0023	0.9980
26	0.0520208		0.0020	1.0000

The overall measure of sampling adequacy (MSA) for this factor analysis was 0.9473, indicating a high level of adequacy. The individual MSAs for each item included in the analysis were also satisfactorily high. As demonstrated in Table 5.13, the initial analysis identified six factors, which aligned with the researcher's theoretical framework, thereby also suggesting six factors.

However, upon further examination, it was determined that Factors 4–6 only had one potential item loading onto each factor. This did not reflect any real construct and suggested that these factors might not be meaningful.

The overall MSA and individual MSAs indicated that the factor analysis was well-motivated and likely to produce meaningful results. The initial analysis identified six factors, which aligned with the theoretical framework (theories used) described in Chapter 3.

However, further examination revealed that three of these factors did not reflect any real constructs and were subsequently removed from the final solution. The final three-factor solution was obtained after removing double loaders from the analysis (Table 5.14). This represented a stable factor solution based on the items.

Table 5.14: Factor loadings

	Factor 1	Factor 2	Factor 3
V46	0.80474	0.30689	0.35380
V62	0.78758	0.38509	0.25953
V54	0.78713	0.38691	0.31095
V58	0.77505	0.25629	0.42731
V50	0.74460	0.34592	0.34653
V47	0.31698	0.80866	0.31828
V55	0.38560	0.74798	0.26422
V51	0.30291	0.73552	0.40108
V63	0.36072	0.73219	0.36552
V43	0.33209	0.31880	0.76399
V45	0.30301	0.42246	0.74618
V52	0.44278	0.30945	0.71388
V60	0.42709	0.38433	0.67460

Table 5.15 illustrates that three factors were calculated by using the Varimax rotation method.

Table 5.15: New factor descriptions for characteristics related to CSR communication

Factor 4	Organisation integrity	Organisational integrity means that an organisation's leadership, actions, decisions, messages, and rewards are consistently aligned with its positive ethical value (Hadi, Abdullah & Atshan 2019:975).	V 46: Our organisation believes that frequent dialogue with stakeholders promotes trust. V62: Our organisations leaders are held accountable for their actions by our stakeholders. V54: Our organisation believes transparency is a key component of communication. V58: Our organisation believes credible communication entails accepting responsibility. V50: Our organisation believes that inclusion of our stakeholders in communications helps understanding, thereby avoiding conflict.
Factor 5	Collaborative action	Facilitates communication and cooperation among multiple interdependent parties to establish extensive and adaptable networks capable of tackling problems and effecting change (Heinze & Soderstrom 2023:1).	V47: Our organisation believes that trust is an essential component of dialogue with stakeholder. V55: Our organisation believes that transparency is a critical ingredient in implementing our corporate strategy. V51: Our organisation believes that inclusion is critical to better understand our stakeholder's needs. V63: Our organisation's leaders demonstrate accountability through their actions.
Factor 6	Licence to operate	The willingness to share information and ideas with others (Hall, Lacey, Carr-Cornish & Dowd 2015:301).	V43: Our organisation's leaders when dealing with organisational problems value the input of all our stakeholders. V45: Our organisation's communication approach is to facilitate open dialogue with stakeholders. V52: Our organisation believes that inclusion promotes diversity.

			V60: Our organisation believes credibility is achieved through ethical behaviour.

The researcher further examined the items loading onto specific factors and compared them to the theoretical framework (Chapter 3). The goal was to determine whether the natural grouping identified within the final factor analysis aligned with the suggested theoretical framework.

In summary: Table 5.15 shows that three factors were calculated by using the Varimax rotation method. The researcher compared these factors to the suggested theoretical framework (Chapter 3) to ensure alignment. While six constructs were originally expected, new factors were identified. These new factors were ultimately retained in the final analysis. The new factors – representing organisational integrity, collaborative action, and licence to operate – will be discussed and interpreted later in this chapter.

5.2.2.4   Summary position new factor descriptions (Old to New)

The initial expectations of deriving six factors from the exploratory factor analysis were not met, as these factors diverged significantly from those identified in the literature review. As a result, the new, emerging constructs were distinct, thereby necessitating different labels from the ones originally envisioned. Given this situation, a thorough review of the literature was imperative. The focus shifted towards recognising the inherent attributes embedded within each of these novel constructs. Consequently, it became crucial to realign and pinpoint suitable overarching terms for these new constructs.

The original assumption, based on the literature, was that six constructs would manifest. However, it became essential to redefine these constructs through a meticulous re-evaluation, considering how the individual items coalesced within each factor and understanding their shared characteristics.

The researcher also remained conscious of the need for alignment between the outcomes and the existing literature. The revised grouping and the newly assigned terms for each construct were captured in Table 5.16a. This process aimed to enhance the precision and clarity of the outcomes stemming from the exploratory factor analysis.

Table 5.16a: Mapping of factors: from original factors to new factors

Old constructs	New constructs
Communicative action	Authentic communication
Stakeholder leadership	Intrinsic value
Responsible leadership *	Responsible leadership *
Transformative leadership	Organisational integrity
Responsible leadership	Collaborative action
CSR communication	Licence to operate

* Responsible leadership (RL) was retained

Theoretically, the researcher believed that there would be six constructs. The factors were originally intended to reflect six key aspects related to CSR communication. However, this did not prove to be the case, with Factor 1 being identified as new construct "Authentic Communication"; Factor 2 was identified as "Intrinsic Value"; Factor 4 was identified as "Organisational Integrity"; and Factor 5 was identified as "Collaborative Action", with a final new factor being identified as "Licence to Operate". Factor 3 (Responsible Leadership) was retained. Each of these factor items will be discussed and interpreted later in this chapter.

5.2.3   Review of research questions and objectives

Given the divergence between the anticipated six factors and the actual constructs identified in the exploratory factor analysis, it was worth considering whether the original research questions were still aligned within the study.

The new constructs were significantly different from what was initially hypothesised and, therefore, it became necessary to revisit the research questions to ensure they were still relevant and appropriate for the updated focus of the study. The aspects that were considered are captured in Table 5.16b.

Table 5.16b: Research question review

Question	Sub-question(s)	Outcome
Alignment	Are the original research questions still aligned with the objectives of your study, in light of the unexpected findings?	No
	Do they capture the essence of the new constructs and their implications?	No
Clarity	Do the new constructs offer clarity on the direction of your research?	Yes
	Do they provide meaningful insights that can be addressed by your current research questions?	No
Significance	Are the new constructs valuable and significant in the context of your field of study?	Yes
	Do they contribute to the existing body of knowledge?	Yes
Feasibility	Can your original research questions be answered effectively based on the new constructs?	No
	Do you have the necessary resources and data to address these questions?	Yes
Impact	Will answering these new and revised research questions lead to valuable insights or contribute to your field in a meaningful way?	Yes

The original research questions were no longer aligned with the updated constructs and exploratory analysis findings. A pause was required to reflect on the need to reconsider and revise the research questions to be a better fit for the new direction of the study. This process involved refining and ultimately redefining the research questions, so as to ensure that they were a better reflection of the findings of the exploratory factor analysis.

Table 5.17: Redefining the research questions

Original research questions (ORQs)	New research questions (NRQs)
ORQ1: What is the link between CSR communication and responsible leadership?	**NRQ1:** How does authentic communication as an element of responsible leadership manifest within FTSE4Good organisations?
ORQ2: What is the link between credibility as an element of CSR communication and RL?	**NRQ2:** What role does intrinsic value play in fostering organisational transparency and sustainable business practice?
ORQ3: What is the link between openness as a component of CSR communication and RL?	**NRQ3:** What are the key dimensions and practices of responsible leadership within FTSE4Good organisations?
ORQ4: What is the link between transparency as a constituent of CSR communication and RL?	**NRQ4:** How do culture, trust and meritocratic values contribute to organisational integrity?
ORQ5: What is the link between inclusion as a constituent of CSR communication and RL?	**NRQ5:** What characteristics do executives attribute to collaborative action?
	NRQ6: What role does social contract play in the retention of a "license to operate"?

ORQ = Original Research Question

NRQ = New Research Question

Researchers frequently encounter scenarios demanding a reassessment of their research focus. This phenomenon commonly arises after the identification of new variables or themes through the empirical analysis process, prompting the formulation of pivotal research inquiries. In response, a crucial step involves the systematic re-evaluation and the potential revision of the original research objectives to ensure harmonisation with the evolving trajectory of the investigation, so that the objectives and new questions align.

This iterative process necessitated a methodical examination of the initial research objectives *vis-à-vis* the new emergent research questions and new variables. This scrutiny mandated a critical assessment of the pertinence and applicability of the original objectives, facilitating requisite adaptations to accommodate the evolving direction of the study.

It became imperative to gauge whether the original objectives comprehensively addressed the scope of the revised research questions. Determining whether they encapsulated all pertinent facets of the newly identified variables or themes, or whether additional objectives were requisite to achieve comprehensive coverage, was paramount. This was not determined to be the case and the original objectives needed to be revised.

The researcher revised and refined the research objectives (see Table 5.18) until they aligned with the revised research questions. This iterative approach ensured the coherence and alignment of objectives with the evolving focus of the study and the new research questions.

Table 5.18: Refined research objectives

New research objectives (NROs)	
NRO1:	To explore authentic communication as a constituent aspect of responsible leadership, so as to demonstrate its presence and efficacy within organisations affiliated with the FTSE4Good Index.
NRO2:	To examine the role of intrinsic value in fostering organisational transparency and sustainable business practice.
NRO3:	To understand the key dimensions and practices of responsible leadership (RL) at FTSE4Good organisations.
NRO4:	To examine the role and contribution of culture, trust and meritocratic values to organisational integrity.
NRO5:	To explore the characteristics that executives attribute to collaborative action.
NRO6	To explore the role of the social contract in the retention of a license to operate (LOP).

5.2.4   Cronbach alpha coefficient

This subsection reports on the results of the Cronbach alpha coefficient, which is a measure of the internal consistence or reliability of a set of items. This is a measure based on the correlations between different items on the same scale (De Vet, Mokkink, Mosmuller & Terwee 2017:45). The Cronbach alpha values are captured in Table 5.19.

Table 5.19: Cronbach alphas for Factors 1–6

Factors	Alpha
Factor 1: Authentic communication (AC)	0.914680
Factor 2: Intrinsic value (IV)	0.884370
Factor 3: Responsible leadership (RL)	0.933421
Factor 4: Organisational integrity (OI)	0.951890
Factor 5: Collaborative action (CA)	0.918377
Factor 6: Licence to operate (LOP)	0.912897

As a rule of thumb, an alpha of between 0.6 and 0.7 indicates acceptable reliability and 0.8 or higher indicates good reliability (Hajjar 2018:27). A reliable research instrument (questionnaire) is one with scores on similar items being internally consistent, but the researcher still requires each of the items to contribute unique information to the proposed construct (Taherdoost 2016:27).

Therefore, the Cronbach alpha of 0.914680 for Factor 1: Authentic Communication (AC), implied a very good internal consistency between the items used to form this construct. In this way, there was statistical justification to combine these items into one construct. The same could be said for all six factors with the Cronbach alpha for Factor 2: Intrinsic Value (IV) being 0.884370; Factor 3: Responsible Leadership (RL) being 0.933421; Factor 4: Organisational Integrity (OI) being 0.951890; Factor 5: Collaborative Action (CA) being 0.918377; and Factor 6: Licence to Operate (LOP) being 0.912897.

Each of these represented particularly high Cronbach alpha correlations and demonstrated an excellent level of internal consistency between the items used to measure each factor. They provided sufficient statistical justification that the items in each factor correlated.

Furthermore, a detailed item analysis demonstrated how the Cronbach alpha would be affected if one of the items were removed from the construct. If the Cronbach improved significantly when an item is removed, it would be advisable to remove the item from the construct.

If a "correlation with the total" is <0.3, then the item should also be removed from the construct. In all the analyses, it was found that all the items were correctly identified in the constructs and no item needed to be removed from the constructs. (The Cronbach alpha correlations with the deleted variable are capturing in Addendum F).

The next subsection will report details of the outcomes of the Pearson correlation coefficients used to measure the linear significance between two factors.

5.2.5   *Pearson correlation coefficient*

The values reported in the matrix (Table 5.20) represent the correlation coefficient between the factors highlighted in the corresponding row and column. Therefore, as an example, the value 0.80133 is the correlation coefficient between LOP and AC. The correlation coefficient takes on values between -1 and 1. The closer the value to either -1 or 1, the stronger negative or positive linear association is detected between two variables. A correlation coefficient close to 0 indicates no linear association between variables.

Table 5.20: Pearson correlation coefficient for Factors 1–6

	AC	IV	RL	OI	CA	LOP
AC	1.00000	0.73457	0.84410	0.72798	0.79715	0.80133
IV	0.73457	1.00000	0.81279	0.78365	0.71456	0.77772
RL	0.84410	0.81279	1.00000	0.85473	0.82950	0.88307
OI	0.72798	0.78365	0.85473	1.00000	0.77652	0.80790
CA	0.79715	0.71456	0.82950	0.77652	1.00000	0.80501
LOP	0.80133	0.77772	0.88307	0.80790	0.80501	1.00000

P-value=.0001 for all

All the respective Pearson correlation coefficients in Table 5.19 demonstrate a strong linear correlation between the reported factors.

The associated p-value with the hypotheses:

H0: There is no linear association between the two variables
H1: There is a linear association between the two variables.

If the p-value is less than 0.05, the null hypothesis is rejected and there is sufficient statistical evidence in the data to suggest that there is a linear association between the two variables. If the correlation coefficient is positive, then there is a positive linear association and, if the correlation coefficient is negative, there is a negative linear association. All the p-values associated with the matrix in Table 5.19 were reported at .0001 (Addendum F). The next subsection reports on the results of the descriptive measures of the factors.

5.2.6 Descriptive measure of Factors 1 to 6

The values of the descriptive statistics of the data set were explored for each of the six factor constructs. Descriptive statistics permits the researcher to summarise and describe data sets (Cooksey & Cooksey 2020:61). They provide a way of understanding the main features of the data, such as the central tendency, variability and distribution.

Descriptive statistics are calculated using various measures, such as the mean, median, mode, range, variance and standard deviation (George & Mallery 2018:126). In relation to factor constructs, descriptive statistics can be used to summarise the data for each factor. For example, the mean and standard deviation can be calculated for each factor to provide information on the central tendency and variability of the data for that factor. These statistics can help researchers to understand the characteristics of the data for each factor and make comparisons between factors.

To calculate descriptive statistics for factor construct, certain conditions must be met. The data must be numerical and measured on an interval or ratio scale. The data must also be normally distributed, or at least approximately normally distributed, for certain statistics, such as the mean and standard deviation, to be meaningful. The descriptive statistics of Factors1–6 is captured in Table 5.21.

Table 5.21: Descriptive statistics of Factors 1 to 6

Construct	N	Mean	Std Dev	25th Pctl	Median	75th Pctl
AC	117	3.20	1.24	2.20	3.00	4.00
IV	117	3.11	1.21	2.20	3.00	4.00
RL	117	3.07	1.15	2.10	2.88	4.00
OI	117	2.84	1.31	2.00	2.60	3.60
CA	117	3.06	1.22	2.00	3.00	4.00
LOP	117	2.99	1.31	2.00	2.75	4.00

* Agree very strongly = 1; 6 = Disagree very strongly

Table 5.20 highlights respondents' agreement/disagreement with each of the six constructs. The mean values gave an indication of what a typical value (typical score) in the data set looked like for each construct. This corresponded with the six-point Likert scale associated with each of the questions from the web-based questionnaire.

Therefore, the typical score from a male respondent for LOP was 2.99, which represented on average a score between 2 and 3 on the six-point Likert scale. A low score would indicate that the respondents agreed with the items in general, which were used to determine this construct. An average score between 2 and 3 (leaning more towards 3) indicated some form of basic agreement with the items making up the construct LOP.

The 25th percentile of 2.00 indicated that 25% of all the rating values in the data set provided for LOP were less than or equal to 2 and 75% of the rating values provided by respondents for LOP in the data set is a score higher than 2.

The median was also the 50th percentile, which implied 50% of all the rating values in the data set for LOP were less than or equal to 3 and 50% of all the rating values in the data set provided by male respondents for LOP was a score higher than 3.

The 75th percentile indicated that 75% of all the rating values in the data set for LOP were less than or equal to 4 and 25% of all the rating values in the data set provided by male respondents for LOP was a score higher than 4.

The standard deviation is a measure that tells you what the average deviation from the mean is equal to. The values for construct LOP were on average 1.31 units from the mean of 2.99. The constructs for the remaining five factors were interpreted with their respective values in a similar manner. The low mean values for each of the remaining five constructs clearly indicated general agreement with each of the constructs – OI at 2.84 being the lowest value, and AC at 3.20 the highest value. Table 5.20 demonstrates that all respondents positively supported each of the six constructs. Therefore, there is significant statistical support to state that all respondents generally supported the items in each of the six factors (see Addendum I). The next section reports on the results of the Kruskal-Wallis test.

5.2.7   Kruskal-Wallis test

The purpose of the Kruskal-Wallis is to determine if there are mean differences between groups, which is accomplished by conducting an analysis of variance (ANOVA) (McKight & Najab 2010:1). One of the assumptions of an ANOVA is that, for each population, the response variable is normally distributed. Since some of the samples are too small, it is more appropriate to conduct a nonparametric procedure, known as the Kruskal-Wallis test (Kruskal & Wallis 1952:583). This testing procedure can also be used to detect whether differences exist between different groups, but the assumption of normality is not necessary anymore.

The nonparametric Kruskal-Wallis test is based on the analysis of independent random samples from populations. The Kruskal-Wallis procedure tests the following hypotheses: all populations are identical *or* Not all populations are identical. The Kruskal-Wallis test statistic is based on the sum of ranks for each of the samples and this statistic is used to decide whether the null hypothesis can be rejected or not (Hecke 2012:241).

The Kruskal-Wallis test for the construct Authentic Communication (AC) was explored, in order to determine whether there were significant differences in how the different age groups perceived this construct. The mean scores were compared to one another to see whether these scores differed significantly. In order to make a decision, the researcher considered the p-value of the test (0.6822) and compared it to the alpha-value of 0.05. Since the p-value was greater than the alpha value, the null hypothesis was not rejected. In this way, there was not enough statistical evidence to suggest that the different age groups significantly differed from one another in rating the construct of authentic communication.

Overall, there were no significant differences in the way that the respondents perceived each of the factors. The highest p-value was 0.9174 (RL and V2), while the lowest p-value was RL and V7 at 0.0263.

This test was conducted for each of the other constructs and variables. In each case, the only statistically significant difference was found between respondents with different levels of qualifications, which was reflected in the lowest value p-value at 0.0263.

Table 5.22: Kruskal-Wallis test results

Factor	Variable	p-value
AC	V7	0.0809
IV	V7	0.1236
RL	V7	0.0263
OI	V7	0.0394
CA	V7	0.0465
LOP	V7	0.0629

Respondents with high school qualifications (V7) had different scores in comparison to other groups, thereby indicating that they disagreed more with the items making up the different constructs, compared to the other groups considered (see Addendum H).

The next section reports on significant factors and the self-administered web-based questionnaire.

5.3   Quantitative results and findings of the questionnaire

The objective of the questionnaire was to collect data on the development of an integrative leadership framework (ILF) for CSR communication, which focused on incorporating six factors. The purpose was to demonstrate how such a framework could enhance sustainable stakeholder relationships. The proposed ILF framework will be a useful tool for understanding CSR communication and will provide insight into how responsible leadership can improve stakeholder relationships. The collected primary data and the results are presented in line with the research objectives of the study.

Six factors demonstrated strong Cronbach alpha values, indicating that the variables within these factors are closely related and can be sensibly grouped into single factors. The responses to all six factors showed strong concurrence with the principles and statements associated with the constructs and will be discussed and explained in detail.

Each of the following six significant factors will be addressed in turn:

5.3.1 Factor 1: Authentic communication (AC)

5.3.2 Factor 2: Intrinsic value (IV)

5.3.3 Factor 3: Responsible leadership (RL)

5.3.4 Factor 4: Organisation integrity (OI)

5.3.5 Factor 5: Collaborative action (CA)

5.3.6 Factor 6: Licence to operate (LOP)

5.3.1   Factor 1: Authentic communication (AC)

The Cronbach alpha value for this factor was 0.914680, which implied that there was a high level of internal consistency within this construct. This high value implied that the variables comprising this factor were highly consistent with one another. As shown in Addendum F, this construct comprised of a total of five variables: V21 V27, V17, V23 and V25, which meant that there was a good reason to combine these items into one factor.

The typical responses for Factor 1 demonstrated that respondents strongly agreed with the variables that comprising of Authentic Communication. In other words, the respondents strongly agreed with the values and statements related to this factor.

The Kruskal-Wallis test was used to determine if there were any significant differences between respondents and how they perceived this factor. Initially, different age groups were examined to establish how they perceived this construct, after which the p-value of this factor was compared to the alpha-value.

The p-value being greater than the alpha-value implied that there was not enough evidence to suggest that age groups significantly differed from one another in how they rated this factor. The p-value for age was 0.6822, with an alpha-value of 0.05. Since the p-value was greater than the alpha-value, the null hypothesis was not rejected. The p-values for each variable were examined in turn and, in each case, the p-value was greater than the alpha-value. This meant that there was not enough statistical evidence to suggest that there were significant differences between the groups being compared. In other words, based on this test, the researcher could not say for sure that there were significant differences between the respondents in relation to age.

It is interesting to note that a total of 56.41% of the respondents agreed with the question involving V21: 58.12% of respondents agreed with question V27: 51.72% agreed with V17; 58.12% agreed with V23; and 62.39% agreed with V25. This seemed to infer that the respondents regarded Authentic Communication as relevant. See also Figure 5.8.
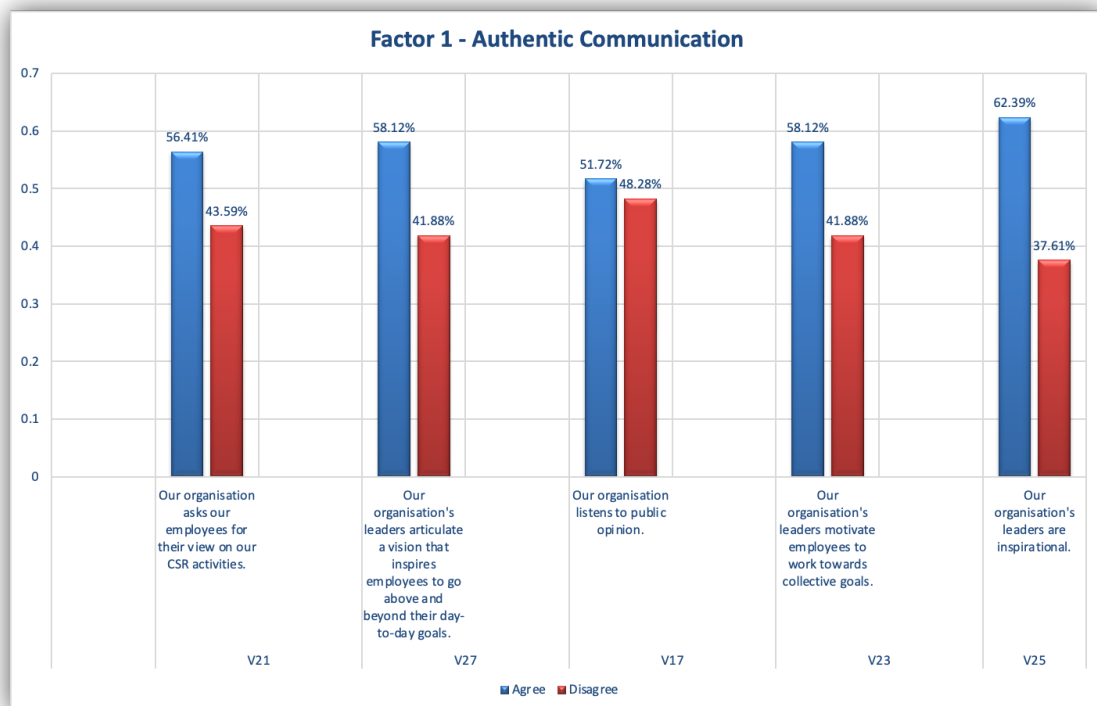
Figure 5.8: Factor 1: Authentic communication (AC)

Table 5.21 highlights that Authentic Communication had a low mean score of 3.20, which suggested that respondents in general agreed with the items that were used to determine this construct. To provide context for this, it is important to clarify that the researcher's intention was to explore the assertions found in the reviewed literature, suggesting that Authentic Communication could be considered a fundamental aspect of responsible leadership. The respondents indicated that they perceived Authentic Communication as being relevant.

The views expressed by the respondents aligned with this body of research. The respondents recognised the importance and relevance of Authentic Communication, which was supported by existing literature on the topic (Men 2012:10). The opinions of the respondents were in agreement with this research.

The literature consistently refers to the importance of the role of inspirational leaders (V25), and 56.41% of respondents agreed that it was important to have inspirational leaders in organisations. Authentic leaders consistently convey collective goals (V23: 58.12% in agreement), while inspiring employees (V27: 58.12% in agreement) and listening to their views on CSR (V21: 56.41% in agreement). Leaders engaging in authentic communication exhibit self-awareness and a willingness to share their thoughts openly, while adhering to their CSR commitments (V17) (Voegtlin 2011:59). Authentic communication demonstrates a broader commitment than mere reward or punishment (Burns 1978:21). Authentic communication is achieved through discourse by reaching a consensus through negotiating an agreement, thereby establishing legitimacy (Scherer, Palazzo & Seidl 2013:264).

The findings concurred that leaders were aware of the need to demonstrate trust and to communicate in an ethical manner (Men 2012:10). Authentic communication implies that all employees have an opportunity to contribute, learn, grow and advance on merit (Men & Stacks 2014:301).

Inspirational leaders want their employees to feel inspired, respected, treated fairly and, most importantly, listened to (V17: 51.72% in agreement) (Makower 2011:59). These key central values may be evaluated from the pledge or mission statement of an organisation.

Authentic communication can be constructed, in order to provide credible, real information to stakeholders (Pérez 2019:335). The respondents indicated that credible communication fostered trust; facilitated the alignment of efforts towards common goals; and inspired employees to drive positive change.

The relevant academic literature reflects this in diverse and complex organisational situations (Schwartz 2013:45). The literature states a core element of authentic communication is that individuals with significant leadership authority are at the centre of communication (Witt & Stahl 2016:623). It is these individuals, such as the CEO, board members and executives who are the key focus and, therefore, "it is not just about whether organisations act responsibly, but about how individuals act and make decisions" (Waldman & Balven 2014:225).

An organisation that fails to demonstrate an authentic desire for communication to its stakeholders creates a toxic environment that may result in an aggravating stakeholder cynicism (Lafferty, Goldsmith & Newell 2002:22; Pérez 2019:335). In summary: participants expressed strong agreement with the values and statements associated with Factor 1: Authentic communication (AC).

5.3.2   Factor 2: Intrinsic value (IV)

The Cronbach alpha value for Factor 2 was 0.884370, which suggested that the construct exhibited a high degree of internal consistency. The elevated value indicated that the variables making up this factor were strongly correlated with one another.

This construct of intrinsic value (IV) also consisted of five variables, namely V14, V9, V20, V10 and V11, as detailed in Addendum F. This suggests that it was reasonable to group these items into a single factor. The common responses for Factor 2 indicated that the respondents were in strong agreement with the variables making up the factor Intrinsic Value. In other words, the respondents strongly concurred with the principles and statements associated with this factor.

The Kruskal-Wallis test was used to determine if there were significant differences between respondents' perceptions of Factor 2, based on age. The p-value was 0.3511. The p-value was compared to the alpha-value and found to be greater, indicating that there was not enough evidence to suggest significant differences in the ratings of this factor of different age groups. The p-values for each variable were also examined and found to be greater than the alpha-value, indicating no significant differences between groups.

Notably, 63.25% of respondents agreed with Question V14, while 52.14%, 58.12%, 63.39% and 59.83% agreed with Questions V9, V20, V10 and V11, respectively. This suggested that the respondents perceived Intrinsic Value as relevant.
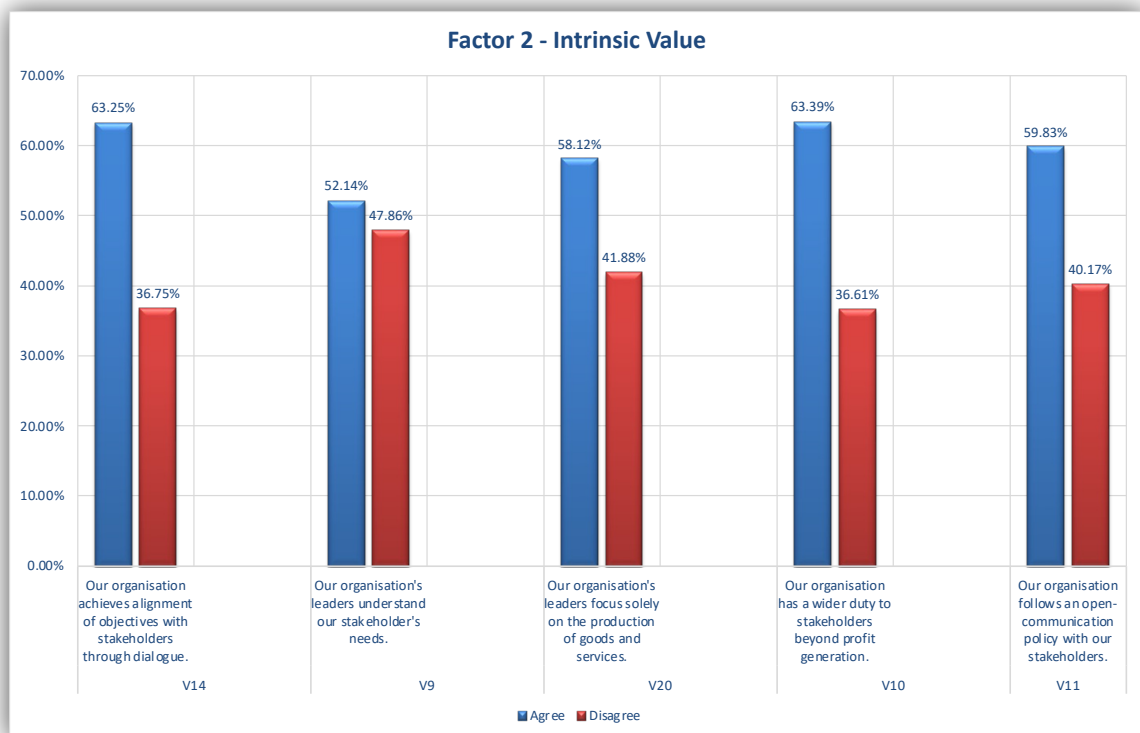
Figure 5.9: Factor 2: Intrinsic value (IV)

According to Table 5.20, Intrinsic Value (IV) had a low mean score of 3.11, indicating that respondents generally agreed with the items used to measure this construct. This suggests that the respondents perceived Intrinsic Value as relevant, which aligned with existing research on responsible leadership. The opinions of the respondents were consistent with this body of research.

The idea of intrinsic value (Clarkson 1995:349) and any associated "moral rights" in relation to the management of an organisation is derived from ethical theory (Phillips 2003:123). The literature notes that the most convincing arguments in favour of understanding stakeholder needs (V9) have their origins in intrinsic value (52.14% in agreement with Question 9). Intrinsic value is central to stakeholder needs; particularly "its power to satisfy the moral rights of individuals based on fairness" (Evan & Freeman 1988:97).

The findings acknowledged that intrinsic value should involve more than financial gain for investors (V20). A total of 58.12% of respondents agreed with Question 20. Therefore, organisations must be aligned to the objectives of their stakeholders (V14: 63.25% of respondents agreed with Question 14). This outlook did not simply perceive the organisation not simply as an instrument to gather investors' profit (V10: 63.39% in agreement), but as a mechanism to enhance all stakeholder needs (V9: 52.14% in agreement). It viewed the organisation as having a fiduciary relationship – not only with the stockholders, but with all stakeholders (Allen 2017:79).

Intrinsic value entails disclosing and engaging in dialogue with stakeholders in an open (V11: 59.83% in agreement) and timely manner (Berglund 2014:362; Sifry 2011:167). The question on the open communication policy addressed the organisational approach to communication with its stakeholders. It particularly inquired whether the organisation followed an open communication policy with its stakeholders. The responses to this question indicated that 59.83% of the respondents agreed that the organisation, indeed, followed an open communication policy with its stakeholders, which meant that a majority of the respondents believed that their organisations had a policy promoting open and transparent communication with its stakeholders. This is supported by the literature, which suggests that an open communication policy with stakeholders has a greater corporate reputation, often resulting in a greater business advantage (De Sousa, Filho, Wanderley, Gómez & Farache 2010:297; Campbell 2007:949).

The respondents indicated that they perceived Factor 2 as relevant, which aligned with the academic consensus and was supported by existing literature, which recognises the importance of intrinsic value. Overall, the respondents found Factor 2 as significant and acknowledged its relevance.

5.3.3   Factor 3: Responsible leadership (RL)

Factor 3 has a Cronbach alpha value of 0.933421, indicating a high level of internal consistency within the construct. This high value suggested that the variables comprising this factor were strongly interrelated, thereby suggesting that it was reasonable to group these items into a single factor. The common responses for Factor 3 indicated that the respondents were in strong agreement with the variables making up Responsible Leadership (RL). The RL construct consisted of ten variables, each of which corresponded to ten questions in the questionnaire (Q31–Q40) – specifically V31, V32, V33, V34, V35, V36, V37, V38, V39 and V40 as detailed in Addendum F.

A Kruskal-Wallis test was conducted to assess whether there were any significant differences in how respondents of different ages perceived Factor 3. The p-value was 0.2749, which, when compared to the alpha-value, was found to be greater. This suggested insufficient evidence to indicate any significant differences between age groups in their ratings of the factor. Additionally, the p-values for each variable were also greater than the alpha-value, indicating a lack of significant differences between groups.

Notably, 65.22% of respondents agreed with the question addressing V31, while 58.62%, 67.52%, 58.97% and 61.54%, 62.43%, 65.81%, 62.39%, 52.14% and 63.79% agreed with Questions V32 to V40, respectively. This indicated that the respondents considered Responsible Leadership as important.
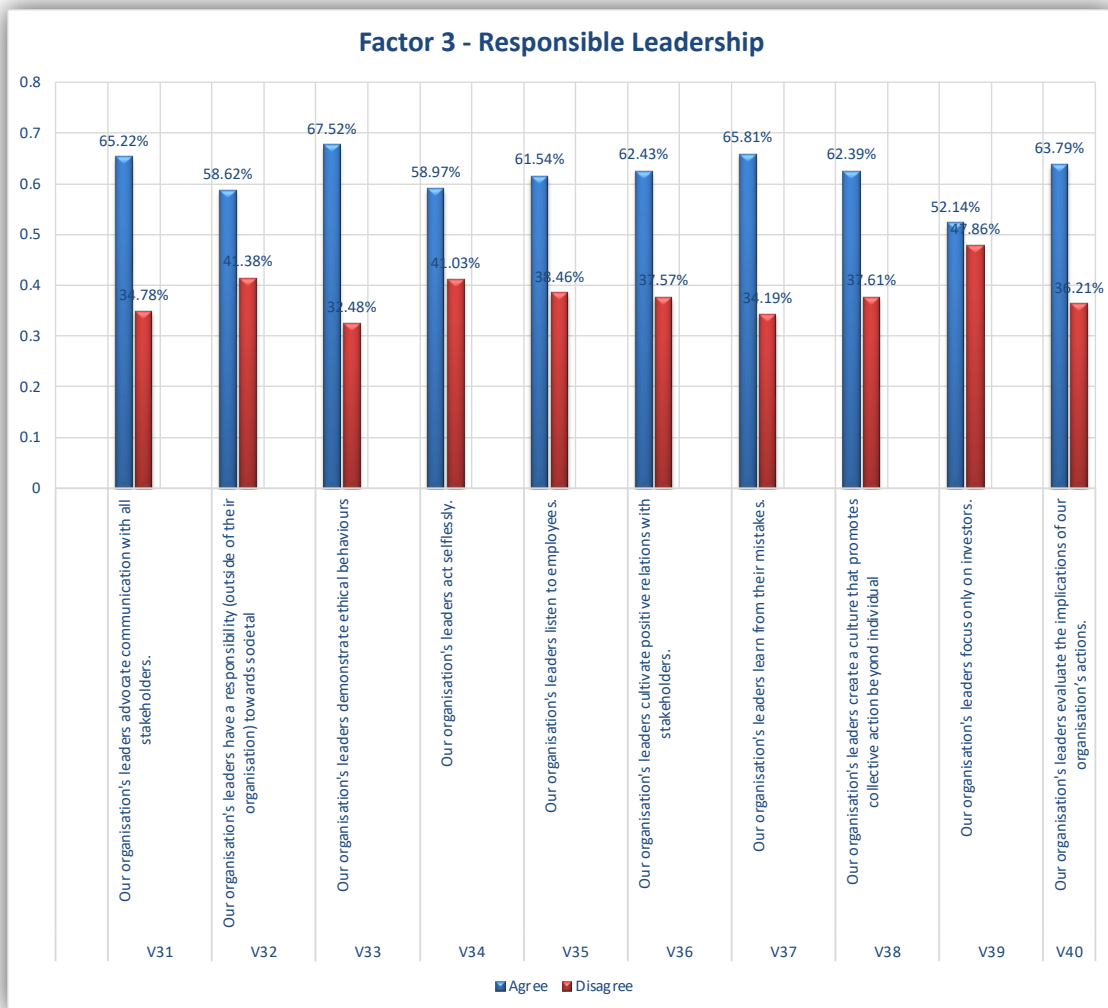
Figure 5.10: Factor 3: Responsible leadership (RL)

Table 5.20 shows that respondents agreed with the items measuring RL, which had a low mean score of 3.07. This was consistent with existing research on the relevance of responsible leadership (Siegel 2014:221). This previous study highlights development of responsible leadership (RL) is primarily the purview of senior-level executives within the organisation (Siegel 2014:223). Furthermore, the successful execution of RL is likely contingent upon leading by example and the application of distinct management ethical decisions (Doh & Quigley 2014:257). In the response rate, 65.22% of respondents agreed that RL advocated communication with stakeholders (V31).

This indicated that a significant majority of the respondents believed that RL emphasised the importance of communicating with stakeholders, which, in turn, highlighted the strong association between RL principles and the practice of actively engaging and communicating with various stakeholders. This alignment is seen as a key component of ethical and socially responsible leadership. According to Maak (2007:50), this entails responsible social commitments (V32: 58.62% in agreement) from selfless leaders (V34: 58.97% in agreement), in order to cultivate positive relations (V36: 62.43% in agreement) by listening to their employees (V35: 61.54% in agreement).

Stahl and Sully de Luque (2014:238) describe intentional actions taken by leaders (V40: 63.79% in agreement) to benefit the stakeholders of the organisation and/or actions taken to avoid harmful consequences for stakeholders and the larger society (V32: 58,62% in agreement). Maak and Pless (2006:103) describe RL as an ethical phenomenon (V33: 67.52% in agreement), which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in the purpose and vision of the leadership relationship (V36: 62.43% in agreement).

RL centres on individuals acting selflessly (V34: 58.97% of respondents agreed) and learning from their mistakes (V37: 67.81% of respondents agreed). It is focused on the individuals with significant leadership authority, which means that it is the individual actions of authority figures, such as CEOs, board members and executives, that are the key drivers – not the organisation. RL deals with authority figures and their actions and decision-making (V38: 62.39% of respondents agreed) (Waldman & Balven 2014:19). RL has emerged as a key topic in management (Witt & Stahl 2016:624).

Responsible leadership broadens the concept of leadership from a conventional perspective of a leader and subordinate relationship to more holistic leadership involving all stakeholder relationships and demonstrating that it is not just about the bottom line (V39: 52.14% of respondents agreed) in an interconnected stakeholder society (Riggo & Tan 2013:53).

The respondents agreed that Factor 3 was important, which was supported by existing research and academic consensus (Waldman & Balven 2015:19; Shi & Ye 2016:878). These studies acknowledge the significance of responsible leadership and their opinions are in line with this body of research. The findings suggest that RL encompasses the alignment of objectives, which are formulated through a process of dialogue with stakeholders. In this context, leaders recognise their ethical and social responsibilities, emphasising the need to act selflessly, rather than exclusively prioritising the interests of investors.

5.3.4   Factor 4: Organisational integrity (OI)

The Cronbach alpha value for this factor was 0.95189, indicating a high level of internal consistency within the construct, which suggested that the variables within this factor were highly correlated with each other. As shown in Addendum F, this construct consisted of five variables: V46, V62, V54, V58 and V50. This suggests that it was reasonable to group these items into a single factor. The responses to Factor 4 indicated that the participants strongly agreed with the values and statements related to Organisational Integrity (OI).

The Kruskal-Wallis test was used to determine if there were significant differences in the responses of different age groups to this factor. The p-value for age was 0.1014, which was greater than the alpha-value of 0.05, indicating that there was not enough evidence to suggest significant differences between the groups. This meant that the researcher could not conclude that there were any significant differences between the respondents in relation to age. When this exercise was explored with all the variables, the outcome was identical in each case.
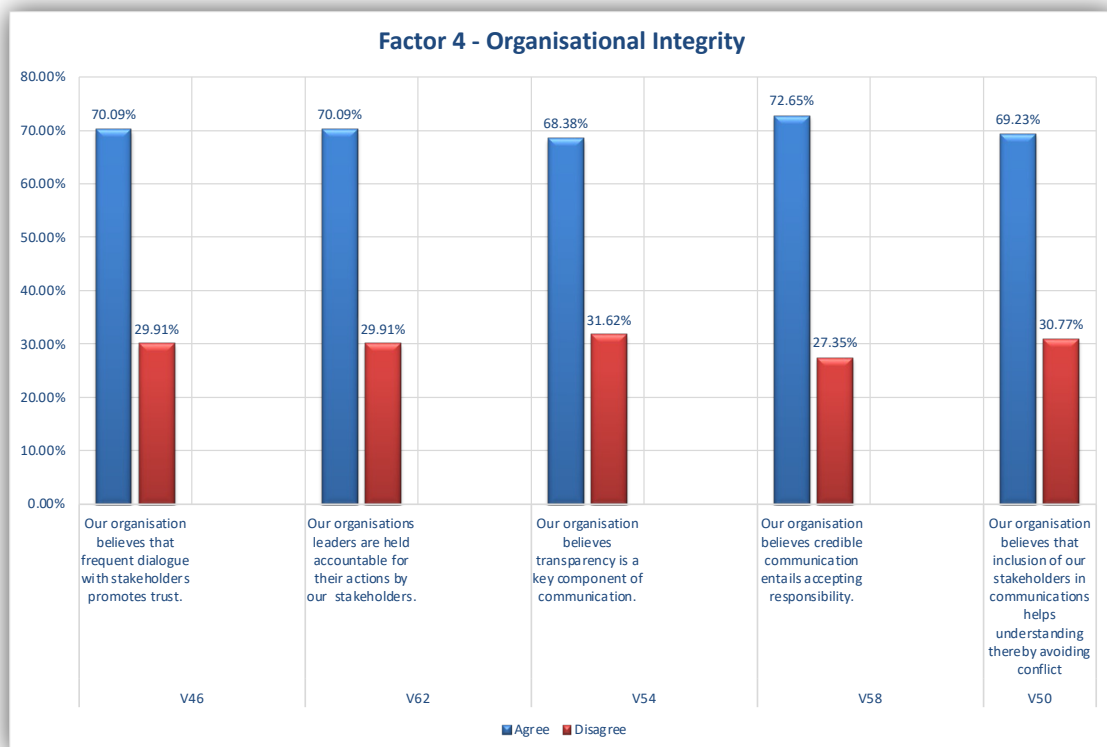
Figure 5.11: Factor 4: Organisational integrity (OI)

Interestingly, a total of 70.09% of the respondents agreed with Question V46; 70.09.% of respondents agreed with the question related to V62; 68.38% agreed with V54; 72.65% agreed with V58 and 69.23% agreed with V50. This suggested that the respondents considered Organisational Integrity (OI) as important. Table 5.20 shows that OI had a low mean score of 2.84, indicating that the respondents generally agreed with the items measuring this construct. This suggested that they considered the factor as important, which was in line with existing research on responsible leadership.

Organisational integrity implies that an organisation operates in accordance with its values and promotes dialogue. This finding was supported by a large majority of respondents, who underscored the importance of dialogue (V46: 70.09% in agreement). This implied that executives should maintain and establish regular communication with stakeholders, in order to foster transparency (V54: 68.38% in agreement) and promote credibility (V58: 78.65% in agreement).

The literature supports the idea of credibility and transparency being key elements of OI (V62) (Kim & Thapa 2018:447). This held true for the FTSE4Good organisations surveyed in the study, signifying that their rules, actions and communication were perceived as ethical (V62: 70.09% in agreement) (Archimi, Reynaud, Yasin & Bhatti 2018:910).

Podnar (2008:75) observes that leaders have to be transparent in all their actions, abiding by their organisational values and goals (V54: 68.38% of respondents agreed). A failure to do so may result in an integrity violation or erode their credibility gap. To prevent these violations, organisations need to encourage inclusion and avoid conflictual behaviours (V50: 69.23% of respondents agreed). Inclusion may result in the improvement of the legitimacy of management; facilitate knowledge sharing; and help promote understanding, while avoiding conflicts (V50) (Pistorius & Reinecke 2013:80). This is important for building trust with stakeholders and it helps organisations to achieve their goals and fulfil their purpose (Jones 1995:422).

Maintaining organisational integrity entails promoting accountability, transparency, credibility and ethics. By promoting these values, an organisation can build trust with their stakeholders through dialogue. Employees with a strong predisposition to trust, are more willing to take risks, based on their perceived trust levels with their colleagues and leaders (Hansen, Dunford, Alge & Jackson 2016:653). Trust is directly related to organisational success, which, if not managed, may result in the withdrawal of the licence to operate (LOP), threatening the very existence of the organisation (Kim 2019:1143; Erendağ Sümer et al. 2017:3).

The participants of the study agreed Organisational Integrity (OI) was important and relevant, which was supported by existing research and academic consensus. Respondents' opinions were in line with this body of research, indicating that the respondents considered Factor 4 as significant and relevant.

5.3.5   Factor 5: Collaborative action (CA)

The Cronbach alpha value for Factor 5 was 0.918377, indicating a high level of internal consistency within the construct. This suggested that the variables within this factor were strongly correlated with one another, and it was reasonable to group them into a single factor. The common responses for Factor 5 demonstrated that the respondents were in strong agreement with the values and statements related to Collaborative Action (CA). As detailed in Addendum F, this construct comprised of four variables – V47, V55, V51 and V63.

The Kruskal-Wallis test was used to determine if there were significant differences between age groups and their perception of Factor 5. The p-value was 0.4169, which was greater than the alpha-value, indicating that there was not enough evidence to suggest significant differences between the groups. This was also true for each of the remaining variables, as all their p-values were greater than the alpha-value.

Notably, 64.96% of respondents agreed with question V47, while 59.83%, 63.52%, and 61.54% agreed with questions V55, V51 and V63, respectively. This indicated that the participants considered CA as important.

Factor 5 - Collaborative Action

	Agree	Disagree
Our organisation believes that trust is an essential component of dialogue with stakeholder. (V47)	64.96%	35.04%
Our organisation believes that transparency is a critical ingredient in implementing our corporate strategy (V55)	59.83%	40.17%
Our organisation believes that inclusion is critical to better understand our stakeholder's needs. (V51)	63.52%	36.48%
Our organisation's leaders demonstrate accountability through their actions. (V63)	61.54%	38.46%

Figure 5.12: Factor 5: Collaborative action (CA)

Table 5.20 shows that respondents agreed with the items measuring Collaborative Action, with a low mean score of 3.06, which was consistent with existing research on the relevance of responsible leadership.

Collaborative action, defined as the process of working cooperatively with others to achieve a common goal (Italia 2017:446), can involve leaders and team members sharing ideas, discussing options and making decisions together (Johansen & Nielsen 2011b:204). This concept is closely related to Habermas' (1984:2) notion of communicative action, in which individuals engage in mutual deliberation and argumentation to reach a shared understanding.

The literature highlights that, through collaborative action, individuals can pool their skills and knowledge to achieve outcomes that would not be possible through individual effort alone (Seele & Lock 2015:401).

Leaders play a crucial role in facilitating collaborative action when setting clear goals, assigning roles and responsibilities and ensuring alignment among team members (Seele & Lock 2015:7). Additionally, leaders can foster trust through dialogue (V47: 64.96% of respondents agreed) and inclusion (V51: 63.52% of respondents agreed) within the team by demonstrating transparency, understanding and fairness in their interactions with others (V63: 61.54% of respondents agreed) (Belghitar, Clark & Deshmukh 2014:56).

A majority of respondents agreed that trust was a critical component of successful collaborative action (V47: 64.96% of respondents agreed that trust was critical). Stakeholders must have confidence that leaders will fulfil their responsibilities and work towards inclusion (V51). Accountability is also essential in that it ensures that individuals take responsibility for their actions and follow through on their commitments (Mori 2010:51). By fostering collaborative action within the team, leaders can guide transparency through strategy (V55: 59.83% of respondents agreed) towards the achievement of shared objectives (Finlayson 2005:48).

The respondents of the study agreed that Factor 5 was important, which was supported by existing research and academic consensus. Respondents acknowledged the significance of Collaborative Action (CA), and their responses aligned with current academic research. In summary: Factor 5 was considered relevant by the respondents.

5.3.6   Factor 6: Licence to operate (LOP)

A license to operate denotes the societal and regulatory authorisation, endorsement, or recognition that is requisite for the execution of commercial operations. This authorisation is frequently conferred by a spectrum of stakeholders, encompassing governmental bodies, local communities, clientele, investors, and employees.

Factor 6 has a Cronbach alpha value of 0.912897, indicating a high level of internal consistency within the construct. This suggests that the variables within this factor are strongly interrelated, and it is reasonable to group them into a single factor. The responses for Factor 6 show that the participants strongly agreed with the values and statements related to the construct, which consists of four variables: V43, V45, V52, and V60 (Addendum F). Notably, 61.54% of respondents agreed with the question on V43, while 62.39%, 64.10%, and 67.52%, agreed with the questions on V45, V52 and V60, respectively. This indicated that the respondents considered the Licence to Operate (LOP) as important.

The Kruskal-Wallis test found no significant differences between age groups in their ratings of the factor. The majority of respondents agreed with each question related to this factor, thereby indicating its importance. Table 5.20 shows that the mean score for this factor was 2.99, which was consistent with existing research on its relevance.
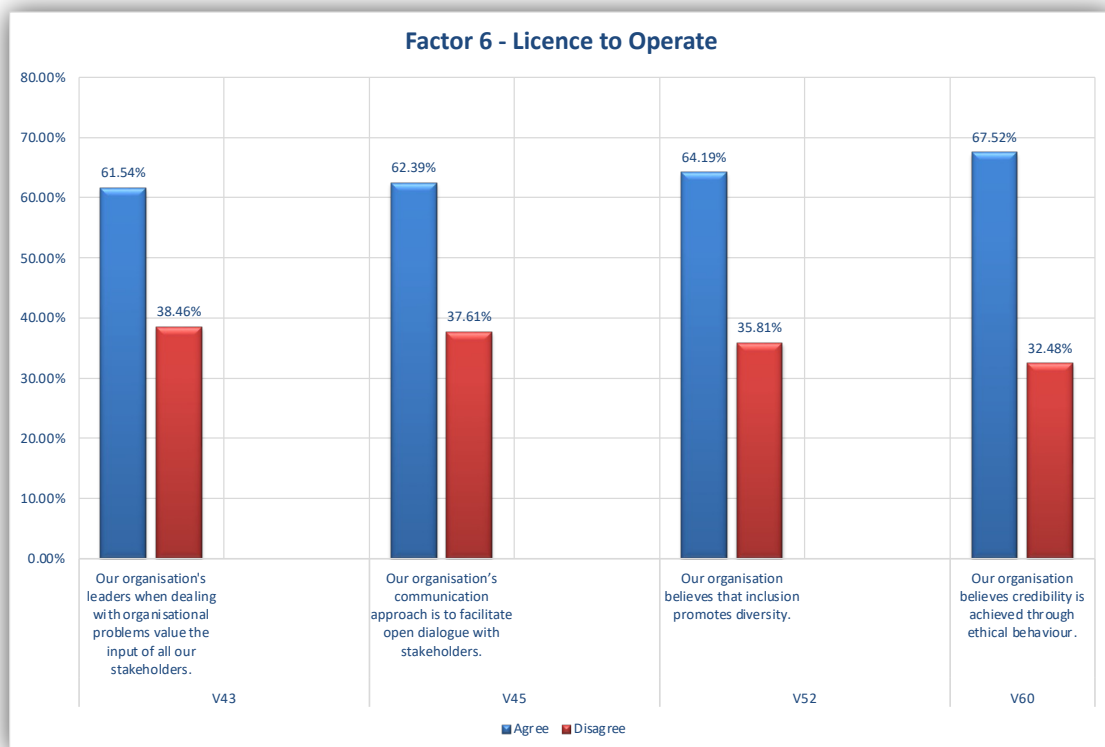
Figure 5.13: Factor 6: Licence to operate (LOP)

Christensen and Cornelissen (2014:384) refer to the importance of ongoing dialogue to support the operating procedures associated with all stakeholders (V45: 62,34% of respondents supported this). The findings suggest that a licence to operate is more than a mere legal permission to operate: it is maintained by securing the trust of the stakeholders by promoting open dialogue (V45) (Voegtlin 2011:58).

In order to secure a licence to operate, an organisation must demonstrate credible ethical behaviours (V60: 67.52% of respondents agreed). It must also engage with stakeholders and address their concerns in solving problems (V43: 61.54% of respondents agreed). The findings demonstrated that a licence to operate is not a formal document or legal requirement, but an intangible asset that should be earned through ethical behaviour (V60: 67.52% of respondents agreed). Maintaining a strong licence to operate requires building credibility with stakeholders and promoting diversity (V52: 64.12% of respondents agreed). This is reflected in the literature, which acknowledges that an ethical organisation must be committed to upholding these principles and operating in a credible manner without breaching the rhetoric reality gap (Illia et al. 2013:54).

The next section reports on the findings from the one-to-one-interviews.

5.4 Qualitative results and findings of the interviews

The aim of conducting the semi-structured individual interviews was to investigate the patterns uncovered by the quantitative questionnaire further. The results of the quantitative survey informed the development of the interview guide for the qualitative portion of the study. Individual interviews with the executive were considered temporary professional relationships (Du Plooy 2009:175), and the interviewer directly interacted with the participants via Microsoft Teams (Jentoft 2017:179).

It is important to note that the findings of the interviews are specific to the executives interviewed and cannot be generalised to represent the entire FTSE4Good Index. Interviews can be considered as loosely guided conversations with a specific purpose (Sister 1959:126). In order to accomplish this, the researcher utilised an interview guide with pre-set questions as a framework for conversation (Babbie 2010:289).

This framework guided the researcher in directing the interview towards the relevant topics and issues (Bryman & Bell 2014:228). The interview guide was structured and planned, but also did include a certain degree of flexibility to allow participants to expand on key aspects that would augment the researcher's findings (Bryman & Bell 2014:65).

Theme	Patterns from interview analysis
1. **Authentic communication**	Inspiration Listens Collective goals
2. **Intrinsic value**	Wider than profit Open communication policy
3. **Responsible leadership**	Leadership by example Leadership empathy
4. **Organisational integrity**	Ethics Trust
5. **Collaborative action**	Common goals
6. **Licence to operate**	Social contract

A thematic analysis of interviews provided a structured approach to the qualitative analysis of the interview transcripts. This approach identified recurring themes and patterns inherent in participants' comments and insights (Braun & Clarke 2014:26152; Bryman & Becker 2012:290). The thematic analysis was discussed in detail in Chapter 4.

5.4.1 Theme 1: Authentic communication (AC)

Authentic Communication (AC) was a key theme that the participants overwhelmingly agreed was a leadership style characterised by three sub themes: inspiration, listening and the setting of collective goals. These results aligned with Men's (2012:171) notion of the importance of inspiration, listening and setting of collective goals to reflect authentic communication. The majority of participants noted that inspiration was important in an organisational setting, as a leader does not function in isolation, but this would appear to require a more holistic and mature approach requiring a need to seek out the input of others. As remarked by one participant: … *it's fair to say that we have such enormous teams throughout the organisation. That a big part of my job is to inspire the teams and to bring them together to build up a shared sense of vision and purpose.*

Interestingly, executives used language associated with the need for dialogue and listening, rather than one of power and control. – *You know this is not a situation where you can do it on your own. What you want to do ... particularly when you are working in industries that have a lot of transformation at the heart of it. That is that you are trying to collectively solve for a problem.*

This style of leadership would appear to be driven by a strong need to build an agency of understanding, which is reflected in the literature (Scherer, Palazzo & Seidl 2013:264). *I think what you are trying to do at the same time is really hope to get to a moment where you are bringing that shared vision together. Building agency with them and for them ... you know, because this is about setting context, not control.*

The setting of context is akin to the importance of setting collective goals (Schwartz 2013:45). It seemed to be critical for participants to have a greater strategic understanding of wider complex issues.

The executives agreed that those exhibiting authentic communication must set and prioritise the collective goals of the organisation, over their own personal or self-interest, thereby be inspiring and building a sense of loyalty among their employees. – *You know, the thing about leadership is that. You must be capable of building a vision that is exciting and mobilising a team around it and kind of like moving people.*

The participants acknowledged that authentic communication (AC) required leaders to have a high degree of self-awareness and they must be willing to engage openly in dialogue with all stakeholders. This style of communication entails leaders acting in accordance with their values and principles, leading with their personal integrity.

One participant considered the alignment of an individual's personal values and their leader's values as particularly powerful. – *When an individual or an employee as such as myself, finds a genuine and meaningful alignment with his or her personal values with those of the employers, an enormously powerful connection or affinity develops, and which leads to significant possibilities of personal growth as well as the success and growth of the company.* This is echoed by the following comment: *As leaders we also have a sphere of influence, what they call the shadow of the leader? So, all of us must be very conscious of whether we are embracing our core values.*

Participants observed that one of the key components of authentic communication was the ability to listen actively to others. Authentic leaders understand the importance of listening to the perspectives and ideas of their employees and stakeholders. By doing so, they are able to gain a deeper understanding of the needs and concerns of those they lead and make informed decisions that take these into account. – *It is especially important, particularly as you are starting to set strategy together to give the time and attention to be with people, to listen to people and to enable that two-way dialogue as much as possible.*

One of the primary benefits of authentic communication mentioned in the literature is its potential to increase employee engagement and motivation. This was reflected by the participants in the interviews. When employees perceive their leader as authentic, and willing to listen, they are more likely to exhibit commitment to their work and the collective organisational goals. This may result in enhanced productivity and job satisfaction, although this was more challenging during COVID-19 pandemic.

Kind of a lot of the ethos of tech companies, is to move faster, relentlessly forward. This was a moment where we needed to pause and really take much more time and care to understand where people were, to take those opportunities to be much more generous and listening and really being more responsive than we have ever been before. There had been so much anxiety and tension and mental health brought up by our collective teams ... it has made me rethink a lot about how we operate in a post COVID world more than anything else.

This opportunity to pause and reflect may also exert a positive influence on organisational culture. When leaders practice authentic communication, including active listening, it fosters a culture of openness and honesty within the organisation. This can facilitate improved communication, collaboration and innovation.

One participant mentioned that some organisations did not readily practice openness and communication, suggesting that the reason for this is that it *… makes them feel safer not to ask, how you would give advice to help people feel safe to open-up, and say, like it is not so scary to ask. Yes, it is it is not so scary to ask and sometimes there are things that you are not going to be entirely able to address … it is almost better to be upfront and authentic about that.*

In addition to its impact on employees, authentic leadership can also positively affect stakeholders. When leaders engage authentically and transparently with stakeholders, including listening actively to their perspectives, it can engender and improve relationships. This may result in increased collaboration and cooperation between the organisation and its stakeholders in pursuit of collective goals. In summary: the interview participants agreed that authentic communication (AC) emphasised inspiration, active listening, and a focus on collective goals.

5.4.2 Theme 2: Intrinsic value (IV)

Intrinsic Value (IV) was a significant theme and the interview participants agreed that it was characterised by two interrelated sub themes: "not" driven solely for the purpose of profit, and open communication policy. Each of these will be discussed in turn.

Respondents agreed that policymakers and civil society organisations were demanding that organisations, particularly commercial enterprises, to be more socially and environmentally responsible. This means that businesses are being asked to take into account the impact of their actions on society and the environment, and to act in a way that benefits all, which may include reducing their carbon footprint; supporting local communities; and ensuring that their products are produced in an ethical and sustainable manner. One interviewee commented that, *the policymakers demand and other civil societies demand on ... companies and commercial enterprise to be more ... more responsible from environment and societal point of view.*

The literature acknowledges that economic growth often comes with negative environmental consequences, such as pollution and increased carbon emissions. These issues are interconnected and can have a significant impact on the sustainability of our planet (Allen 2017:79).

Participants emphasised that it was important for individuals, businesses and governments to take steps to reduce their carbon footprint and to minimise their impact on the environment. This may include using renewable energy sources, reducing waste, and supporting sustainable practices.

The executives noted that it was only through cooperation that they could create a more sustainable future for their organisations and future generations. This was echoed as follows by one participant: *And it is just not sustainable. And with the economic growth comes all the other issues of polluting the environment, the carbon emission and things of those nature. So, it is they all interact with each other, and we all die.*

The findings suggest that intrinsic value in organisations reflects the actual value of the organisation – not just how much it is worth in monetary terms. This value comes from what the organisation stands for, its values, how it treats people, and the good it does in the world (Schwartz 2013:45). It is important to note that the focus of an organisation with a strong sense of intrinsic value is not on making money only. It was found that organisations with a strong sense of intrinsic value know what they stand for and what is important to them. Their decisions are based on their values and what they believe is right. This requires an integrated approach (Phillips 2003:123), which was echoed by one participant: *If we do not get it ...(values), capitalism and sustainability right, we are going to undermine the entire system of democracy.*

An integrated approach that balances commercial outcomes with societal and environmental concerns is essential for sustainable development. It is only by considering the impact of organisational actions on society and the environment that leaders can create better commercial outcomes, while addressing environmental issues and improving the well-being of communities. This requires a shift in thinking and a willingness to embrace new ideas and approaches.

Investors rating agencies and policymakers are increasingly putting pressure on commercial enterprises to adjust their approach to reflect societal and environmental priorities. One participant mentioned that, *Publicly traded corporations are taking the lead in that shift.*

These findings suggest that, rather than focusing on profit and shareholder value only, businesses are being asked to consider the value of all stakeholders, including shareholders, employees and society as a whole. This shift towards a more sustainable and responsible approach to business is becoming increasingly important in the global economy. By taking into account the impact of their actions on society and the environment, businesses can create long-term value for all stakeholders (Pless & Maak 2009:60).

One participating executive's comment reflected this approach: *You will see this increasingly from your investors, your rating agencies, your policymakers. They will be pressure on the commercial enterprise to adjust their approach to reflect these priorities as well, rather than just focusing on profit and shareholders' value, it must be a stakeholder's value which includes all these constituencies, your shareholders, employees, society. And the world economy and all the rest of it.* By working together, we can create a more sustainable future for ourselves and future generations. *It needs more imagination. It needs a different thought process where you can say we can have an integrated approach where we can create a better commercial outcome. We can make the societies better off and at the same time we can address the more environmental issues.*

It was learned that one way for organisations to enhance their intrinsic value was by talking openly with their employees, customers, and other people they work with. This means having honest conversations to understand what people need and care about. By doing this, the organisation can make sure that its goals align with what is important to its employees, customers and other people it works with. One executive described this approach as vital and requiring a significant cultural shift: *Things need to become in more balance.*

This culture shift is a complex and challenging process – even when people have the right intentions – and it requires a sustained effort and commitment from everyone involved to shift attitudes, behaviours and values. One participant acknowledged that *It's radically important, but we also know that culture is hard to change, and I am involved right now in a project with ****** on culture change and despite people having really the right intentions, its challenging.*

The findings indicated that having an open communication policy may help make these conversations happen and make the organisation more transparent. Intrinsic value is important, because it helps to build trust and loyalty (Schwartz 2013:45). The literature reflects that, if an organisation has a strong sense of intrinsic value and talks openly with its employees, customers and other stakeholders, people are more likely to want to work for it, buy from it, or invest in it, because they share its values and believe in what it stands for (Allen 2017:79).

Intrinsic value can also help an organisation to make good decisions (Donaldson & Preston 1995:70). However, this proves challenging. One participant described corporate culture as an intangible concept, yet *One of the most important drivers of open communication.* The participant suggested that this driver must reflect shared values, beliefs and practices that shaped the behaviour of individuals within a group. A culture of open communication can influence everything – from the way in which decisions are made to the way people interact with one another. While it may be difficult to change, a strong and positive culture may have a significant impact on the success of a group or organisation: *That culture is something which is not very tangible. It is very intangible, and while it is one of the most important drivers of open communication, it is also one of the most difficult ones.*

When an organisation knows what is important to it and talks openly with its employees, customers and other people it works with, it can make decisions that are true to its values – even when there is pressure to do something else.

Intrinsic value can also help an organisation to remain strong when times are tough. When an organisation has a strong sense of intrinsic value and talks openly with its employees, customers, and other people it works with, people are more likely to remain loyal to it and to support it, even when things are hard.

In short: intrinsic value in organisations involves the real value of the organisation, not just how much it is worth in money. This value comes from what the organisation stands for and the good it does in the world. Talking openly with employees, customers, and other people the organisation works with may help make its intrinsic value stronger by making sure that its goals align with what is important to these people. Having an open communication policy may help make these conversations happen and make the organisation more transparent. Intrinsic value is important for building trust and loyalty, making good decisions, and being strong when times are tough. It is important to note that an organisation with a strong sense of intrinsic value focuses on more than making money.

5.4.3 Theme 3: Responsible leadership (RL)

Responsible leadership (RL) was a significant theme and the participant s agreed that leadership style was characterised by two sub themes: leadership by example and leadership empathy. Responsible leadership is a leadership approach that is grounded in values and focuses on addressing the needs of stakeholders and society. It involves managing organisational interactions with society in a manner that addresses stakeholder concerns and contributes to economic, social and environmental performance.

To be an effective responsible leader, one must possess certain attributes. The literature claims that these include the ability to make informed ethical judgments about existing norms and rules; display moral courage and aspire to positive change; engage in long-term thinking and perspective taking; communicate effectively with stakeholders, staff and clients; and participate in collective problem-solving.

One participant noted that the need for *leaders to embrace those values which they are professing or trying to incorporate into the culture of the organisation.*

The literature suggests that leaders should play a crucial role in shaping organisational culture by embracing and embodying the values they claim to profess (Stahl & Sully de Luque 2014:238). When leaders set an example for others to follow, it may have a powerful impact on the culture of the organisation.

If leaders consistently act in accordance with the values they are trying to promote, these values will gradually become normalised and embedded in the culture of the organisation. One participant stated that *they (leaders) must act accordingly, and I think the most powerful mechanism to change the culture is that leaders talk the talk and walk the walk ... if the leaders are embracing those values, they will filter through the rest of the organisation and they will get institutionalised. I think that is a hopeful message because the only thing that we can really control is our own behaviour, and sometimes we can't even control that very well.*

A sense of empathy may help leaders to understand the experiences and perspectives of those they are leading, and to make decisions that consider account the needs and concerns of others. In today's world, empathy would appear to be important for leaders. With numerous challenges facing leaders, it is crucial for leaders to connect with others on a human level and to work together to find solutions. By empathising with those they are leading, leaders can help to create a more supportive and inclusive culture within their organisations. One participant stated that responsible leadership meant *… empathising with those that you are leading, and when I say empathising, I mean, and particularly given the times we live in putting yourself in their shoes and trying to experience what their experience.* In summary: responsible leadership deals with leading by setting example and leading with a sense of empathy.

5.4.4   Theme 4: Organisational integrity (OI)

Organisational Integrity (OI) was a significant theme that the executives agreed was characterised by two interrelated sub themes: ethics and trust. Each of these will be discussed in turn.

Organisational integrity is a critical concept in the business world, encompassing the ethical integrity of actors, the ethical quality of their interactions, the norms, activities and their decision-making procedures. Archimi et al. (2018:910) remark that leaders are consistently aware of the need to promote positive ethical values and alignment of their leadership, actions, decisions, messages and reward systems accordingly. It is only then that they can create a culture of trust and ethical behaviour.

This may lead to better outcomes for all stakeholders, including shareholders, employees and society as a whole. This was reflected by one participant, who stated that *A leader's job is to forge a culture which is represented right at its core, the right values system, so ethics is especially important. This means that trust, diversity, merit and values need to reflect the societal values.*

One of the participants discussed a recent survey in which 85% of CEOs and CFOs opined that an unhealthy corporate culture leads to unethical behaviour. The executive stressed that the cost of a dysfunctional culture can be substantial, with organisations caught committing corporate fraud losing, on average, 25% to 44% of the value of their equity. This executive thought that it was imperative for organisations to foster a healthy corporate culture, in order to prevent unethical behaviour and promote positive outcomes for all stakeholders. The participant stated that, *85% of CEOs and CFOs believe that an unhealthy culture leads to unethical outcomes,* while also acknowledging that this was problematic, in stated that, *45% of employees believe that their leaders are minimally or not committed to improving the culture of their organisation.*

This suggested that there was a disconnect between the importance of building an ethical organisational culture and the effort being made to improve it. The participant stated that, *employees say that leaders are minimally or not committed to improving the culture of the organisation. Thus, there is a disconnect there that it is especially important, but from an employee point of view, there is not enough effort being made to improve the culture.*

Participants acknowledged that a healthy corporate ethical culture was essential for promoting positive outcomes for all stakeholders, including employees, shareholders and society as a whole. Therefore, it is important for leaders to prioritise improving the culture of their organisation and to take concrete steps to foster a positive work environment. Participants mentioned that organisations must foster corporate trust and meritocratic values that reflected a sense of greater good.

This is founded on demonstrating and building trust with employees … *to have them understand what is going on in the market and set an agenda based on a shared vision that you are putting together in a shared set of values, and so that notion of innovation you want your teams to be switched on and understanding that at any moment they might need to rethink things and learn things, adapt to things and so trying to foster a culture across the teams of trust is important.*

A participant mentioned that the concept of meritocracy can be both a strength and a challenge. On the one hand, a merit-based system can help to ensure that the most qualified and capable individuals are selected for positions of responsibility and leadership, which, in turn, may lead to better decision-making, increased productivity and improved overall performance. On the other hand, the idea of meritocracy can also create challenges for executives. A participant acknowledged that not everyone has the same starting point, in which case a merit-based system can provide a multitude of opportunities for advancement. Factors such as socio-economic background, race and gender can affect a person's opportunities and chances for success.

In order to address these challenges, the participant suggested considering the implementation of policies and programmes that help to level the playing field and provide equal opportunities for all employees.

In order to address this issue, executives may need to work on fostering a culture of collaboration and mutual respect within their organisation. – *I have heard the expression and I tend to agree with what they call tyranny of merit, which assumes that everyone has a same starting point. Therefore, the one who succeeds is done purely based on his or her talent, demanding work and his or her success is purely attributable to his or her endeavours, the reality is vastly different. The reality is that not everyone has the same starting point.*

The findings suggest that participants were of the view that, in spite of the benefits of meritocracy, it was important for executives to be aware of its potential challenges and to take steps to address them, in order to create a fair and inclusive workplace.

Participants noted the importance of ensuring that their actions aligned with organisational values and contributed to the greater good, suggesting that this was essential for building a strong and sustainable system. – *This is critical with so many externalities and pressures from a socio-economic point of view, it is more important than ever to ensure that our actions align with our values and contribute to the greater good.*

In summary and based on participants' responses and the literature: organisational integrity is essential for creating a positive working environment in which employees feel ethics and trust are an intrinsic part of the Corporate DNA. Executives play a crucial role in fostering this culture by role-modelling ethical behaviour and holding managers accountable for their actions. By doing so, they can achieve better outcomes for all stakeholders.

5.4.5 Theme 5: Collaborative action (CA)

Collaborative Action (AC) was a noteworthy theme and participants agreed that it was characterised by the single sub-theme of common goals. Collaborative action occurs when people work together to achieve a common goal, which may involve leaders and team members sharing ideas, discussing options and making decisions together. Leaders play an important role in making this happen by setting clear goals, assigning roles and responsibilities and making sure everyone is on the same page.

According to Oliver (2004:57), both the organisation and individuals benefit from a strong alignment between the personal goals of the individual and the goals of the organisation. When there is a high degree of congruence between an individual's goals and the culture of their workplace, it can facilitate personal growth and development, while contributing to the success and growth of the organisation.

One participant commented that, *A full connection or affinity develops, and which leads to significant possibilities of personal growth as well as the success and growth of the company. Well, what you have said is completely supported by, what we know from research,.... about fit, right? That that both companies and individuals thrive when there is a good fit between the personal values of the individual and the values of the company.*

Another participant claimed that one of the main responsibilities of a leader was to create an environment where individuals could achieve their personal goals, which could be accomplished in several ways, including establishing a culture that aligned with the values of the organisation and its employees. This is essential for inspiring a sense of purpose in people. The same participant pointed to the importance of mentorship, which should include both formal and informal methods of developing talent. Informal methods, such as on-the-job training and learning from colleagues, superiors and subordinates, are particularly important.

It is crucial to shape these interactions consciously, so that individuals can learn from each other on a daily basis. A leader's *primary responsibility remains ... how do you provide an environment where a talent or people can fulfil their purpose? And so, and that can take many forms. So, one is culture whether the goals of the enterprise or organisation resonate with the employees, that is the prerequisite for people to be inspired with a sense of purpose and then come the question of what I call apprenticeship; so, you have formal mechanisms of growing the talent, but I think the informal mechanisms which is learning on the job, learning from your peers, your seniors, even people who work for you because, that interaction must be consciously shaped in a manner that people every day are learning from each other.*

In short: participants acknowledged the vital importance of collaborative action and of working together to achieve a common goal. Leaders play an important role in making this happen by setting clear goals and building a collaborative team environment.

5.4.6   Theme 6: Licence to operate (LOP)

A Licence to Operate (LOP) was a significant theme and respondents agreed was characterised by a single sub theme – i.e. social contract. The interview findings highlighted the importance of maintaining a licence to operate. This is echoed in the literature, which refers to the importance of the ongoing social contract between an organisation and its stakeholders, including governmental bodies, civil society and local communities. This concept is often discussed in the literature within the framework of corporate social responsibility (CSR) and delineates the parameters of acceptable corporate conduct.

This was reflected in the interviews, which emphasised the significance of securing ongoing support for operating procedures from all stakeholders. A participant commented that CSR was … *the oxygen of everything that we do and try to accomplish, it should not be taken as given, it's a contract without it you have no hope for the future.*

The licence to operate encompasses a broad range of considerations, including corporate responsibility, corporate citizenship and the triple bottom line (People, Planet, Profit). It is incumbent upon organisations to maintain their licence to operate, in order to continue conducting business within their respective environments. Failure to do so, may result in reputational damage, legal repercussions and even the revocation of the right to operate. One of the participant's comments reflected this: *Without this, it is imminent failure to do so can result in loss of reputation, legal consequences, and even the ability to continue operating.*

The findings suggested that a licence to operate was more than just legal permission to conduct business: it was to be maintained by securing the trust of stakeholders through open dialogue and by demonstrating ethical behaviour through social contract. This was reflected by the remarks of a participant, who stated that, *We strive to operate in an ethical and transparent manner, adhering to the highest standards of corporate responsibility. An example of how we addressed stakeholder concerns in the past is our commitment to reducing our environmental impact.*

Based on the foregoing information, it can be concluded that an organisation must engage with its stakeholders and address their concerns, in order to secure its licence to operate. A licence to operate is not a formal document or a legal requirement, but rather an intangible asset or social contract that has to be earned through ethical conduct. An organisation has to be committed to upholding its social contract by operating in a credible manner, without breaching the rhetoric-reality gap.

5.5   Summary of findings from the one-to-one interviews

The interviewees provided a critical understanding of the role of CSR communication and responsible leadership on the UK FTSE Index. All the participants were senior executives, selected for the study, due to both their availability and their expertise.

Each participant was an employee of a UK listed FTSE4Good Index organisation at the time of the study. The executives interviewed were unique, in the sense that they represented an exceptional collection of organisations, with a credible reputable ethical conscience.

Each of the interviewees was aware of the significance of the Index. Each of the executives was uniquely committed and demonstrated an understanding of strong responsible leadership and CSR communication practices. They were aware that inclusion in the Index was based on a range of corporate social responsibility criteria, and that organisations involved in industries such as tobacco production, nuclear weapons, conventional weapon systems, or coal power were excluded. The executives were also aware that the inclusion of their organisation on the Index was based on factors such as environmental sustainability, stakeholder relationships, human rights, supply chain labour standards and anti-bribery measures. The interviews were conducted as guided conversations with purpose by using an interview guide with pre-set prompts as questions to provide a framework for the discussion. This allowed the researcher to direct the conversation towards relevant topics and issues, while allowing for free flow and flexibility for participants to expand on key points.

The findings of the qualitative interviews can be summarised as follows:

- Participants were cognisant that their inspiration and shared vision were vital in leadership.
- There was an awareness of a culture shift towards a more sustainable and responsible approach to business.
- Participants acknowledged the importance of leadership by example.
- Participants were mindful of the need for leaders to demonstrate empathy.
- There existed a disconnect between building an ethical organisational culture and the efforts to improve existing cultures.
- The goals of the organisation must resonate with employees.
- An organisation must commit to upholding its social contract by operating in a credible manner.

The next section presents the chapter summary and a report on the combined quantitative and qualitative findings.

5.6   Chapter summary of quantitative and qualitative findings

This section provides an overview of the combined findings presented in this chapter. The summary comprises the analysis and interpretation of the data collected through the quantitative, web-based questionnaire and qualitative one-on-one interviews. See Table 5.23.

Table 5.23: Summary quantitative and qualitative results

Categories	Quantitative results and correlations	Qualitative results and patterns
Factor 1: Authentic Communication (AC)	Inspire employees Listen to public Collective goal Inspirational Leaders	Inspiration Listens Collective goals
Factor 2: Intrinsic value (IV)	Alignment of objectives Understand stakeholder needs	Wider than profit Open communication policy
Factor 3: Responsible leadership (RL)	Advocate communication Social responsibility of leaders Ethical behaviours Act selflessly Listen to employees Cultivate positive relations Learn from mistakes Promote collective action Not Investor only focused Organisational actions	Leadership by example Leadership empathy
Factor 4:Organisational integrity (OI)	Promote trust Leaders held accountable Transparency in communication	Ethics Trust

Categories	Quantitative results and correlations	Qualitative results and patterns
	Credible communication Inclusion	
Factor 5: Collaborative action (CA)	Trust component of dialogue Transparency in strategy Inclusion aids understanding Leaders demonstrate accountability	Common goals
Factor 6: Licence to operate (LOP)	Stakeholder input to organisational issues Our organisation = Open dialogue	Social contract

Table 5.23 presents the results of an exploratory factor analysis, which identified relevant groupings for each of the six factors examined. The analysis demonstrates how respondents from the web-based survey considered the variables comprising each factor, while demonstrating the way in which variables grouped together.

The structure and questions of the interview guide were informed by the results of the web-based survey. The interviews provided a deeper understanding of each item within each category, thereby allowing for a more comprehensive analysis of the data.

A thematic analysis was performed on the transcripts of the interviews, in order to aid in the identification of possible patterns within each of the identified categories. During this process, some patterns emerged from some of the categories, while some patterns were disregarded and eliminated, because they were not discussed or highlighted by the participants.

The new patterns that emerged from the thematic analysis included the following:

- Two new patterns evolved from intrinsic value and the following new aspects were identified: wider than profit and open communication policy.
- Leadership by example and leadership empathy were highlighted as new patterns for responsible leadership.
- The social contract emerged as a new pattern associated with licence to operate.

Several other patterns re-emerged in different theme areas, but these were not examined in detail, as they had already been noted within the original theme structure.

The interview participants in the study were executives of UK listed FTSE4Good Index organisations, and the interviewees represented an exclusive group of organisations with a credible and reputable ethical conscience. The participants in the study were aware of the importance of inspiration, shared vision and leadership by example. Participants recognised a shift towards a more sustainable and responsible approach to business and the need for leaders to demonstrate empathy. However, there was a disconnect between building an ethical organisational culture and efforts to improve existing cultures. The goals of the organisation must resonate with employees, and the organisation must commit to upholding its social contract by operating in a credible manner.

The results of the web-based survey and the one-on-one interviews provided new insights into the potential role CSR communication and responsible leadership in the UK. The next and final chapter discusses the conclusions that were reached, based on the interpretation of the collected data and guided by the research questions. The chapter presents the main contribution of the study; discusses any limitations of weaknesses of the study, and concludes by making recommendations for future research.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1   Introduction

In this chapter, the conclusions drawn from the data interpretation, under the guidance of the research questions, will be comprehensively examined. The primary contribution of this study will be presented, accompanied by an exploration of its potential limitations or shortcomings. Finally, the chapter will culminate in the presentation of recommendations for future research endeavours.

The focus of this research was redefined and the research questions were revisited and restated, thereby ensuring that they accurately mirrored the research findings of the exploratory analyses. The final, revised research questions are presented in Table 6.1.

Table 6.1: New research questions

New research questions
NRQ1: How does authentic communication as an element of responsible leadership manifest in FTSE4Good organisations?
NRQ2: What role does intrinsic value (IV) play in fostering organisational transparency and sustainable business practice?
NRQ3: What are the key dimensions and practices of responsible leadership (RL) in FTSE4Good organisations?
NRQ4: How do culture, trust and meritocratic values contribute to organisational integrity?
NRQ5: What characteristics do executives attribute to collaborative action?
NRQ6: What role does the social contract play in the retention of a license to operate (LOP)?

6.2   Unforeseen factors

In the realm of research, the unexpected can sometimes exert significant influence on the course of a study, introducing what can be described as "unforeseen factors."

These factors are events, circumstances, or conditions that have not been anticipated at the outset of the study, but arise in the course of its execution, potentially impacting various aspects of the research process and outcomes. Navigating these unforeseen factors requires adaptability, careful consideration and sometimes even adjustments to the research plan (Goretzko, Pham & Bühner 2021:3510). While unforeseen factors can introduce challenges and complexities to the research journey, they also offer valuable opportunities for growth and learning.

Successfully navigating these factors demonstrates a researcher's adaptability, critical thinking and resilience in the face of uncertainty. It is a reminder that not solely being about uncovering preordained outcomes, but also about thoughtfully responding to the unexpected to enrich our understanding of the world (Goodenough & Waite 2012:56). In this study, the exploratory factor analysis did not produce the anticipated six factors that had initially been identified, as derived from the literature review. The resulting constructs were significantly different and, therefore, it was not possible to give the new constructs the same labels.

It was deemed necessary to review the literature and to refocus on identifying the inherent qualities within each of the new constructs. Therefore, it was important to re-pivot and identify suitable collective terms for the new constructs. The literature originally suggested six anticipated constructs, but it became necessary to redefine the constructs. This followed a further review of the literature and reflection on how the items bundle together for each of the factors, understanding commonality. The researcher was also cognisant of the need to be directed in terms of the results and literature.

Table 6.2 highlights the new grouping and the corresponding reassigned "new" names to each construct. The new constructs were considered to provide greater guidance and clarity following the results of the exploratory factor analysis.

Table 6.2: Summary of construct changes

Old constructs	New constructs
Responsible leadership *	Responsible leadership *
Stakeholder leadership	Authentic communication
Communicative action	Intrinsic value
Transformative leadership	Organisational integrity
Responsible leadership	Collaborative action
CSR communication	Licence to operate

* Responsible leadership (RL) was retained.

As a result of another, detailed literature review and after seeking academic guidance, a new position evolved comprising of a total of six constructs. One predicted (responsible leadership) construct and five new constructs.

6.3 Overview of the proposed integrative leadership framework (ILF) for CSR communication from a responsible leadership perspective

This section furnishes a thorough overview and offers concluding remarks. The main aim of the study was to develop a CSR communication framework from a responsible leadership perspective. The resulting framework – i.e. the integrative-leadership framework (ILF) – is presented in Figure 6.1. This name conveys the emphasis of the framework on the synergistic relationship between CSR communication and responsible leadership (RL). It highlights the importance of aligning responsible leadership with effective CSR communication to build and enhance sustainability with stakeholders. The term "integrative" underscores the idea of the combined efforts of these two critical components creating a stronger and more sustainable organisation.

AN INTEGRATIVE LEADERSHIP FRAMEWORK

Authentic Communication

Intrinsic Value

Licence to Operate

CSR Communication

Collaborative Action

Responsible Leadership

Organisational Integrity

Figure 6.1: Proposed ILF Framework for CSR communication from a responsible leadership perspective

The framework bridges the credibility gap between organisations and their stakeholders, strengthening stakeholder relations while promoting transparency. The rationale for the design of the framework/model rests on the following six factors: (i) authentic communication (AC); (ii) intrinsic value (IV); (iii) responsible leadership (RL); (iv) organisational integrity (OI); (v) collaborative action (CA); and (vi) licence to operate (LOP).

The need for organisations to build and maintain credibility with their stakeholders has never been more crucial than now. Credibility is the bedrock on which trust is built, and trust is a cornerstone of successful and sustainable business operations. The primary purpose of this framework (Figure 6.1) is to provide a structured strategy for implementing the ILF framework in real-world organisational practices. It is only by successfully outlining these six key factors, that organisations can understand where their strengths and weaknesses lie concerning credibility and take targeted actions to enhance their communication with stakeholders.

The subsequent sections draw final conclusions by explicating the elements of the ILF framework and the alignment with the research questions.

6.3.1   Authentic communication (AC)

The study aim was to propose a CSR communication framework to strengthen stakeholder sustainability from a responsible leadership perspective. In order to achieve this goal, the study focused on addressing a number of research questions (Table 6.1). The first research question guiding the study focused on authentic communication:

NRQ1: *How does authentic communication as an element of responsible leadership manifest within FTSE4Good organisations?*

The respondents and participants readily recognised that their organisations adhere to the principles of honesty, empathy and compassion in their communication with others.

The findings highlight that authentic communication is characterised by truthfulness, compassion and an understanding of emotions, as well as the demonstration of clear motives. The findings suggest that the organisations listed on the Index strive for transparency in their decision-making processes, while explaining clearly how decisions have been reached and describing the process. This sends a positive signal to stakeholders.

FTSE4Good organisations actively seek feedback from their employees on their initiatives to benefit society, including their corporate social responsibility (CSR) communications. Their leadership teams possess a visionary mindset that inspires employees to exceed their job responsibilities. The findings demonstrate that these organisations value active listening and collaboration in the pursuit of objectives. Leadership teams excel at fostering a supportive and motivational work environment.

The respondents in the study indicated that they are cognisant that leadership must exhibit a visionary perspective that motivates employees to go beyond their job duties. Furthermore, the respondents place a high importance on active listening and cooperation when striving to achieve their goals. The findings indicate that leaders are aware to the need to be proficient at cultivating a supportive and inspiring workplace atmosphere.

These findings are consistent with the prevailing academic consensus on the matter, as confirmed by Men and Stacks (2014:301). Executives recognise the importance and relevance of Authentic Communication (AC).

6.3.2   Intrinsic value (IV)

The second research question that guided this study focused on intrinsic value:

NRQ2: *What role does intrinsic value play in fostering organisational transparency and sustainable business practice?*

The respondents widely acknowledged that economic growth can engender adverse environmental repercussions, manifesting in forms such as pollution escalation and heightened carbon emissions. These intertwined issues reverberate profoundly and exert a substantial toll on the long-term viability of our planet. The respondents underscored the imperative of concerted efforts by individuals and organisations to curtail their carbon footprint and mitigate ecological impact.

This imperative is attainable through the adoption of renewable energy sources, waste abatement strategies and endorsement of sustainable paradigms. The corporate executives interviewed accentuated the necessity of collective collaboration to usher in a more sustainable trajectory for both their organisations and the generations to come. This sentiment aligns harmoniously with the empirical findings that underline the interdependency of economic expansion and its associated environmental stressors. It is evident that these facets interplay dynamically, bearing critical implications for the shared ecosystem.

Furthermore, the concept of Intrinsic Value (IV) in organisational contexts transcends mere fiscal metrics, encapsulating a profound valuation that extends beyond financial considerations. Such value is intrinsically linked to an organisational ethos, its ethical framework, treatment of stakeholders and its broader societal contributions. Noteworthy, is the recognition that entities espousing a robust sense of Intrinsic Value are not driven by profit motives singularly. – Instead, they espouse a principled identity, decisively informed by their core principles and ethical beliefs. This principled orientation necessitates a holistic approach, which encompasses forthright disclosure of information and active engagement with stakeholders through transparent and punctual communication channels.

Scholarly research emphasises that organisations embracing open communication protocols are apt to cultivate a more favourable corporate reputation – a factor that often culminates in augmented competitive advantages. In this context, IV underscores the pivotal role of open and timely dialogue in enhancing corporate standing and effectiveness.

In summary: the findings highlight the intrinsic value (IV) is critical to the development of sustainable economic growth, and environmentally-conscious practices that must encapsulate a paradigm shift that necessitates collaborative synergies among various stakeholders, transcending conventional profit-centric paradigms.

6.3.3   Responsible leadership (RL)

The third research question that directed this study pertained to the concept of responsible leadership:

NRQ3: *What are the key dimensions and practices of responsible leadership within FTSE4Good organisations?*

The participants confirmed recent academic research and findings highlight the multifaceted dimensions of Responsible Leadership (RL), reflecting evolving perspectives on ethical and stakeholder-focused leadership. RL deals with authority figures and how they act and make decisions. Shi and Ye (2016:878) emphasise stakeholder engagement, ethical considerations and holistic approaches to leadership, extending beyond profit.

Attributes such as ethical judgment, moral courage and effective communication are crucial for responsible leaders. Leaders' embodiment of promoted values plays a pivotal role in shaping organisational culture. Anomalies arise when leaders fail to align actions with professed values. In today's interconnected and complex landscape, responsible leadership extends to digital transformation, sustainability, social justice and crisis management.

Empathy emerged as a significant outcome, enabling leaders to understand diverse perspectives and to connect with stakeholders on a human level. This empathetic understanding aids in addressing challenges, promoting inclusivity and fostering collaborative and ethical decision-making. Recognition of empathy as a key trait aligns with modern research that underscores the importance of empathy and inclusivity in leadership. Contemporary studies emphasise the need for leaders to understand diverse perspectives and engage in inclusive decision-making processes.

Despite challenges in measurement and implementation, responsible leadership (RL) continues to garner attention – mainly because of its potential to drive positive societal and organisational change.

6.3.4   Organisational integrity (OI)

The fourth research question that guided this study revolved around the notion of Organisational Integrity (OI):

NRQ4: How do culture, trust and meritocratic values contribute to organisational integrity?

The research findings suggest that organisational integrity encompasses the adherence to values and the cultivation of trust and credibility within an organisation. The findings emphasise the importance of holding leaders accountable and promoting ethical conduct. Integral to this concept, is the perception of ethicality in organisational rules, actions and communication.

Transparency is highlighted as essential, where leaders must align with organisational values and objectives, failure of which may lead to credibility erosion and integrity breaches. Addressing these concerns necessitates the fostering of inclusivity and avoidance of conflict, which, in turn, enhances management legitimacy, knowledge sharing, understanding and stakeholder trust, thereby serving organisational objectives.

The findings emphasise that safeguarding organisational integrity involves advocating accountability, transparency, credibility and inclusion, resulting in stakeholder trust. Employees with strong trust predispositions exhibit greater risk-taking, based on perceived trust levels. The pivotal role of trust in organisational success is evident, where its mismanagement jeopardises operational sustainability and legitimacy. In essence, organisational integrity (OI) is pivotal for prosperity. As confirmed by executives, characterised by ethics and trust, organisational integrity (OI) is pivotal for ethical value alignment and ethical behaviour fostering. A culture of trust and ethics is proposed for stakeholder benefits, including shareholders, employees and society.

CEO and CFO consensus on the correlation between unhealthy corporate cultures and unethical conduct is highlighted, emphasising the need to cultivate a healthy corporate environment. A dissonance emerged, with 45% of employees perceiving leaders' lack of commitment to ethical cultural enhancement, necessitating rectification.

Respondents underlined the significance of a positive ethical culture for stakeholders, urging leaders to prioritise culture enhancement. Corporate trust and meritocratic values are endorsed to embody collective progress. The importance of meritocracy is acknowledged, enabling the selection of capable individuals. Measures to alleviate disparities through collaboration and the promotion of equal opportunities are advised.

Alignment with organisational values and contribution to the greater good are deemed vital by respondents – particularly amid external pressures. Organisational Integrity (OI) is encapsulated as pivotal in engendering a work environment, where ethics and trust constitute the corporate DNA. Executives are integral in shaping this culture by modelling ethical behaviour and upholding managerial accountability, thereby culminating in holistic stakeholder advantages.

6.3.5 Collaborative action (CA)

The fifth research question that guided this study cantered on collaborative action:

NRQ5: *What characteristics do executives attribute to Collaborative Action*?

The study found that the concept of Collaborative Action (CA) – defined as cooperative efforts among individuals to attain shared objectives – is intricately linked to leaders and team members collectively exchanging ideas, deliberating options and jointly reaching decisions. This process mirrors Habermas' (1996:329) notion of communicative action, emphasising mutual deliberation and argumentation to foster shared comprehension.

Leaders significantly contribute to facilitating collaborative action by establishing distinct objectives, allocating roles and guaranteeing cohesion among team members. Trust and inclusion are fostered through transparent, equitable and comprehensible interactions. The amalgamation of skills and knowledge via collaborative action enables outcomes unattainable by individual endeavours alone.

The findings underline the role that trust plays as a pivotal facet of successful collaborative action, where stakeholders necessitate assurance in leaders' commitment to their roles and common goals. Accountability reinforces this process, ensuring that individuals uphold their responsibilities and follow through on commitments. The findings suggest that transparency, guided by strategic approaches, guides teams towards shared aspirations. Notably, respondents identified common goals as a sub-theme characterising collaborative action.

Collaborative action (CA) encompasses the cooperative pursuit of shared objectives through joint deliberation and decision-making among leaders and team members. Leaders wield a critical role in its realisation, delineating objectives and cultivating a collaborative environment.

The findings underscore the benefits of aligning individual and organisational goals, which foster personal growth, while contributing to organisational success.

Respondents emphasised leaders' responsibility to create an environment conducive to individual goal attainment, achieved through culture alignment and mentorship. Informal learning mechanisms, such as on-the-job training and peer interactions, play a substantial role in this regard. Ultimately, the respondents' consensus highlights the indispensable significance of collaborative action in achieving shared objectives, with leaders at the forefront by establishing clear goals and fostering a harmonious team atmosphere.

6.3.6   Licence to operate (LOP)

The sixth and final research question that guided this study revolved around the concept of licence to operate:

NRQ6: *What role does the social contract play in the retention of a license to operate?*

The LOP encompasses a range of considerations, including corporate responsibility, corporate citizenship and the tripartite concept of "People, Planet and Profit". Organisations are obligated to uphold their LOP, in order to continue their business activities within their operational contexts. Neglecting this responsibility may lead to reputational damage, legal consequences and potentially the revocation of operating privileges.

The concept of a license to operate (LOP) emerged as a significant thematic element, endorsed by the questionnaire respondents, who concurred that it rests on a central subtheme: the social contract. Insights from interviews also underline the paramount nature of sustaining a license to operate – a sentiment echoed in scholarly discussions. The literature emphasises the importance of an ongoing social contract between an organisation and its stakeholders. This construct often falls under the broader umbrella of corporate social responsibility (CSR) and defines acceptable corporate behaviour.

The interview results and findings reinforced this perspective by highlighting the importance of securing ongoing support for operational protocols from all relevant stakeholders. Interview participants noted that a LOP should not be taken for granted: it symbolises an agreement that, without its presence, puts future prospects at risk.

The implications derived from the study advocate for viewing a LOP beyond mere legal authorisation for business endeavours. Its perpetuation relies on building stakeholder trust through transparent communication and embodying ethical behaviour in alignment with a social contract.

In summary: organisations should actively engage with stakeholders and effectively address their concerns as prerequisites for obtaining and maintaining their license to operate. The license to operate cannot be reduced to a formal document or a mere legal requirement: rather, it is an intangible asset intertwined with a social contract, requiring acquisition through ethical conduct. Organisations are, therefore, obligated to uphold their end of the social contract by conducting themselves with credibility and ensuring alignment between professed intentions and realised actions. It is important to acknowledge the boundaries within which the study operated. Therefore, the next section outlines the limitations and the contributions inherent in the research.

6.4 Research constraints and limitations

Throughout the course of this study, several noteworthy limitations emerged, each of which bears direct implications for the research findings and scope.

6.4.1 Limited generalisability

Foremost among these constraints was the issue of limited generalisability. The findings derived from this study cannot be extrapolated to a broader target population – a limitation that arises due to the utilisation of non-probability sampling techniques to select the samples for the study.

Consequently, the research findings of the study primarily pertain to the specific groups or individuals included in the study and may not be representative of the larger population.

6.4.2 Geographical research scope

Another significant limitation pertains to the geographical scope of the research. The research findings are confined to organisations listed in the UK under the FTSE4Good Index. Therefore, they may not be applicable to organisations outside this specific context.

6.4.3 Time constraints

Time constraints presented a significant challenge during the research process. The researcher had to adhere to a formalised research timetable, which may have inadvertently constrained the exploration of additional themes for analysis. A more flexible timetable might have allowed for a more comprehensive examination of the research area. It is worth noting that a longitudinal study could potentially provide a more comprehensive understanding of the research topic. Due to its scope and timeframe, the current study may not capture the dynamics and changes that occur over an extended period.

6.4.4 Resource limitations

Finally, resource limitations, including limited funding and personnel resources, had an impact on the scope of research activities. These constraints may have implications for the depth of data collected and the extent of analysis conducted. Recognising the importance of resource allocation, it is important to acknowledge that a broader allocation of resources could have enabled a more extensive and in-depth exploration of the research subject.

In conclusion: these limitations – encompassing limited generalisability, geographical restriction, time and resource constraints and the potential for a longitudinal approach – should be taken into consideration when interpreting the research findings of the study and when planning future research endeavours in this field.

6.5   Recommendations for future research

It is recommended that empirical investigations be conducted to scrutinise the nexus between responsible leadership attributes, notably empathy and inclusivity, and the efficacy of Corporate Social Responsibility (CSR) communication strategies. Methodological approaches such as surveys, interviews, or experimental designs may be employed to procure data from diverse cohorts including organisational leaders, employees, and stakeholders.

Further recommendations include, the undertaking of comprehensive case studies focusing on enterprises distinguished for their adept execution of CSR endeavours is advised. These case studies should entail an examination of how these entities negotiate their social obligations and synchronise their CSR communication with prevailing societal norms. Essential components of such analyses would encompass an exploration of communication methodologies, strategies for stakeholder engagement, and the resultant ramifications on corporate reputation. Future research endeavours could continue to examine CSR communication from a responsible leadership (RL) perspective. This research should aim to reach a deeper understanding of how responsible leadership, characterised by empathy and inclusivity, can effectively shape CSR communication strategies. Investigating the interplay between responsible leadership and CSR communication may shed light on the way in which leaders improve stakeholder engagement and convey an actual commitment to corporate social responsibility (CSR).

A comprehensive study should be undertaken to scrutinise the indispensable significance of collaborative action in achieving shared CSR objectives. This research could explore the dynamics of collaboration between organisations,

non-profit organisations, government agencies and other stakeholders in the context of CSR communication. Understanding the role of collaboration in CSR communication may lead to practical insights for fostering more effective partnerships and achieving sustainable social impact.

An in-depth case study approach would provide a deeper understanding of the impact of the social contract on CSR communication. By analysing real-world cases of organisations and their CSR initiatives, this research can delve into the implicit expectations and responsibilities that stakeholders and society place on organisations engaged in CSR. This investigation may help organisations to align their CSR communication efforts with societal expectations, thereby improving their corporate reputation and impact.

There is a need for further development of the integrative leadership framework (ILF). Researchers can work on developing and validating this framework, offering a practical framework for leaders to integrate CSR communications into their organisations and to communicate it effectively. The ILF can serve as a valuable tool for leaders seeking to promote responsible and inclusive CSR practices.

Collectively, these research recommendations offer a comprehensive approach to understanding and improving CSR communication, emphasising responsible leadership, collaboration, societal expectations and a tailored leadership model. Conducting research in these areas may contribute to the advancement of CSR practices and their positive impact on society and organisations.

6.6 Conclusion

This research offered valuable contributions to the field of CSR communication. By acknowledging its limitations, the study paves the way for future research endeavours to build upon these foundations, potentially employing more comprehensive sampling methods to enhance generalisability. Furthermore, the insights gleaned from this research provide a basis for deeper understanding in the domain of responsible leadership (RL), thereby laying the groundwork for potential advancements in knowledge and practice on organisations.

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ADDENDUM A: RESPONSIBLE LEADERSHIP QUESTIONNAIRE

The survey can be completed in approximately 15 minutes (66 Short Questions). The purpose of the study is to develop a new Corporate Social Responsibility (CSR) communication model to explore the need to better understand CSR communication from a responsible leadership perspective.

Responsible Leadership Questionnaire
Sign in to Google to save your progress.

Consent
1.   I consent to partake in this study.
Yes
No

Thank you for taking the time to complete this survey.

INVITATION:

Dear respondent,

Thank you for your time to complete this survey.

This survey focuses on attaining management level input on factors concerning responsible leadership with all stakeholders in a responsible manner in order to achieve a better understanding of corporate social responsibility communication.

The purpose of the study is to endeavour to develop a new CSR communication model from a responsible leadership perspective in order to strengthen an organisation's credibility with stakeholders.

Please note that the data collected is pseudonymised and we will not maintain any personally identifiable information about you. No one will link the data you provide to any identifying information you may supply. Data will purely be used for academic purposes.

Abbreviations of key terms

RL = Responsible leadership = is the building of trustful relationships with all stakeholders in a responsible manner in order to achieve a mutual vision.

CSR= aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

Thank you in advance for your response.

David Walsh

Contact details: 58529934@mylife.unisa.ac.za

Instructions for completing the survey

1. The questions posed in this survey must be measured against your understanding of responsible leadership (RL) and how it relates to corporate social responsibility (CSR) communication in your organisation.
2. The questionnaire consists of six mains sections:
   A) Biographic information
   B) Stakeholder theory
   C) Communicative action theory
   D) Transformative leadership theory
   E) Responsible leadership
   F) CSR communication
3. Please select the most appropriate option that you find most relevant in your professional experience.
4. If you are unable to finish the survey in one sitting, you are welcome to restart and complete it at a later stage. However, please note that the survey link must be accessed from the original invitation using the same device. To avoid having to restart from the beginning please sign in to Google, to save your progress.
5. Please ensure that you complete all the questions in a section and press the "next" button to register the answers to proceed to the next section.
6. Please press "Submit" upon completion of the questionnaire.

SECTION A: BIOGRAPHICAL INFORMATION

2.   What is your gender?

Female

Male

Prefer not to say

3.   What is your age?

[   ]

4.   How long have you worked at your current organisation? (years/months)

[   ]

5.   Indicate your role in your current organisation.

Board Member

Executive

Head of Department

Senior Management

Middle Management

Non Management

Other:

[   ]

6.   How long have you been employed in your current position? (years/months)

[   ]

7.   What level of education have you have completed?

High School

Diploma

Degree

Master's

Phd

No Formal Education

Other:

┌─────────┐
│   │
└─────────┘

8. Do you have a professional qualification?

Yes

No

SECTION B: PROPOSED CSR MODEL: STAKEHOLDER THEORY

This section focuses on measuring your understanding of stakeholders and related aspects in your organisation.

Please consider each statement carefully and select the most appropriate option that best represents your understanding of stakeholders.

Clarification of key concepts:

Stakeholder = a party that has an interest in an organisation and can either affect or be affected by the organisation.

Responsible leadership = is the building of trustful relationships with all stakeholders in a responsible manner in order to achieve a mutual vision.

Transparency = organisations are open about their policies and actions.

Corporate social responsibility (CSR) communication = aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

9. Our organisation's leaders understand our stakeholder's needs.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

10. Our organisation has a wider duty to stakeholders beyond profit generation.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

11. Our organisation follows an open-communication policy with our stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

12. Our organisation's leaders use CSR communication as a mechanism to assist the organisation to build positive stakeholder relationships.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

13. Our organisation's accountability track record is important to our stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

SECTION C: PROPOSED CSR MODEL: COMMUNICATIVE ACTION

This section focuses on measuring your understanding of communicative action and related aspects in your organisation.

Please consider each statement carefully and select the most appropriate option that best represents your understanding of communicative action.

Clarification of key concepts:

Communicative action = serves to transmit and establish cultural knowledge in order to achieve mutual understandings.

Credibility = the extent which an organisation as the source of messages is perceived as trustworthy and reliable.

Corporate strategy = long-term vision that organisations set.

Reliability = gaining legitimacy from stakeholders.

Corporate social responsibility (CSR) communication = aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

14. Our organisation achieves alignment of objectives with stakeholders through dialogue.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

15. Our organisation's corporate strategy reflects our corporate values.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

16. Our organisation is seen as an ethical organisation.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

17. Our organisation listens to public opinion.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

18. Our organisation believes in establishing a consensus with its stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

19. Our organisation's values reflect our stakeholder values.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

20. Our organisation's leaders focus solely on the production of goods and services.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

21. Our organisation asks our employees for their view on our CSR activities.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

SECTION D: PROPOSED CSR MODEL - LEADERSHIP THEORY

This section focuses on measuring your understanding of leadership and related aspects in your organisation.

Please consider each statement carefully and select the most appropriate option that best represents your understanding of leadership.

Clarification of key concepts:

Transformational leader = a leader that encourages, inspires and motivates employees to innovate and create change and shape the future success of the organisation.

Visionary leader = a leader who articulates where a group is going, but not how it will get there setting people free to innovate, experiment.

22. Our organisation's leaders promote an agenda that is wider than only achieving monetary goals.

Agree very strongly　1　　2　　3　　4　　5　　6　　Disagree　very strongly

23. Our organisation's leaders motivate employees to work towards collective goals.

Agree very strongly　1　　2　　3　　4　　5　　6　　Disagree　very strongly

24. Charisma is a key attribute of our organisation's leaders.

Agree very strongly　1　　2　　3　　4　　5　　6　　Disagree　very strongly

25. Our organisation's leaders are inspirational.

Agree very strongly　1　　2　　3　　4　　5　　6　　Disagree　very strongly

26. Our organisation's leaders set a clear vision.

Agree very strongly　1　　2　　3　　4　　5　　6　　Disagree　very strongly

27. Our organisation's leaders articulate a vision that inspires employees to go above and beyond their day-to-day goals.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

28. Our organisation's leaders promote a working environment where our employees are intellectually challenged.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

29. Our organisation's leaders lead by example.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

30. Our organisation's leaders actively promote dialogue with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

SECTION E: PROPOSED CONCEPTUAL FRAMEWORK - RESPONSIBILITY

This section focuses on measuring your understanding of responsible leadership and related aspects.

Please consider each statement carefully and select the most appropriate option that best represents your understanding of responsible leadership.

Clarification of key concepts

Inclusive leader = an awareness of personal biases and actively seek out different views and perspectives to inform better decision-making.

Global society = the world considered as a single entity as a result of globalisation.

Corporate social responsibility (CSR) = aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

Corporate social responsibility (CSR) communication = aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

31. Our organisation's leaders advocate communication with all stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

32. Our organisation's leaders have a responsibility (outside of their organisation) towards societal dimensions such as human and environmental well-being.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

33. Our organisation's leaders demonstrate ethical behaviours.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

34. Our organisation's leaders act selflessly.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

35. Our organisation's leaders listen to employees.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

36. Our organisation's leaders cultivate positive relations with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

37. Our organisation's leaders learn from their mistakes.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

38. Our organisation's leaders create a culture that promotes collective action beyond individual monetary reward.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

39. Our organisation's leaders focus only on investors.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

40. Our organisation's leaders evaluate the implications of our organisation's actions.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

SECTION F: CSR COMMUNICATION MODEL

This section focuses on measuring your understanding of CSR communication and related aspects.

Please consider each statement carefully and select the most appropriate option that best represents your understanding of CSR communication in your organisation.

Clarification of key concepts:

Openness = terms of sharing information.

Stakeholder participation = sharing a common understanding and involvement in the decision-making process.

Corporate social responsibility (CSR) communication = aims to contribute to societal goals of a philanthropic, activist, or charitable nature by engaging in ethically-oriented practice.

Openness

41. Our organisation's leader's openness may result in criticism of their decisions by stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

42. Our employees avoid voicing their concerns.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

43. Our organisation's leaders when dealing with organisational problems value the input of all our stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

44. Our employees prefer to do things as instructed by their bosses even when they have concerns.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

45. Our organisation's communication approach is to facilitate open dialogue with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

Trust

46. Our organisation believes that frequent dialogue with stakeholders promotes trust.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

47. Our organisation believes that trust is an essential component of dialogue with stakeholder.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

48. Our organisation believes that trust is about being sincere with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

49. Our organisation's overall objectives are based on trust.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

Inclusion

50. Our organisation believes that inclusion of our stakeholders in communications helps
    understanding, thereby avoiding conflict.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

5.1 Our organisation believes that inclusion is critical to better understand our
    stakeholder's needs.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

5.2 Our organisation believes that inclusion promotes diversity.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

53. Our organisation believes it is important to promote unconscious bias training, to
    eliminate discriminatory behaviours.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

Transparency

54. Our organisation believes transparency is a key component of communication.

Agree very strongly   1   2   3   4   5   6   Disagree   very
strongly

55. Our organisation believes that transparency is a critical ingredient in implementing our corporate strategy.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

56. Our organisation believes transparent communication is critical in solving problems quickly with our stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

57. Our organisation is always transparent in our communications with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

Credibility

5.8 Our organisation believes credible communication entails accepting responsibility.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

59. Our organisation believes credibility is achieved by avoiding exaggeration in communication.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

60. Our organisation believes credibility is achieved through ethical behaviour.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

6.1 Our organisation believes that a well communicated vision is important in establishing credibility with stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

62   Our organisations leaders are held accountable for their actions by our stakeholders.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

63. Our organisation's leaders demonstrate accountability through their actions.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

64. Our organisation's leaders demonstrate accountability by making detailed CSR/sustainability report disclosures.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

65. Our organisation's leaders promote societal focused accountability.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

66. Our organisation's leader's decisions always consider societal impacts.

Agree very strongly   1   2   3   4   5   6   Disagree   very strongly

Thank you.

Please hit the **"Submit"** button to finish & register the completed survey. Thanks for your participation! Your inputs play an essential role in this study.

BENEFITS:

A copy of the research findings will be shared with all participants upon request.

ADDENDUM B: INTEGRATIVE LEADERSHIP INTERVIEW SCHEDULE

Introduction & thanks for participation
Theme 1: Authentic Communication   1. The importance of stakeholders for responsible leadership   2. Leadership, trust with stakeholders and a shared vision.   3. Trust first attitude with stakeholders.
Theme 2: Intrinsic Value   4. Responsible leadership and avoiding doing harm.   5. Responsible leadership and an ethical perspective on decision making.   6. Accountability and building a mutual vision.
Theme 3: Responsible Leadership   7. Credibility in leadership communication.   8. Credibility and society.   9. A we/they attitude, credibility gap with stakeholders.
Theme 4: Organisational Integrity   10. Open dialogue with stakeholders.   11. Openness and stakeholders.   12. Openness, development and innovation.
Theme 5: Collaborative Action   13 CSR communication and a two-way dialogue with stakeholders.   14 CSR communication and an organisation's licence to operate.   15 Transparency and stakeholder cynicism.   16 Licence to operate and a legal permission to conduct business.

Theme 6: Licence to Operate
17 Ongoing support and stakeholders.
Thank you for your time and participation!!

ADDENDUM C: STATISTICAL ANALYSES

The FACTOR Procedure

Input Data Type	Raw Data
Number of Records Read	117
Number of Records Used	112
N for Significance Tests	112

Before you conduct a factor analysis, you want to ensure that the items (variables) which will be included into the factor analysis are sufficiently correlated. Kaiser's measure of sampling adequacy can be used to determine this. The closer the index measure is to 1, the higher the intercorrelation between the different items. The overall MSA is 0.9460, which is very good. You also want the individual MSA's (measure of sampling adequacy) for each item included in the analysis to be high and you can see that this is the case, therefore it is a good motivation to conduct the factor analysis.

Kaiser's Measure of Sampling Adequacy: Overall MSA = 0.9460

v9	v10	v11	v12	v13	v14	v15	v16	v17	v18	v19	v20	v21	v22	v23	v24	v25	v26	v27	v28	v29	v30
0.9202	0.9479	0.9532	0.9528	0.9478	0.9342	0.9568	0.9546	0.9485	0.9489	0.9550	0.9533	0.9337	0.9258	0.9439	0.9381	0.9386	0.9653	0.9594	0.9423	0.9121	0.9647

Factor analysis addresses the problem of analysing the structure of the interrelationships (correlations) among a large number of variables by defining a set of common underlying dimensions, known as factors (constructs).

The general purpose of factor analysis is to find a way of condensing (summarising) the information contained in a number of original variables into a smaller set of new, composite dimensions or factors (constructs) – with a minimum loss of information. Only factors having latent roots or eigenvalues greater than 1 are considered significant and all factors with eigenvalues less than 1 are considered insignificant and disregarded. Rationale is that any individual factor should account for the variance of at least a single variable if it is to be retained for interpretation.

The FACTOR Procedure
Initial Factor Method: Principal Components

Prior Communality Estimates: ONE

Eigenvalues of the Correlation Matrix: Total = 22 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
1	13.4417702	12.2087997	0.6110	0.6110
2	1.2329705	0.2431773	0.0560	0.6670
3	0.9897933	0.2948016	0.0450	0.7120
4	0.6949916	0.0627669	0.0316	0.7436
5	0.6322247	0.0744507	0.0287	0.7724
6	0.5577740	0.0314182	0.0254	0.7977
7	0.5263558	0.0208889	0.0239	0.8216
8	0.5054670	0.0295044	0.0230	0.8446
9	0.4759626	0.0634902	0.0216	0.8662
10	0.4124724	0.0536499	0.0187	0.8850
11	0.3588225	0.0339406	0.0163	0.9013
12	0.3248819	0.0274091	0.0148	0.9161
13	0.2974728	0.0271299	0.0135	0.9296

Eigenvalues of the Correlation Matrix: Total

= 22 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
14	0.2703429	0.0426401	0.0123	0.9419
15	0.2277028	0.0306651	0.0104	0.9522
16	0.1970377	0.0094263	0.0090	0.9612
17	0.1876114	0.0255921	0.0085	0.9697
18	0.1620193	0.0254648	0.0074	0.9771
19	0.1365545	0.0026645	0.0062	0.9833
20	0.1338900	0.0097968	0.0061	0.9894
21	0.1240932	0.0143044	0.0056	0.9950
22	0.1097889		0.0050	1.0000

In this case a 3-factor solution was retained since the eigenvalue of factor three is very close to 1 and the researcher original belief was that there should be 3 construct based on the stated theory provided. The first factor explains 61.10% of the total variance of the original data (set of 12 items included into the factor analysis) the second factor explains an additional 5.6% and the two factors combined explains 66.70% of the variance of the original data and the third regained factor explains an additional 4.5% of the variance and the initial 3 factor solution explains 71.20% of the total variance of the original data set.

The Varimax rotation method was used to identify the different factors (constructs). All the items highlighted in green are items that clearly loads onto a specific factor, whereas all the items highlighted in blue are regarded as double loaders, since they don't load clearly onto one specific factor. These items are removed from the initial factor solution in order to obtain the final solution. The researcher needs to look at the items which are seen to load onto a specific factor and compare it to the theoretical framework suggested to motivate that the natural grouping identified with the final factor analysis makes sense within the theoretical framework provided and there after label the different factors with a specific theoretical reference.

Rotated Factor Pattern

	Factor1	Factor2	Factor3
v14	0.77735	0.25991	0.26312
v20	0.71054	0.15781	0.25192
v11	0.68805	0.40666	0.26781
v10	0.68418	0.29704	0.22880
v9	0.64922	0.34363	0.23732
v16	0.64035	0.33872	0.42001
v18	0.63259	0.31545	0.49575
v13	0.60820	0.48738	0.27104
v21	0.30092	0.77047	0.22483
v17	0.44564	0.71033	0.19566
v27	0.22727	0.70544	0.41195
v25	0.24390	0.70315	0.44708
v19	0.53928	0.68761	0.10871
v23	0.33486	0.68141	0.42624
v15	0.55601	0.66754	0.16826
v29	0.07859	0.62056	0.58252
v12	0.38599	0.50713	0.35898
v24	0.29041	0.26261	0.79739
v28	0.39400	0.35480	0.69335
v26	0.55710	0.29763	0.61129
v30	0.53573	0.32121	0.59531
v22	0.53004	0.26262	0.58162

Variance Explained by Each Factor

Factor1	Factor2	Factor3
6.0377046	5.4867733	4.1400561

Final Communality Estimates: Total = 15.664534

v9	v10	v11	v12	v13	v14	v15	v16	v17	v18	v19	v20	v21	v22	v23	v24	v25	v26	v27	v28	v29	v30
0.5958	0.6086	0.71050	0.5350	0.6809	0.7410	0.7830	0.7011	0.7414	0.7454	0.7754	0.5932	0.7347	0.6881	0.7581	0.7891	0.7537	0.7726	0.7189	0.7618	0.7306	0.7445

The final communalities should be approximately 50% for each item, which suggests that once the 3-factor solution has been extracted that at least 50% of the variation of each item is still explained by the factor solution.

The third factor only has two possible items loading onto it, which is regarded as a weak factor and should be decided whether the factor should be retained

FINAL Factor Solution

The SAS System

The FACTOR Procedure

Input Data Type	Raw Data
Number of Records Read	117
Number of Records Used	114
N for Significance Tests	114

Kaiser's Measure of Sampling Adequacy: Overall MSA = 0.9161

v9	v10	v11	v14	v17	v20	v21	v23	v24	v25	v27	v28
0.896 8	0.954 2	0.911 0	0.911 2	0.898 3	0.925 3	0.928 2	0.917 4	0.940 3	0.888 7	0.935 4	0.903 4

The SAS System

The FACTOR Procedure

Initial Factor Method: Principal Components

Prior Communality Estimates: ONE

Eigenvalues of the Correlation Matrix: Total = 12 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
1	7.31961798	6.32384561	0.6100	0.6100
2	0.99577237	0.35984847	0.0830	0.6929
3	0.63592390	0.07432160	0.0530	0.7459
4	0.56160230	0.08241020	0.0468	0.7927
5	0.47919210	0.07053806	0.0399	0.8327
6	0.40865404	0.02263687	0.0341	0.8667
7	0.38601718	0.05045642	0.0322	0.8989
8	0.33556075	0.03684627	0.0280	0.9269
9	0.29871448	0.03919362	0.0249	0.9518
10	0.25952086	0.08721549	0.0216	0.9734
11	0.17230537	0.02518672	0.0144	0.9877
12	0.14711866		0.0123	1.0000

Even though a 3-factor solution was still retained, it can be seen that the eigenvalue of the third factor is now significantly below 1 and when looking at the final solution it can still be seen that only the two items still load clearly onto the factor and then the researcher must decide whether to retain the factor in further analyses.

3 factors will be retained by the NFACTOR criterion.

The SAS System

Rotated Factor Pattern

	Factor1	Factor2	Factor3
v21	0.77884	0.31862	0.18023
v27	0.76801	0.22227	0.32293
v17	0.75797	0.40645	0.15812
v23	0.73642	0.31986	0.33835
v25	0.71267	0.25903	0.45656
v14	0.29390	0.78478	0.21194
v9	0.35968	0.74522	0.14366
v20	0.10192	0.73818	0.39330
v10	0.33555	0.69892	0.21807
v11	0.46393	0.66486	0.21324
v24	0.33985	0.29747	0.78919
v28	0.40482	0.35250	0.72875

Variance Explained by Each Factor

Factor1	Factor2	Factor3
3.6544954	3.3449428	1.9518760

Final Communality Estimates: Total = 8.951314

v9	v10	v11	v14	v17	v20	v21	v23	v24	v25	v27	v28
0.7053	0.6486	0.7027	0.7471	0.7647	0.7099	0.7405	0.7591	0.8268	0.7834	0.7435	0.8192

ADDENDUM D: STATISTICAL ANALYSIS: MSA

The SAS System

The FACTOR Procedure

Input Data Type	Raw Data
Number of Records Read	117
Number of Records Used	113
N for Significance Tests	113

Kaiser's Measure of Sampling Adequacy: Overall MSA = 0.9266

v31	v32	v33	v34	v35	v36	v37	v38	v39	v40
0.9113	0.9133	0.9264	0.9205	0.9597	0.9155	0.9511	0.9360	0.8310	0.9520

The SAS System

The FACTOR Procedure

Initial Factor Method: Principal Components

Prior Communality Estimates: ONE

Eigenvalues of the Correlation Matrix: Total = 10 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
1	6.36140187	5.45332387	0.6361	0.6361
2	0.90807800	0.28295879	0.0908	0.7269
3	0.62511921	0.14775777	0.0625	0.7895
4	0.47736144	0.10770748	0.0477	0.8372
5	0.36965396	0.04105288	0.0370	0.8742

Eigenvalues of the Correlation Matrix: Total = 10 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
6	0.32860108	0.03781785	0.0329	0.9070
7	0.29078323	0.03210322	0.0291	0.9361
8	0.25868001	0.06015931	0.0259	0.9620
9	0.19852070	0.01672021	0.0199	0.9818
10	0.18180050		0.0182	1.0000

1 factor will be retained by the MINEIGEN criterion.

Factor Pattern

	Factor1
v35	0.86214
v40	0.85382
v33	0.84969
v32	0.84785
v36	0.82902
v31	0.82827
v37	0.78288
v38	0.77516
v34	0.75341
v39	0.54184

Variance Explained by Each Factor

Factor1

6.3614019

Final Communality Estimates: Total = 6.361402

v31	v32	v33	v34	v35	v36	v37	v38	v39	v40
0.6860	0.7188	0.7219	0.5676	0.7432	0.6872	0.6128	0.6008	0.2935	0.7290

ADDENDUM E: STATISTICAL ANALYSIS FACTORS

The SAS System

The FACTOR Procedure

Input Data Type	Raw Data
Number of Records Read	117
Number of Records Used	115
N for Significance Tests	115

Kaiser's Measure of Sampling Adequacy: Overall MSA = 0.94457758

Variable	MSA
v41	0.9293
v42	0.7764
v43	0.9560
v44	0.8876
v45	0.9541
v46	0.9590
v47	0.9413
v48	0.9489
v49	0.9460
v50	0.9610
v51	0.9766
v52	0.9740
v53	0.9676
v54	0.9370
v55	0.9744
v56	0.9202
v57	0.9300
v58	0.9401
v59	0.9645
v60	0.9076
v61	0.9512
v62	0.9603
v63	0.9339
v64	0.9303
v65	0.9759
v66	0.9804

The FACTOR Procedure

Initial Factor Method: Principal Components

Prior Communality Estimates: ONE

Eigenvalues of the Correlation Matrix: Total = 26 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
1	16.7693181	15.3946350	0.6450	0.6450
2	1.3746831	0.1409859	0.0529	0.6978
3	1.2336972	0.4590088	0.0474	0.7453
4	0.7746884	0.1188122	0.0298	0.7751
5	0.6558762	0.0980979	0.0252	0.8003
6	0.5577783	0.0570372	0.0215	0.8218
7	0.5007411	0.0474479	0.0193	0.8410
8	0.4532932	0.0728745	0.0174	0.8585
9	0.3804187	0.0237823	0.0146	0.8731
10	0.3566364	0.0180502	0.0137	0.8868
11	0.3385862	0.0436088	0.0130	0.8998
12	0.2949773	0.0299984	0.0113	0.9112
13	0.2649789	0.0051509	0.0102	0.9214
14	0.2598280	0.0107920	0.0100	0.9314
15	0.2490360	0.0144761	0.0096	0.9409
16	0.2345599	0.0365497	0.0090	0.9500
17	0.1980102	0.0110979	0.0076	0.9576

Eigenvalues of the Correlation Matrix: Total = 26 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
18	0.1869123	0.0153594	0.0072	0.9648
19	0.1715529	0.0207698	0.0066	0.9714
20	0.1507831	0.0022934	0.0058	0.9772
21	0.1484897	0.0180197	0.0057	0.9829
22	0.1304700	0.0234737	0.0050	0.9879
23	0.1069963	0.0105478	0.0041	0.9920
24	0.0964486	0.0372292	0.0037	0.9957
25	0.0592194	0.0071986	0.0023	0.9980
26	0.0520208		0.0020	1.0000

6 factors will be retained by the NFACTOR criterion.

In the initial analysis we tried to retain the 6 factors are indicated in your theoretical framework and it can be seen that by looking at the initial factor pattern that factor 4 to 6 only have one potential item loading onto each factor, which does not reflect any real construct. A final 3-factor solution was retained after the double loaders were removed from the analysis.

Rotated Factor Pattern

	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
v46	0.77810	0.33453	0.30104	0.15349	0.11283	0.12525
v62	0.75806	0.34579	0.20713	0.16257	0.20148	0.17793
v54	0.75650	0.36117	0.28470	0.23287	0.05235	0.18776
v58	0.73202	0.28111	0.39313	0.13454	0.09648	0.16227

Rotated Factor Pattern

	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
v50	0.71680	0.31618	0.23265	0.15325	0.33809	0.16833
v66	0.54726	0.33809	0.39776	0.39919	0.18124	0.15966
v57	0.50154	0.46501	0.25690	0.25446	0.00756	0.43367
v47	0.29015	0.75376	0.26458	0.13848	0.23949	0.18166
v63	0.30273	0.72688	0.28628	0.18176	0.07411	0.32831
v55	0.36536	0.72524	0.22796	0.11969	0.17047	0.11519
v51	0.30062	0.69463	0.33370	0.24663	0.21657	0.01449
v59	0.27827	0.57554	0.25306	0.47510	0.14800	0.16676
v65	0.39705	0.53089	0.20994	0.33465	0.11985	0.33352
v49	0.35088	0.51170	0.37219	0.23838	-0.03038	0.45871
v61	0.44251	0.47516	0.37604	0.31953	0.00005	0.38859
v52	0.39867	0.33959	0.65883	0.21712	0.03312	0.25974
v45	0.27218	0.42818	0.65685	0.23412	0.31417	0.06047
v60	0.38808	0.36704	0.65255	0.19507	0.02825	0.27120
v43	0.32065	0.31042	0.64922	0.21143	0.37537	0.05874
v48	0.50819	0.29964	0.60882	0.13942	0.00478	0.33494
v56	0.43517	0.38915	0.53268	0.35547	0.01417	0.27745
v53	0.16893	0.30227	0.23874	0.71175	0.32497	0.21442
v64	0.49268	0.27840	0.33607	0.59177	0.17697	0.07689
v42	0.07392	0.29347	0.01584	0.13630	0.86233	0.14109
v41	0.47832	-0.18787	0.39812	0.26863	0.57900	0.05579
v44	0.23048	0.22630	0.21122	0.14523	0.42655	0.73947

Variance Explained by Each Factor

Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
5.7994937	5.1896138	4.0913315	2.2930107	2.0280301	1.9645615

Final Communality Estimates: Total = 21.366041

v41	v42	v43	v44	v45	v46	v47	v48	v49	v50	v51	v52	v53
0.8330	0.8739	0.8097	0.89879	0.8460	0.8599	0.8318	0.8503	0.7916	0.8340	0.7921	0.8240	0.8350

v54	v55	v56	v57	v58	v59	v60	v61	v62	v63	v64	v65	v66
0.8760	0.7680	0.8280	0.7866	0.8231	0.7481	0.82355	0.8161	0.8358	0.8482	0.8206	0.7211	0.7896

Final 3-factor solution

The FACTOR Procedure

Input Data Type	Raw Data
Number of Records Read	117
Number of Records Used	116
N for Significance Tests	116

Kaiser's Measure of Sampling Adequacy: Overall MSA = 0.94731795

v43	v45	v46	v47	v50	v51	v52	v54	v55	v58	v60	v62	v63
0.9366	0.9475	0.9496	0.9357	0.9522	0.9601	0.9624	0.9445	0.9564	0.9355	0.9514	0.9490	0.9353

The SAS System

The FACTOR Procedure

Initial Factor Method: Principal Components

Prior Communality Estimates: ONE

Eigenvalues of the Correlation Matrix: Total
= 13 Average = 1

	Eigenvalue	Difference	Proportion	Cumulative
1	9.15196065	8.29587394	0.7040	0.7040
2	0.85608670	0.21567444	0.0659	0.7698
3	0.64041227	0.22347350	0.0493	0.8191
4	0.41693877	0.09444214	0.0321	0.8512
5	0.32249663	0.03859519	0.0248	0.8760
6	0.28390144	0.02344004	0.0218	0.8978
7	0.26046140	0.01417679	0.0200	0.9179
8	0.24628461	0.01064413	0.0189	0.9368
9	0.23564049	0.04654116	0.0181	0.9549
10	0.18909933	0.04084485	0.0145	0.9695
11	0.14825448	0.01586075	0.0114	0.9809
12	0.13239373	0.01632423	0.0102	0.9911
13	0.11606950		0.0089	1.0000

3 factors will be retained by the NFACTOR criterion.

Rotated Factor Pattern

	Factor1	Factor2	Factor3
v46	0.80474	0.30689	0.35380
v62	0.78758	0.38509	0.25953
v54	0.78713	0.38691	0.31095
v58	0.77505	0.25629	0.42731
v50	0.74460	0.34592	0.34653
v47	0.31698	0.80866	0.31828
v55	0.38560	0.74798	0.26422
v51	0.30291	0.73552	0.40108
v63	0.36072	0.73219	0.36552
v43	0.33209	0.31880	0.76399
v45	0.30301	0.42246	0.74618
v52	0.44278	0.30945	0.71388
v60	0.42709	0.38433	0.67460

Variance Explained by Each Factor

Factor1	Factor2	Factor3
4.0942106	3.3915920	3.1626570

Final Communality Estimates: Total = 10.648460

v43	v45	v46	v47	v50	v51	v52	v54	v55	v58	v60	v62	v63
0.79 55	0.82 70	0.86 69	0.85 57	0.79 41	0.79 36	0.80 14	0.86 59	0.77 79	0.84 89	0.78 52	0.83 59	0.79 98

ADDENDUM F: CORRELATION COEFFICIENTS

Correlation coefficients between all 6 constructs

Pearson Correlation Coefficients, N = 117
Prob > |r| under H0: Rho=0

	ac	iv	rl	oi	ca	lop
ac	1.00000	0.73457	0.84410	0.72798	0.79715	0.80133
		<.0001	<.0001	<.0001	<.0001	<.0001
iv	0.73457	1.00000	0.81279	0.78365	0.71456	0.77772
	<.0001		<.0001	<.0001	<.0001	<.0001
rl	0.84410	0.81279	1.00000	0.85473	0.82950	0.88307
	<.0001	<.0001		<.0001	<.0001	<.0001
oi	0.72798	0.78365	0.85473	1.00000	0.77652	0.80790
	<.0001	<.0001	<.0001		<.0001	<.0001
ca	0.79715	0.71456	0.82950	0.77652	1.00000	0.80501
	<.0001	<.0001	<.0001	<.0001		<.0001
lop	0.80133	0.77772	0.88307	0.80790	0.80501	1.00000
	<.0001	<.0001	<.0001	<.0001	<.0001	

The first value in each position in the matrix is the correlation coefficient between the variable in the corresponding row and column. Therefore the highlighted (green) value is the correlation coefficient between LOP and AC (0.80133). The correlation coefficient takes on values between -1 and 1, the closer the value to either -1 or 1 a stronger negative or positive the linear association between two variables are detected.

A correlation coefficient close to 0 indicates no linear association between variables. The highlighted value in purple (below each correlation coefficient) is the p-value associated with the hypotheses:

H0: There is no linear association between the two variables

H1: There is a linear association between the two variables.

If the p-value is less than 0.05, the null hypothesis is rejected and there is therefore enough statistical evidence in the data to suggest that there is a linear association between the two variables (if the correlation coefficient is positive, then there is a positive linear association and if the correlation coefficient is negative, there is a negative linear association).

Cronbach alpha for AC

The Cronbach alpha is a measure of the <u>internal consistency</u> or <u>reliability</u> of a set of items. This is a measure based on the correlations between different items on the same scale. As a rule of thumb, an alpha of between 0.6 and 0.7 indicate acceptable reliability and 0.8 or higher indicate good reliability. A reliable instrument (questionnaire) is one with scores on similar items to be internally consistent, but you still want each of the items to contribute unique information to the proposed construct.

For this construct the Cronbach alpha is 0.91468, which relates to very good internal consistency between the items used to form this construct. Therefore, there is statistical justification to combine these items into one construct.

Cronbach Coefficient Alpha

Variables	Alpha
Raw	**0.914680**
Standardized	0.914892

The item analysis below just shows how the Cronbach would be affected if one of the items was removed from the construct. If the Cronbach improved significantly when an item is removed it would be advisable to remove the item from the construct. If a "Correlation with the total" is <0.3, the item should also be considered to be removed from the construct.

In all the analyses it was found that all the items are correctly identified in the constructs and no item needs to be removed from the constructs. Since all the items identified in the factor analysis are sufficiently correlated with each other, the constructs were calculated by taking the mean of the items as indicated in the "Descriptive statistics" document.

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v21	0.769333	0.898059	0.770376	0.898194
v27	0.766861	0.898770	0.766390	0.899005
v17	0.785649	0.894938	0.785637	0.895074
v23	0.787857	0.894312	0.787863	0.894618
v25	0.799946	0.891757	0.799640	0.892194

Pearson Correlation Coefficients, N = 116

Prob > |r| under H0: Rho=0

	v21	v27	v17	v23	v25
v21	1.00000	0.63023	0.69542	0.71499	0.65641
		<.0001	<.0001	<.0001	<.0001
v27	0.63023	1.00000	0.66526	0.66583	0.72427
	<.0001		<.0001	<.0001	<.0001
v17	0.69542	0.66526	1.00000	0.67322	0.70676
	<.0001	<.0001		<.0001	<.0001
v23	0.71499	0.66583	0.67322	1.00000	0.69296
	<.0001	<.0001	<.0001		<.0001
v25	0.65641	0.72427	0.70676	0.69296	1.00000
	<.0001	<.0001	<.0001	<.0001	

Cronbach alpha for IV

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.884370
Standardized	0.884212

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v14	0.758643	0.850535	0.758492	0.850455
v9	0.740686	0.854916	0.739748	0.854871
v20	0.674120	0.870123	0.673844	0.870109
v10	0.701535	0.863978	0.701847	0.863689
v11	0.730823	0.857252	0.730429	0.857053

Pearson Correlation Coefficients, N = 117

Prob > |r| under H0: Rho=0

	v14	v9	v20	v10	v11
v14	1.00000	0.67747	0.60819	0.57953	0.65557
		<.0001	<.0001	<.0001	<.0001
v9	0.67747	1.00000	0.52561	0.65192	0.61480
	<.0001		<.0001	<.0001	<.0001
v20	0.60819	0.52561	1.00000	0.55623	0.59642
	<.0001	<.0001		<.0001	<.0001
v10	0.57953	0.65192	0.55623	1.00000	0.57747
	<.0001	<.0001	<.0001		<.0001
v11	0.65557	0.61480	0.59642	0.57747	1.00000
	<.0001	<.0001	<.0001	<.0001	

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.933421
Standardized	0.934428

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v31	0.775540	0.924583	0.775967	0.925780
v32	0.807387	0.922897	0.806872	0.924217
v33	0.795868	0.923592	0.797679	0.924683
v34	0.704068	0.928122	0.702250	0.929463
v35	0.815947	0.922484	0.816710	0.923717
v36	0.769048	0.924863	0.771580	0.926001
v37	0.720160	0.927327	0.721260	0.928520
v38	0.715629	0.927554	0.716397	0.928762
v39	0.478847	0.940341	0.478529	0.940245
v40	0.807042	0.922843	0.808308	0.924144

Pearson Correlation Coefficients, N = 113
Prob > |r| under H0: Rho=0

	v31	v32	v33	v34	v35	v36	v37	v38	v39	v40
v31	1.00 000	0.59 295	0.78 368	0.49 899	0.71 904	0.72 517	0.60 628	0.52 934	0.41 363	0.66 282
		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
v32	0.59 295	1.00 000	0.63 882	0.63 506	0.69 037	0.70 354	0.63 407	0.66 294	0.50 050	0.67 153
	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
v33	0.78 368	0.63 882	1.00 000	0.49 909	0.73 654	0.74 766	0.63 523	0.60 839	0.34 379	0.67 790
	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	0.0002	<.0001
v34	0.49 899	0.63 506	0.49 909	1.00 000	0.58 177	0.53 032	0.52 484	0.63 446	0.51 682	0.63 194
	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
v35	0.71 904	0.69 037	0.73 654	0.58 177	1.00 000	0.68 360	0.65 404	0.59 257	0.41 517	0.71 934
	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
v36	0.72 517	0.70 354	0.74 766	0.53 032	0.68 360	1.00 000	0.58 262	0.59 363	0.29 818	0.63 895
	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	0.0013	<.0001

Pearson Correlation Coefficients, N = 113
Prob > |r| under H0: Rho=0

	v31	v32	v33	v34	v35	v36	v37	v38	v39	v40
v37	0.60628	0.63407	0.63523	0.52484	0.65404	0.58262	1.00000	0.54017	0.31200	0.68835
	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	0.0008	<.0001
v38	0.52934	0.66294	0.60839	0.63446	0.59257	0.59363	0.54017	1.00000	0.33933	0.64504
	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		0.0002	<.0001
v39	0.41363	0.50050	0.34379	0.51682	0.41517	0.29818	0.31200	0.33933	1.00000	0.40305
	<.0001	<.0001	0.0002	<.0001	<.0001	0.0013	0.0008	0.0002		<.0001
v40	0.66282	0.67153	0.67790	0.63194	0.71934	0.63895	0.68835	0.64504	0.40305	1.00000
	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

Cronbach alpha for OI

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.951890
Standardized	0.951963

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v46	0.886042	0.937175	0.885689	0.937376
v62	0.854719	0.942712	0.854636	0.942741
v54	0.886999	0.937000	0.887268	0.937101
v58	0.865353	0.940794	0.865229	0.940918
v50	0.841185	0.944992	0.841000	0.945075

Pearson Correlation Coefficients, N = 117

Prob > |r| under H0: Rho=0

	v46	v62	v54	v58	v50
v46	1.00000	0.79507	0.84376	0.80363	0.80809
		<.0001	<.0001	<.0001	<.0001
v62	0.79507	1.00000	0.82691	0.78245	0.75362
	<.0001		<.0001	<.0001	<.0001
v54	0.84376	0.82691	1.00000	0.81647	0.76807

Pearson Correlation Coefficients, N = 117
Prob > |r| under H0: Rho=0

	v46	v62	v54	v58	v50
	<.0001	<.0001		<.0001	<.0001
v58	0.80363	0.78245	0.81647	1.00000	0.78721
	<.0001	<.0001	<.0001		<.0001
v50	0.80809	0.75362	0.76807	0.78721	1.00000
	<.0001	<.0001	<.0001	<.0001	

Cronbach alpha for CA

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.918377
Standardized	0.918607

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v47	0.844877	0.882610	0.845136	0.883112
v55	0.782730	0.904009	0.782379	0.904609
v51	0.804209	0.897301	0.804105	0.897243
v63	0.820159	0.891512	0.819424	0.892001

Pearson Correlation Coefficients, N = 116
Prob > |r| under H0: Rho=0

	v47	v55	v51	v63
v47	1.00000	0.72236	0.77929	0.78095
		<.0001	<.0001	<.0001
v55	0.72236	1.00000	0.69901	0.72954
	<.0001		<.0001	<.0001
v51	0.77929	0.69901	1.00000	0.71879
	<.0001	<.0001		<.0001
v63	0.78095	0.72954	0.71879	1.00000
	<.0001	<.0001	<.0001	

Cronbach alpha for LOP

Variables	Alpha
Raw	0.912897
Standardized	0.912918

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v43	0.792135	0.890380	0.791862	0.890468
v45	0.815385	0.882182	0.815147	0.882330
v52	0.788047	0.891730	0.788346	0.891688

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
v60	0.809983	0.884152	0.810184	0.884073

Pearson Correlation Coefficients, N = 117
Prob > |r| under H0: Rho=0

	v43	v45	v52	v60
v43	1.00000	0.76131	0.68151	0.70876
		<.0001	<.0001	<.0001
v45	0.76131	1.00000	0.71021	0.72869
	<.0001		<.0001	<.0001
v52	0.68151	0.71021	1.00000	0.75246
	<.0001	<.0001		<.0001
v60	0.70876	0.72869	0.75246	1.00000
	<.0001	<.0001	<.0001	

ADDENDUM G: FREQUENCY PROCEDURE

The SAS System

The FREQ Procedure

v2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	58	49.57	58	49.57
Male	59	50.43	117	100.00

age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
20-25	18	15.38	18	15.38
26-30	17	14.53	35	29.91
31-35	36	30.77	71	60.68
36-50	32	27.35	103	88.03
51 and older	14	11.97	117	100.00

yearscurrent	Frequency	Percent	Cumulative Frequency	Cumulative Percent
3 years or less	47	40.17	47	40.17
3<years<=6 years	37	31.62	84	71.79
6<years<=10 years	25	21.37	109	93.16
More than 10 years	8	6.84	117	100.00

v5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Board Member	5	4.27	5	4.27
Executive	13	11.11	18	15.38
Head of Department	16	13.68	34	29.06
Middle Management	46	39.32	80	68.38
Non Management	7	5.98	87	74.36
Senior Management	30	25.64	117	100.00

yearspos	Frequency	Percent	Cumulative Frequency	Cumulative Percent
3 years or less	64	54.70	64	54.70
3<years<=6 years	37	31.62	101	86.32
6<years<=10 years	11	9.40	112	95.73
More than 10 years	5	4.27	117	100.00

v7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Degree	72	61.54	72	61.54
Diploma	5	4.27	77	65.81
High School	7	5.98	84	71.79
Master's	30	25.64	114	97.44
Phd	3	2.56	117	100.00

v8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No	11	9.48	11	9.48
Yes	105	90.52	116	100.00

Frequency Missing = 1

v9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	31	26.50	47	40.17
Agree	14	11.97	61	52.14
Disagree	28	23.93	89	76.07
Disagree strongly	24	20.51	113	96.58
Disagree very strongly	4	3.42	117	100.00

v10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	17	14.53	17	14.53
Agree strongly	26	22.22	43	36.75
Agree	30	25.64	73	62.39
Disagree	23	19.66	96	82.05
Disagree strongly	12	10.26	108	92.31
Disagree very strongly	9	7.69	117	100.00

v11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	17	14.53	17	14.53
Agree strongly	32	27.35	49	41.88
Agree	21	17.95	70	59.83
Disagree	17	14.53	87	74.36
Disagree strongly	28	23.93	115	98.29
Disagree very strongly	2	1.71	117	100.00

v12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	13	11.21	13	11.21
Agree strongly	24	20.69	37	31.90
Agree	27	23.28	64	55.17
Disagree	23	19.83	87	75.00
Disagree strongly	19	16.38	106	91.38
Disagree very strongly	10	8.62	116	100.00

Frequency Missing = 1

v13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	19	16.24	19	16.24
Agree strongly	32	27.35	51	43.59
Agree	23	19.66	74	63.25
Disagree	23	19.66	97	82.91
Disagree strongly	13	11.11	110	94.02

v13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree very strongly	7	5.98	117	100.00

v14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	24	20.51	24	20.51
Agree strongly	26	22.22	50	42.74
Agree	24	20.51	74	63.25
Disagree	21	17.95	95	81.20
Disagree strongly	14	11.97	109	93.16
Disagree very strongly	8	6.84	117	100.00

v15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	32	27.35	48	41.03
Agree	24	20.51	72	61.54
Disagree	24	20.51	96	82.05
Disagree strongly	15	12.82	111	94.87
Disagree very strongly	6	5.13	117	100.00

v16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.09	20	17.09
Agree strongly	29	24.79	49	41.88
Agree	26	22.22	75	64.10

v16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree	22	18.80	97	82.91
Disagree strongly	11	9.40	108	92.31
Disagree very strongly	9	7.69	117	100.00

v17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	14	12.07	14	12.07
Agree strongly	24	20.69	38	32.76
Agree	22	18.97	60	51.72
Disagree	34	29.31	94	81.03
Disagree strongly	17	14.66	111	95.69
Disagree very strongly	5	4.31	116	100.00

Frequency Missing = 1

v18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	23	19.66	23	19.66
Agree strongly	27	23.08	50	42.74
Agree	22	18.80	72	61.54
Disagree	25	21.37	97	82.91
Disagree strongly	17	14.53	114	97.44
Disagree very strongly	3	2.56	117	100.00

v19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	17	14.53	17	14.53
Agree strongly	19	16.24	36	30.77
Agree	31	26.50	67	57.26
Disagree	21	17.95	88	75.21
Disagree strongly	20	17.09	108	92.31
Disagree very strongly	9	7.69	117	100.00

v20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	15	12.82	15	12.82
Agree strongly	36	30.77	51	43.59
Agree	17	14.53	68	58.12
Disagree	27	23.08	95	81.20
Disagree strongly	16	13.68	111	94.87
Disagree very strongly	6	5.13	117	100.00

v21	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	10	8.55	10	8.55
Agree strongly	31	26.50	41	35.04
Agree	25	21.37	66	56.41
Disagree	22	18.80	88	75.21
Disagree strongly	21	17.95	109	93.16
Disagree very strongly	8	6.84	117	100.00

v22	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	17	14.66	17	14.66
Agree strongly	31	26.72	48	41.38
Agree	22	18.97	70	60.34
Disagree	21	18.10	91	78.45
Disagree strongly	20	17.24	111	95.69
Disagree very strongly	5	4.31	116	100.00

Frequency Missing = 1

v23	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	15	12.82	15	12.82
Agree strongly	22	18.80	37	31.62
Agree	31	26.50	68	58.12
Disagree	29	24.79	97	82.91
Disagree strongly	11	9.40	108	92.31
Disagree very strongly	9	7.69	117	100.00

v24	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.38	18	15.38
Agree strongly	33	28.21	51	43.59
Agree	27	23.08	78	66.67
Disagree	15	12.82	93	79.49
Disagree strongly	20	17.09	113	96.58

v24	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree very strongly	4	3.42	117	100.00

v25	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	21	17.95	21	17.95
Agree strongly	29	24.79	50	42.74
Agree	23	19.66	73	62.39
Disagree	27	23.08	100	85.47
Disagree strongly	9	7.69	109	93.16
Disagree very strongly	8	6.84	117	100.00

v26	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	21	17.95	21	17.95
Agree strongly	28	23.93	49	41.88
Agree	28	23.93	77	65.81
Disagree	20	17.09	97	82.91
Disagree strongly	16	13.68	113	96.58
Disagree very strongly	4	3.42	117	100.00

v27	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	14	11.97	14	11.97
Agree strongly	29	24.79	43	36.75
Agree	25	21.37	68	58.12

v27	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree	26	22.22	94	80.34
Disagree strongly	12	10.26	106	90.60
Disagree very strongly	11	9.40	117	100.00

v28	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.91	16	13.91
Agree strongly	31	26.96	47	40.87
Agree	26	22.61	73	63.48
Disagree	13	11.30	86	74.78
Disagree strongly	21	18.26	107	93.04
Disagree very strongly	8	6.96	115	100.00

Frequency Missing = 2

v29	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	17	14.53	17	14.53
Agree strongly	31	26.50	48	41.03
Agree	29	24.79	77	65.81
Disagree	21	17.95	98	83.76
Disagree strongly	12	10.26	110	94.02
Disagree very strongly	7	5.98	117	100.00

v30	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	21	18.10	21	18.10
Agree strongly	23	19.83	44	37.93
Agree	29	25.00	73	62.93
Disagree	23	19.83	96	82.76
Disagree strongly	14	12.07	110	94.83
Disagree very strongly	6	5.17	116	100.00

Frequency Missing = 1

v31	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.39	20	17.39
Agree strongly	30	26.09	50	43.48
Agree	25	21.74	75	65.22
Disagree	22	19.13	97	84.35
Disagree strongly	11	9.57	108	93.91
Disagree very strongly	7	6.09	115	100.00

Frequency Missing = 2

v32	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.24	20	17.24
Agree strongly	24	20.69	44	37.93
Agree	24	20.69	68	58.62
Disagree	24	20.69	92	79.31

v32	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree strongly	20	17.24	112	96.55
Disagree very strongly	4	3.45	116	100.00

Frequency Missing = 1

v33	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	22	18.80	22	18.80
Agree strongly	31	26.50	53	45.30
Agree	26	22.22	79	67.52
Disagree	22	18.80	101	86.32
Disagree strongly	11	9.40	112	95.73
Disagree very strongly	5	4.27	117	100.00

v34	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	13	11.11	13	11.11
Agree strongly	26	22.22	39	33.33
Agree	30	25.64	69	58.97
Disagree	22	18.80	91	77.78
Disagree strongly	18	15.38	109	93.16
Disagree very strongly	8	6.84	117	100.00

v35	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	19	16.24	19	16.24
Agree strongly	31	26.50	50	42.74
Agree	22	18.80	72	61.54
Disagree	25	21.37	97	82.91
Disagree strongly	13	11.11	110	94.02
Disagree very strongly	7	5.98	117	100.00

v36	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	19	16.38	19	16.38
Agree strongly	31	26.72	50	43.10
Agree	23	19.83	73	62.93
Disagree	20	17.24	93	80.17
Disagree strongly	18	15.52	111	95.69
Disagree very strongly	5	4.31	116	100.00

Frequency Missing = 1

v37	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.09	20	17.09
Agree strongly	27	23.08	47	40.17
Agree	30	25.64	77	65.81
Disagree	22	18.80	99	84.62
Disagree strongly	12	10.26	111	94.87

v37	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree very strongly	6	5.13	117	100.00

v38	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	26	22.22	42	35.90
Agree	31	26.50	73	62.39
Disagree	23	19.66	96	82.05
Disagree strongly	14	11.97	110	94.02
Disagree very strongly	7	5.98	117	100.00

v39	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	24	20.51	40	34.19
Agree	21	17.95	61	52.14
Disagree	24	20.51	85	72.65
Disagree strongly	17	14.53	102	87.18
Disagree very strongly	15	12.82	117	100.00

v40	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	22	18.97	22	18.97
Agree strongly	31	26.72	53	45.69
Agree	21	18.10	74	63.79

v40	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree	23	19.83	97	83.62
Disagree strongly	12	10.34	109	93.97
Disagree very strongly	7	6.03	116	100.00

Frequency Missing = 1

v41	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	13	11.11	13	11.11
Agree strongly	26	22.22	39	33.33
Agree	31	26.50	70	59.83
Disagree	19	16.24	89	76.07
Disagree strongly	21	17.95	110	94.02
Disagree very strongly	7	5.98	117	100.00

v42	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	11	9.40	11	9.40
Agree strongly	23	19.66	34	29.06
Agree	22	18.80	56	47.86
Disagree	34	29.06	90	76.92
Disagree strongly	20	17.09	110	94.02
Disagree very strongly	7	5.98	117	100.00

v43	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.09	20	17.09
Agree strongly	28	23.93	48	41.03
Agree	24	20.51	72	61.54
Disagree	23	19.66	95	81.20
Disagree strongly	15	12.82	110	94.02
Disagree very strongly	7	5.98	117	100.00

v44	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	11	9.40	11	9.40
Agree strongly	23	19.66	34	29.06
Agree	36	30.77	70	59.83
Disagree	29	24.79	99	84.62
Disagree strongly	14	11.97	113	96.58
Disagree very strongly	4	3.42	117	100.00

v45	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	21	17.95	21	17.95
Agree strongly	27	23.08	48	41.03
Agree	25	21.37	73	62.39
Disagree	23	19.66	96	82.05
Disagree strongly	14	11.97	110	94.02
Disagree very strongly	7	5.98	117	100.00

v46	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	25	21.37	25	21.37
Agree strongly	25	21.37	50	42.74
Agree	32	27.35	82	70.09
Disagree	17	14.53	99	84.62
Disagree strongly	11	9.40	110	94.02
Disagree very strongly	7	5.98	117	100.00

v47	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.38	18	15.38
Agree strongly	26	22.22	44	37.61
Agree	32	27.35	76	64.96
Disagree	21	17.95	97	82.91
Disagree strongly	15	12.82	112	95.73
Disagree very strongly	5	4.27	117	100.00

v48	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	25	21.37	25	21.37
Agree strongly	27	23.08	52	44.44
Agree	24	20.51	76	64.96
Disagree	19	16.24	95	81.20
Disagree strongly	17	14.53	112	95.73
Disagree very strongly	5	4.27	117	100.00

v49	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	19	16.24	19	16.24
Agree strongly	32	27.35	51	43.59
Agree	27	23.08	78	66.67
Disagree	22	18.80	100	85.47
Disagree strongly	13	11.11	113	96.58
Disagree very strongly	4	3.42	117	100.00

v50	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	23	19.66	23	19.66
Agree strongly	34	29.06	57	48.72
Agree	24	20.51	81	69.23
Disagree	15	12.82	96	82.05
Disagree strongly	17	14.53	113	96.58
Disagree very strongly	4	3.42	117	100.00

v51	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	12	10.34	12	10.34
Agree strongly	27	23.28	39	33.62
Agree	37	31.90	76	65.52
Disagree	20	17.24	96	82.76
Disagree strongly	17	14.66	113	97.41
Disagree very strongly	3	2.59	116	100.00

Frequency Missing = 1

v52	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.09	20	17.09
Agree strongly	33	28.21	53	45.30
Agree	22	18.80	75	64.10
Disagree	20	17.09	95	81.20
Disagree strongly	17	14.53	112	95.73
Disagree very strongly	5	4.27	117	100.00

v53	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	10	8.55	10	8.55
Agree strongly	30	25.64	40	34.19
Agree	30	25.64	70	59.83
Disagree	27	23.08	97	82.91
Disagree strongly	17	14.53	114	97.44

v53	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree very strongly	3	2.56	117	100.00

v54	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	24	20.51	24	20.51
Agree strongly	31	26.50	55	47.01
Agree	25	21.37	80	68.38
Disagree	19	16.24	99	84.62
Disagree strongly	12	10.26	111	94.87
Disagree very strongly	6	5.13	117	100.00

v55	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	25	21.37	41	35.04
Agree	29	24.79	70	59.83
Disagree	26	22.22	96	82.05
Disagree strongly	18	15.38	114	97.44
Disagree very strongly	3	2.56	117	100.00

v56	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.38	18	15.38
Agree strongly	31	26.50	49	41.88
Agree	28	23.93	77	65.81

v56	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Disagree	21	17.95	98	83.76
Disagree strongly	14	11.97	112	95.73
Disagree very strongly	5	4.27	117	100.00

v57	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.38	18	15.38
Agree strongly	30	25.64	48	41.03
Agree	21	17.95	69	58.97
Disagree	30	25.64	99	84.62
Disagree strongly	14	11.97	113	96.58
Disagree very strongly	4	3.42	117	100.00

v58	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	25	21.37	25	21.37
Agree strongly	30	25.64	55	47.01
Agree	30	25.64	85	72.65
Disagree	14	11.97	99	84.62
Disagree strongly	14	11.97	113	96.58
Disagree very strongly	4	3.42	117	100.00

v59	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	15	12.82	15	12.82
Agree strongly	33	28.21	48	41.03
Agree	26	22.22	74	63.25
Disagree	23	19.66	97	82.91
Disagree strongly	14	11.97	111	94.87
Disagree very strongly	6	5.13	117	100.00

v60	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	23	19.66	23	19.66
Agree strongly	29	24.79	52	44.44
Agree	27	23.08	79	67.52
Disagree	19	16.24	98	83.76
Disagree strongly	13	11.11	111	94.87
Disagree very strongly	6	5.13	117	100.00

v61	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.38	18	15.38
Agree strongly	34	29.06	52	44.44
Agree	23	19.66	75	64.10
Disagree	23	19.66	98	83.76
Disagree strongly	14	11.97	112	95.73
Disagree very strongly	5	4.27	117	100.00

v62	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	21	17.95	21	17.95
Agree strongly	27	23.08	48	41.03
Agree	34	29.06	82	70.09
Disagree	19	16.24	101	86.32
Disagree strongly	11	9.40	112	95.73
Disagree very strongly	5	4.27	117	100.00

v63	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	16	13.68	16	13.68
Agree strongly	39	33.33	55	47.01
Agree	17	14.53	72	61.54
Disagree	26	22.22	98	83.76
Disagree strongly	14	11.97	112	95.73
Disagree very strongly	5	4.27	117	100.00

v64	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	18	15.52	18	15.52
Agree strongly	22	18.97	40	34.48
Agree	34	29.31	74	63.79
Disagree	21	18.10	95	81.90
Disagree strongly	16	13.79	111	95.69
Disagree very strongly	5	4.31	116	100.00

v64	Frequency	Percent	Cumulative Frequency	Cumulative Percent

Frequency Missing = 1

v65	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	14	11.97	14	11.97
Agree strongly	35	29.91	49	41.88
Agree	21	17.95	70	59.83
Disagree	29	24.79	99	84.62
Disagree strongly	14	11.97	113	96.58
Disagree very strongly	4	3.42	117	100.00

v66	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Agree very strongly	20	17.09	20	17.09
Agree strongly	36	30.77	56	47.86
Agree	29	24.79	85	72.65
Disagree	17	14.53	102	87.18
Disagree strongly	11	9.40	113	96.58
Disagree very strongly	4	3.42	117	100.00

ADDENDUM H: NON-PARAMETRIC PROCEDURE: KRUSKAL WALLIS TEST

Differences in rating across age

Nonparametric procedure – Kruskal-Wallis test

In order to test whether mean differences exist between groups, it is necessary to conduct an Analysis of Variance (ANOVA). One of the assumptions of an ANOVA is that for each population, the response variable is normally distributed. Since some of the samples are too small it is more appropriate to conduct a nonparametric procedure, called the Kruskal-Wallis test. This testing procedure can also be used to detect whether differences exist between different groups, but the assumption of normality is not necessary anymore. The nonparametric Kruskal-Wallis test is based on the analysis of independent random samples from k populations.

The Kruskal-Wallis procedure tests the following hypotheses:

H_0: All populations are identical.
H_a: Not all populations are identical.

The Kruskal-Wallis test statistic is based on the sum of ranks for each of the samples and this statistic is used to decide whether the null hypothesis can be rejected or not. The rule of thumb is that when the $p - value < \alpha - value$, the null hypothesis is rejected. The $\alpha - value = 0.05$, therefore your level of significance is 5%.

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac
Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	717.00	826.0	118.841053	51.214286
26-30	17	904.00	1003.0	129.035236	53.176471
36-50	32	1866.00	1888.0	163.218098	58.312500

Wilcoxon Scores (Rank Sums) for <mark>Variable ac</mark>

Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
31-35	36	2227.50	2124.0	168.996465	61.875000
20-25	18	1188.50	1062.0	132.110613	66.027778

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
2.2924	4	**0.6822**

For this specific test we are considering the construct **"Authentic Communication"** and we want to determine whether there are significant differences in how the different age groups perceived this construct. The mean scores (highlighted in blue) are compared to each other to see whether these scores differ significantly. In order to make a decision we consider the p-value of the test (0.6822) and compare it to the alpha-value of 0.05. Since the p-value is greater than the alpha value, we do not reject the null hypothesis and therefore we do not have enough statistical evidence to suggest that the different age groups differ significantly from each other in rating the construct - **Authentic Communication**.

This test is now conducted for every other construct for all the different demographics and the results are interpreted in a similar way as above.

As per our discussion, the only case where statistically significant differences were detected between groups were between respondents with different levels of qualification, where respondents with a "High school qualification" typically had a higher score than all the other groups, which indicated that the group typically disagreed more with the items which made up the different constructs, compared to the other groups considered.
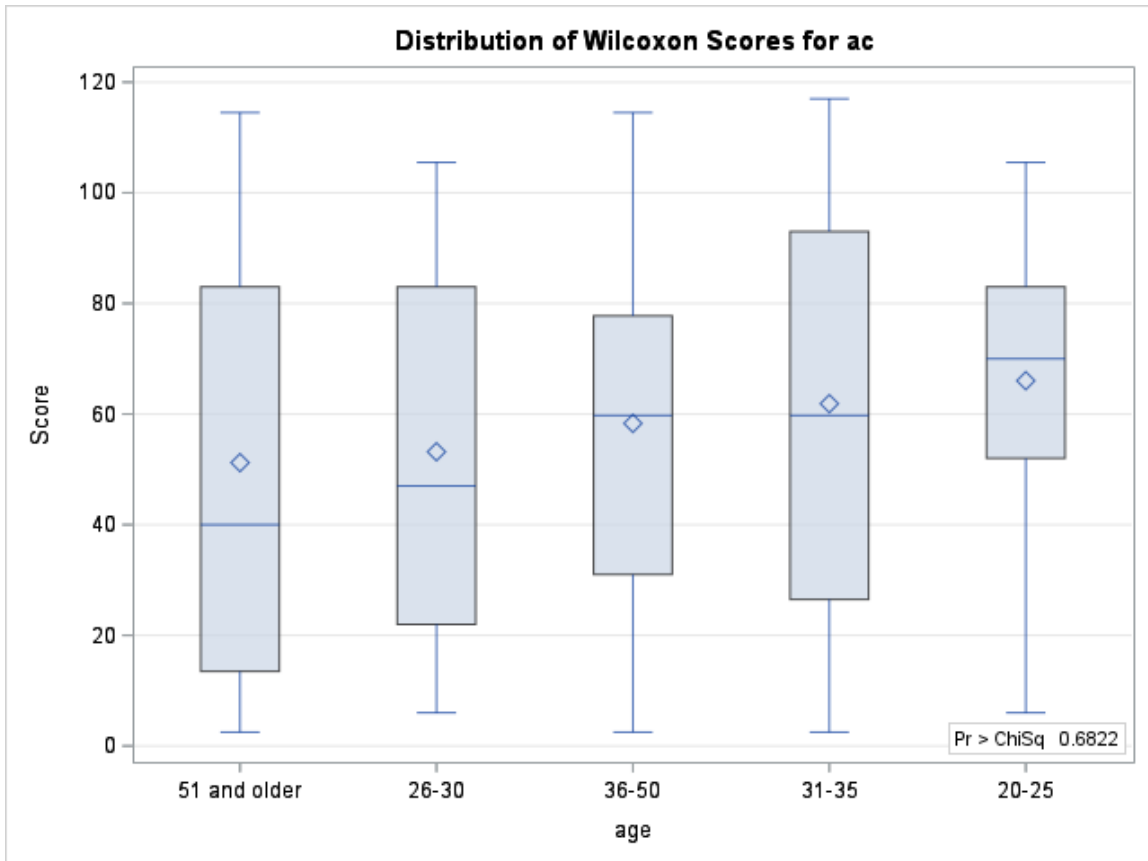
Distribution of Wilcoxon Scores for ac

Differences in rating across age

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	646.50	826.0	118.882171	46.178571
26-30	17	860.00	1003.0	129.079882	50.588235
36-50	32	1925.50	1888.0	163.274570	60.171875
31-35	36	2296.50	2124.0	169.054937	63.791667
20-25	18	1174.50	1062.0	132.156323	65.250000

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
4.4283	4	0.3511
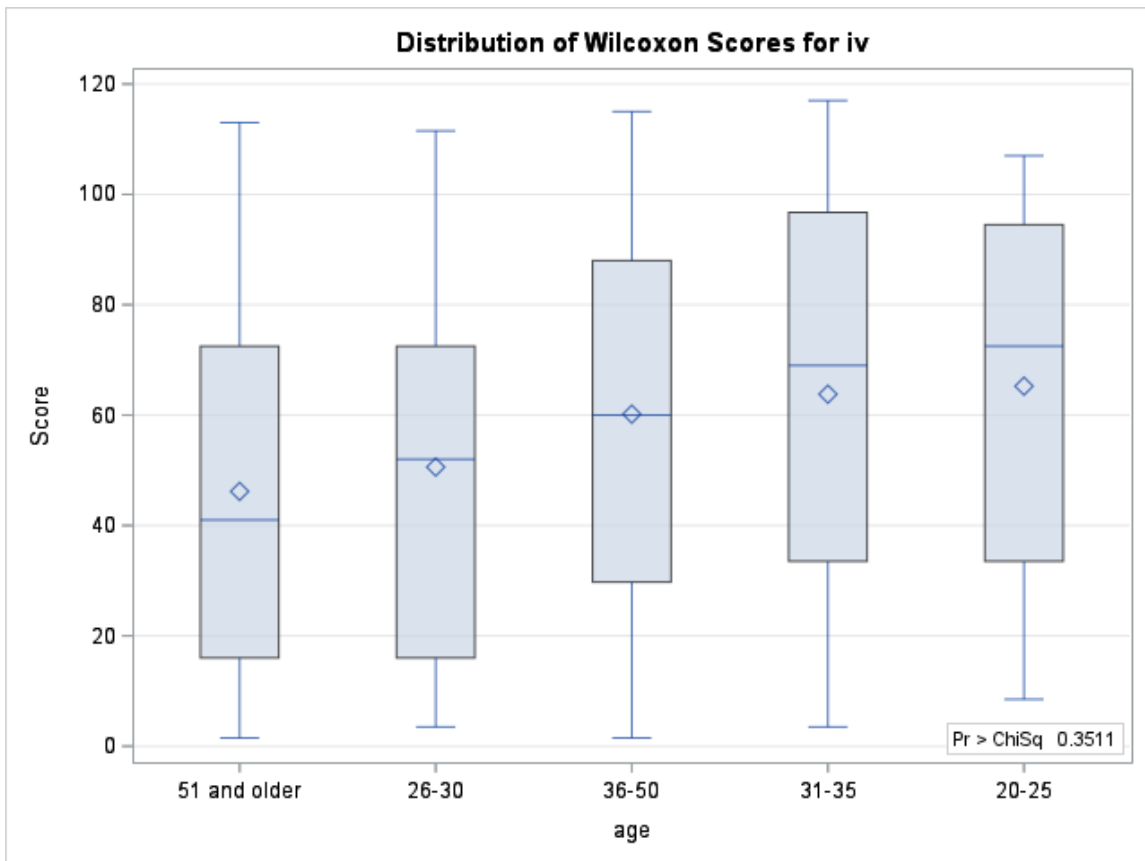
Distribution of Wilcoxon Scores for iv

Differences in rating across age

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	698.00	826.0	118.973966	49.857143
26-30	17	788.50	1003.0	129.179551	46.382353
36-50	32	1903.50	1888.0	163.400643	59.484375
31-35	36	2327.00	2124.0	169.185473	64.638889
20-25	18	1186.00	1062.0	132.258368	65.888889

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
5.1226	4	0.2749
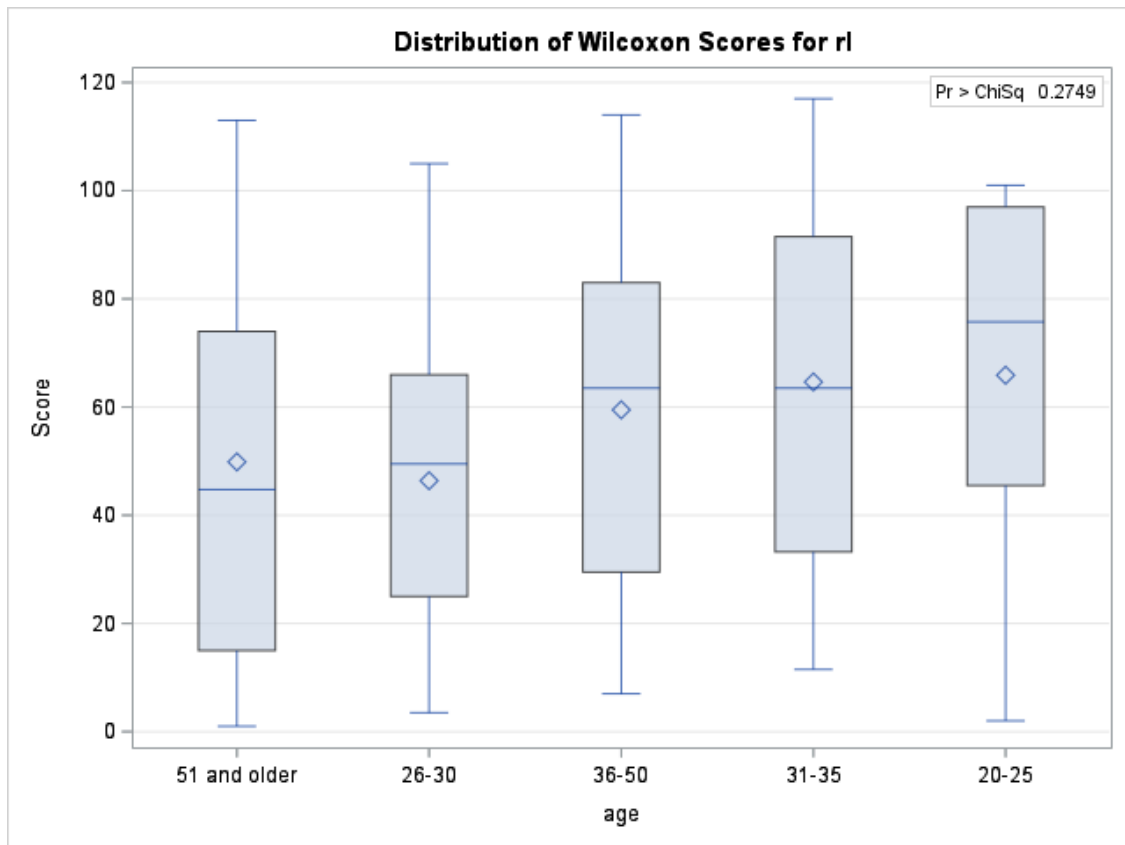
Distribution of Wilcoxon Scores for rl

Differences in rating across age

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	776.00	826.0	118.807074	55.428571
26-30	17	675.50	1003.0	128.998343	39.735294
36-50	32	1936.50	1888.0	163.171431	60.515625
31-35	36	2283.00	2124.0	168.948146	63.416667
20-25	18	1232.00	1062.0	132.072841	68.444444

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
7.7441	4	0.1014
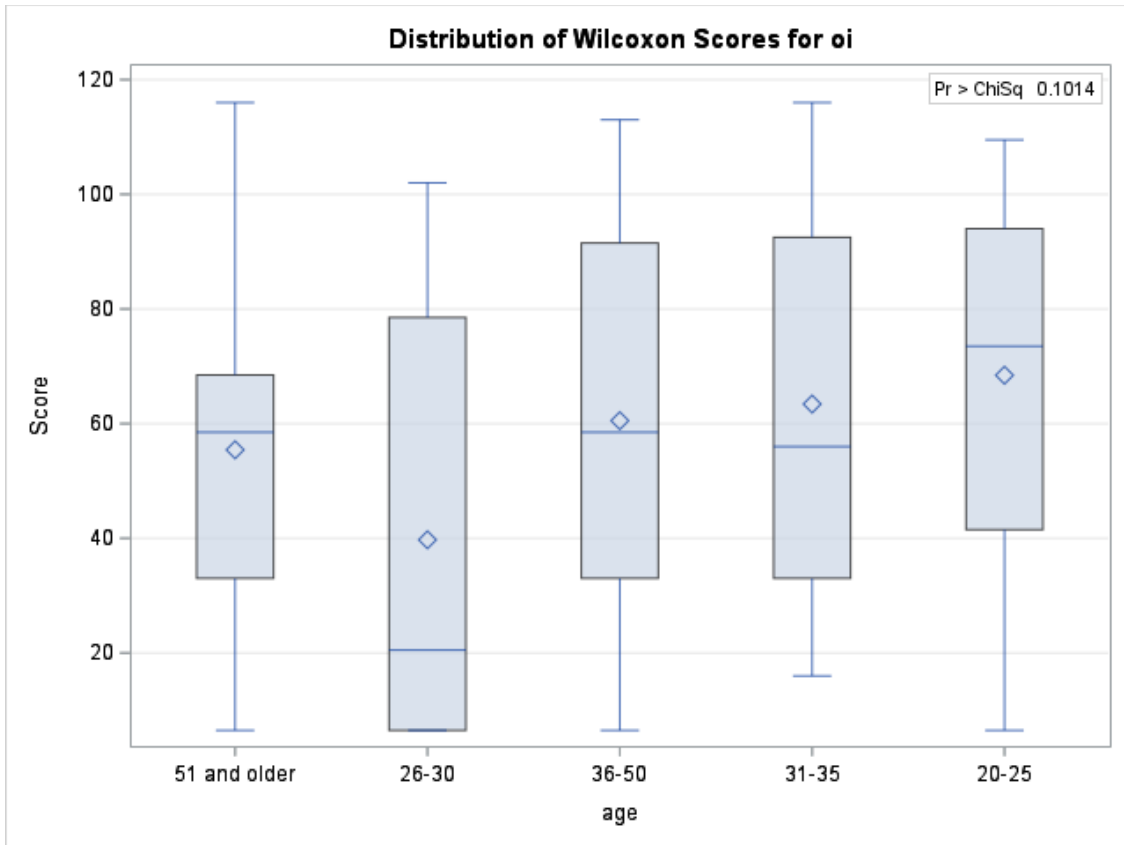
Distribution of Wilcoxon Scores for oi

Differences in rating across age

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	704.50	826.0	118.696130	50.321429
26-30	17	831.00	1003.0	128.877882	48.882353

Wilcoxon Scores (Rank Sums) for Variable ca

Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
36-50	32	1880.50	1888.0	163.019059	58.765625
31-35	36	2315.50	2124.0	168.790380	64.319444
20-25	18	1171.50	1062.0	131.949510	65.083333

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
3.9202	4	0.4169
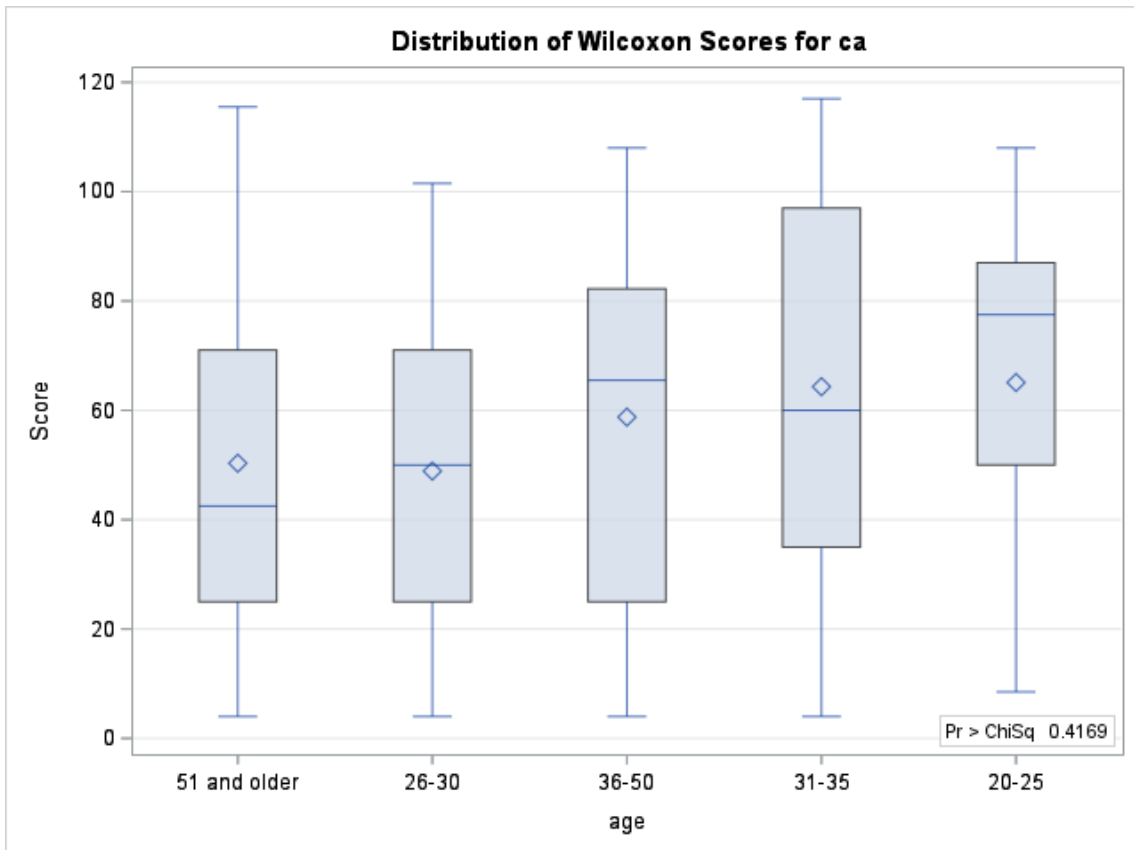
Distribution of Wilcoxon Scores for ca

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable age

age	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
51 and older	14	701.00	826.0	118.836359	50.071429
26-30	17	889.00	1003.0	129.030139	52.294118
36-50	32	1840.00	1888.0	163.211651	57.500000
31-35	36	2333.50	2124.0	168.989790	64.819444
20-25	18	1139.50	1062.0	132.105396	63.305556

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
3.0593	4	0.5480
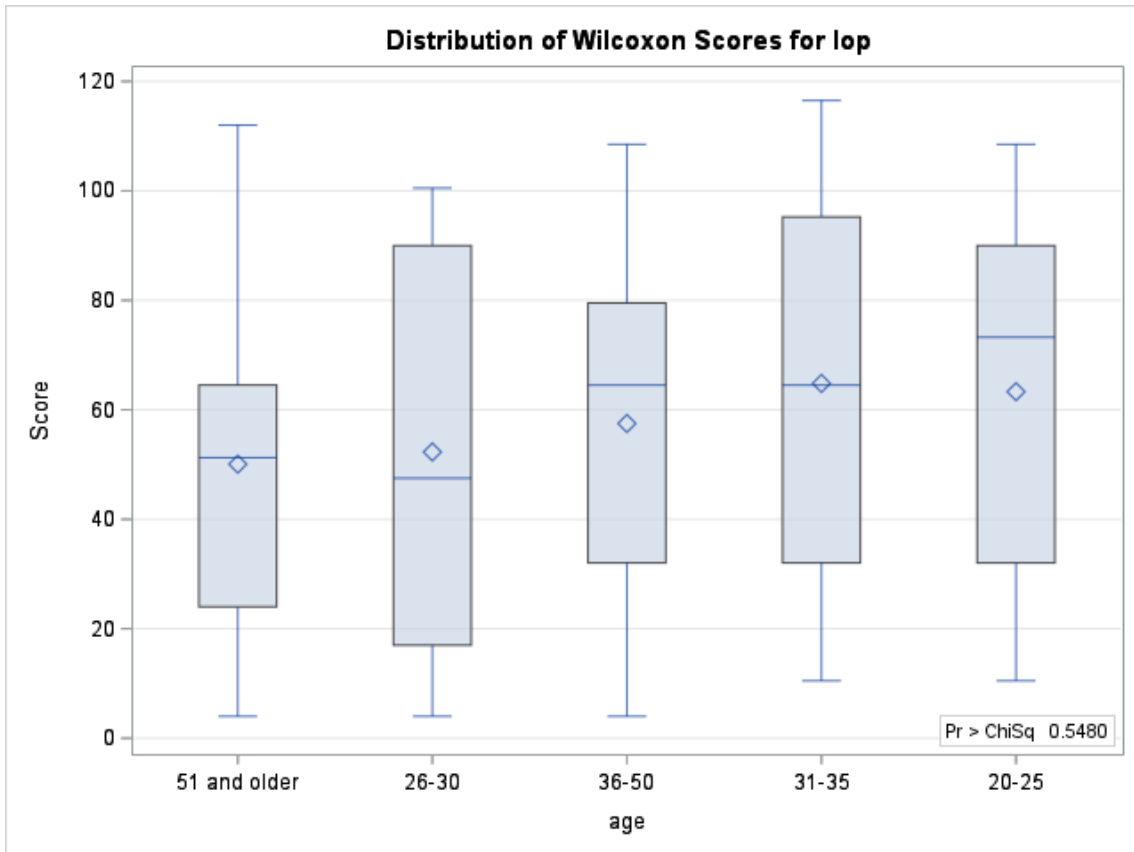
Distribution of Wilcoxon Scores for lop

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1342.00	1475.0	150.088624	53.680000
3 years or less	47	2838.50	2773.0	179.507173	60.393617
3<years<=6 years	37	2340.00	2183.0	170.266698	63.243243
More than 10 years	8	382.50	472.0	92.414922	47.812500

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
2.1523	3	0.5414

Distribution of Wilcoxon Scores for ac

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1269.0	1475.0	150.140555	50.760000
3 years or less	47	2773.0	2773.0	179.569282	59.000000

Wilcoxon Scores (Rank Sums) for Variable iv
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2397.0	2183.0	170.325610	64.783784
More than 10 years	8	464.0	472.0	92.446897	58.000000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
2.5666	3	0.4634

Distribution of Wilcoxon Scores for iv

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1300.00	1475.0	150.256486	52.000000
3 years or less	47	2783.50	2773.0	179.707937	59.223404
3<years<=6 years	37	2406.00	2183.0	170.457127	65.027027
More than 10 years	8	413.50	472.0	92.518280	51.687500

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
2.6114	3	0.4555

Distribution of Wilcoxon Scores for rl

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1278.50	1475.0	150.045712	51.140000
3 years or less	47	2605.00	2773.0	179.455850	55.425532
3<years<=6 years	37	2562.50	2183.0	170.218017	69.256757
More than 10 years	8	457.00	472.0	92.388499	57.125000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
5.2962	3	0.1513

Distribution of Wilcoxon Scores for oi

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable yearscurrent

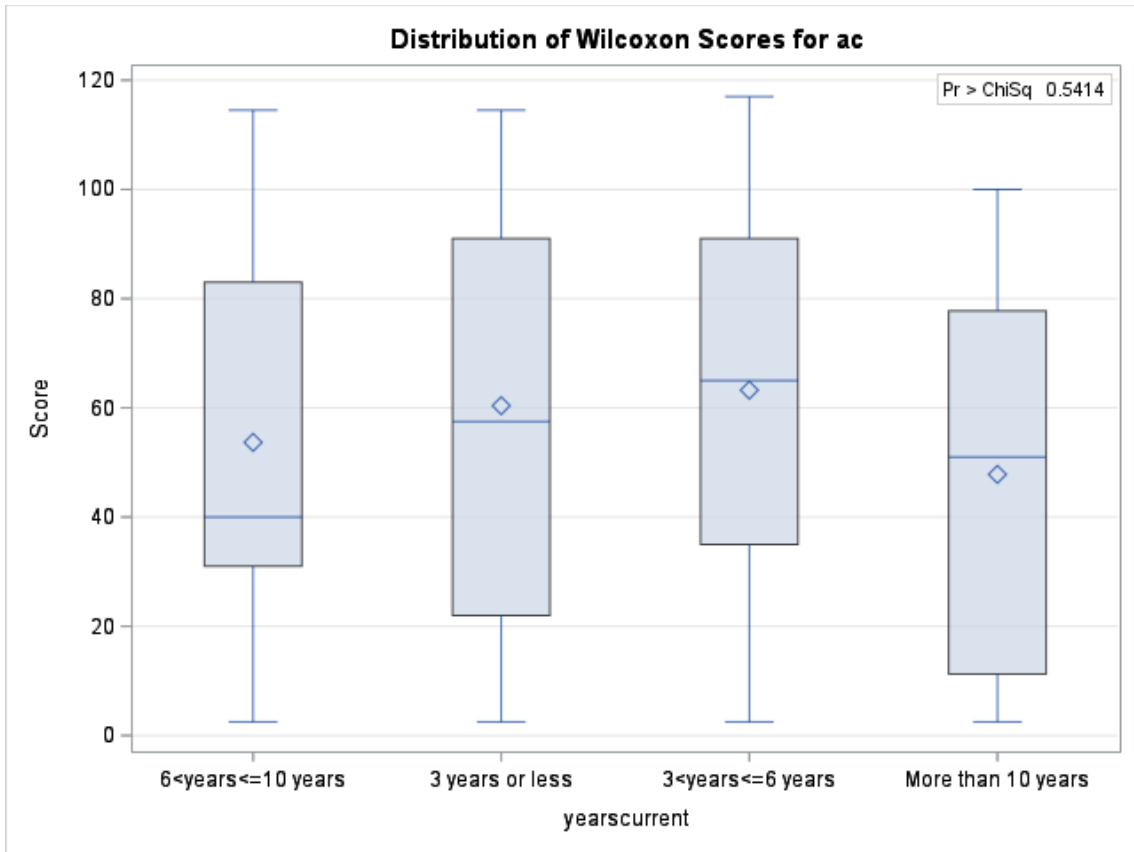| yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1209.50	1475.0	149.905597	48.380000
3 years or less	47	2845.00	2773.0	179.288271	60.531915

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2398.50	2183.0	170.059065	64.824324
More than 10 years	8	450.00	472.0	92.302226	56.250000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
3.7140	3	0.2941

Distribution of Wilcoxon Scores for ca

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable yearscurrent

yearscurrent	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	25	1299.00	1475.0	150.082697	51.960000
3 years or less	47	2784.50	2773.0	179.500084	59.244681
3<years<=6 years	37	2429.00	2183.0	170.259974	65.648649
More than 10 years	8	390.50	472.0	92.411272	48.812500

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
3.2358	3	0.3567

Distribution of Wilcoxon Scores for lop

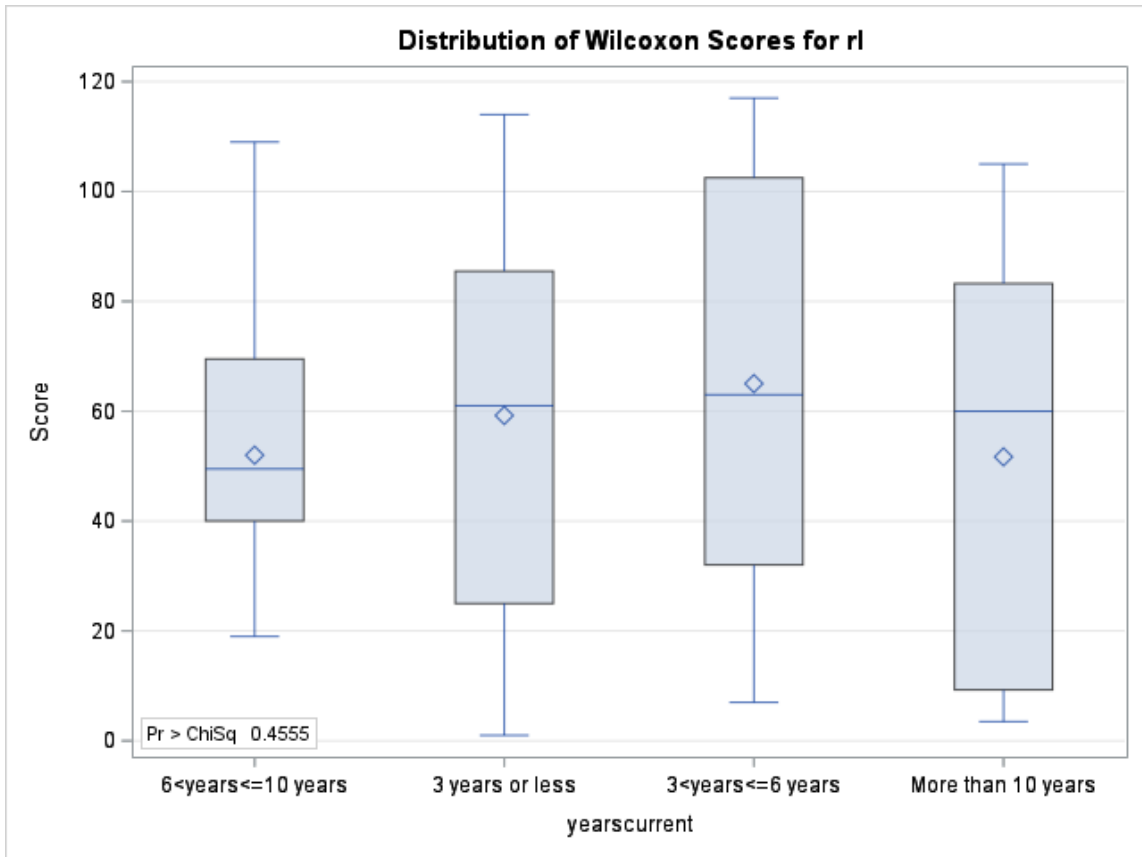| Differences in rating across years in current position |
|---|

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2230.00	2183.0	170.266698	60.270270
3 years or less	64	3855.50	3776.0	182.268568	60.242188
6<years<=10 years	11	640.00	649.0	106.864420	58.181818
More than 10 years	5	177.50	295.0	74.059005	35.500000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
2.5543	3	0.4655

Distribution of Wilcoxon Scores for ac

Differences in rating across years in current position

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv
Classified by Variable yearspos

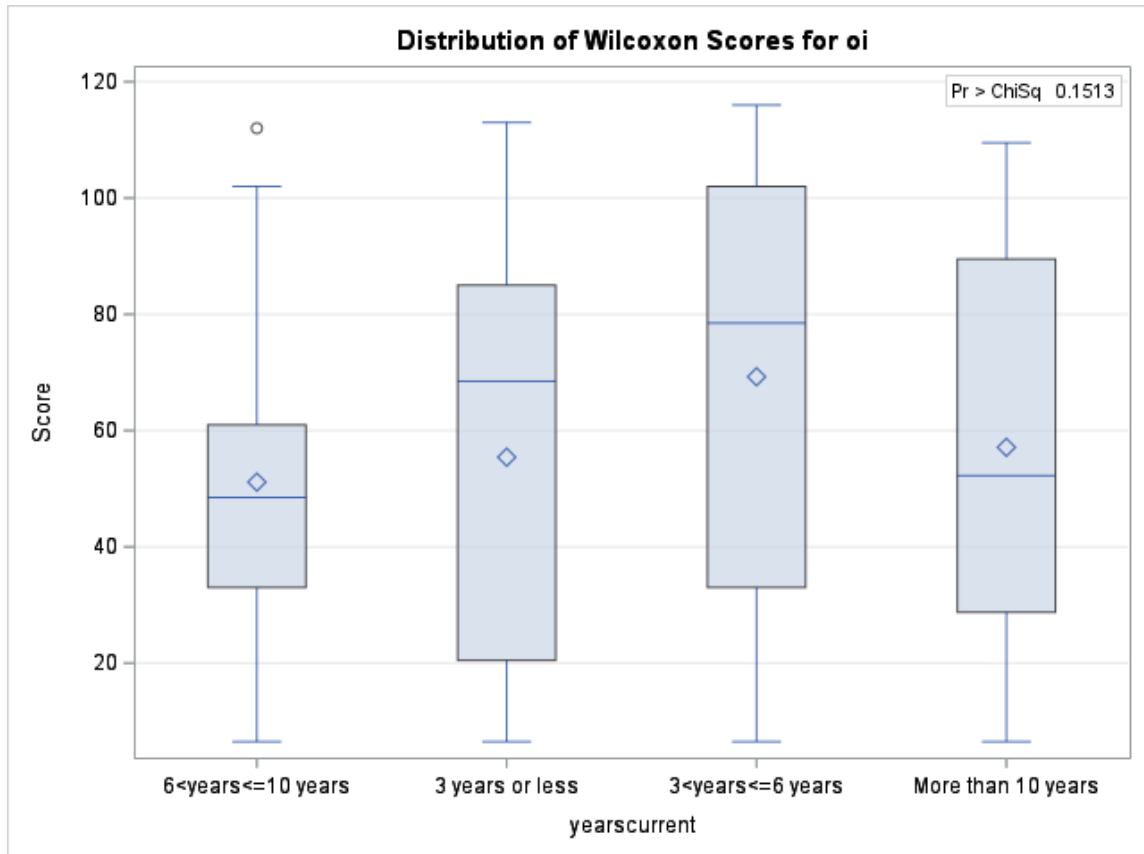| yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2397.50	2183.0	170.325610	64.797297
3 years or less	64	3799.50	3776.0	182.331632	59.367188

Wilcoxon Scores (Rank Sums) for Variable iv
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	11	573.50	649.0	106.901395	52.136364
More than 10 years	5	132.50	295.0	74.084629	26.500000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
6.1494	3	0.1046

Distribution of Wilcoxon Scores for iv

Differences in rating across years in current position
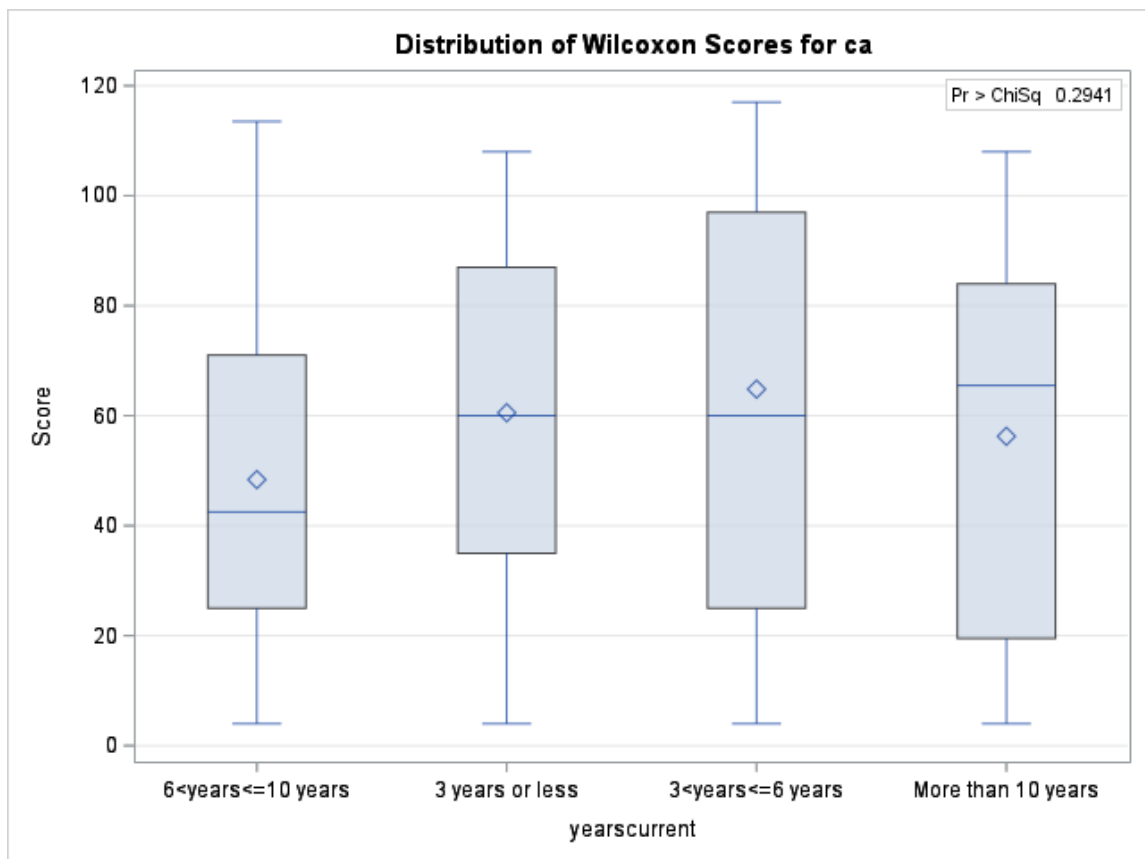
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2361.0	2183.0	170.457127	63.810811
3 years or less	64	3761.0	3776.0	182.472420	58.765625
6<years<=10 years	11	655.0	649.0	106.983939	59.545455
More than 10 years	5	126.0	295.0	74.141834	25.200000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
5.7252	3	0.1258

Distribution of Wilcoxon Scores for rl

Differences in rating across years in current position
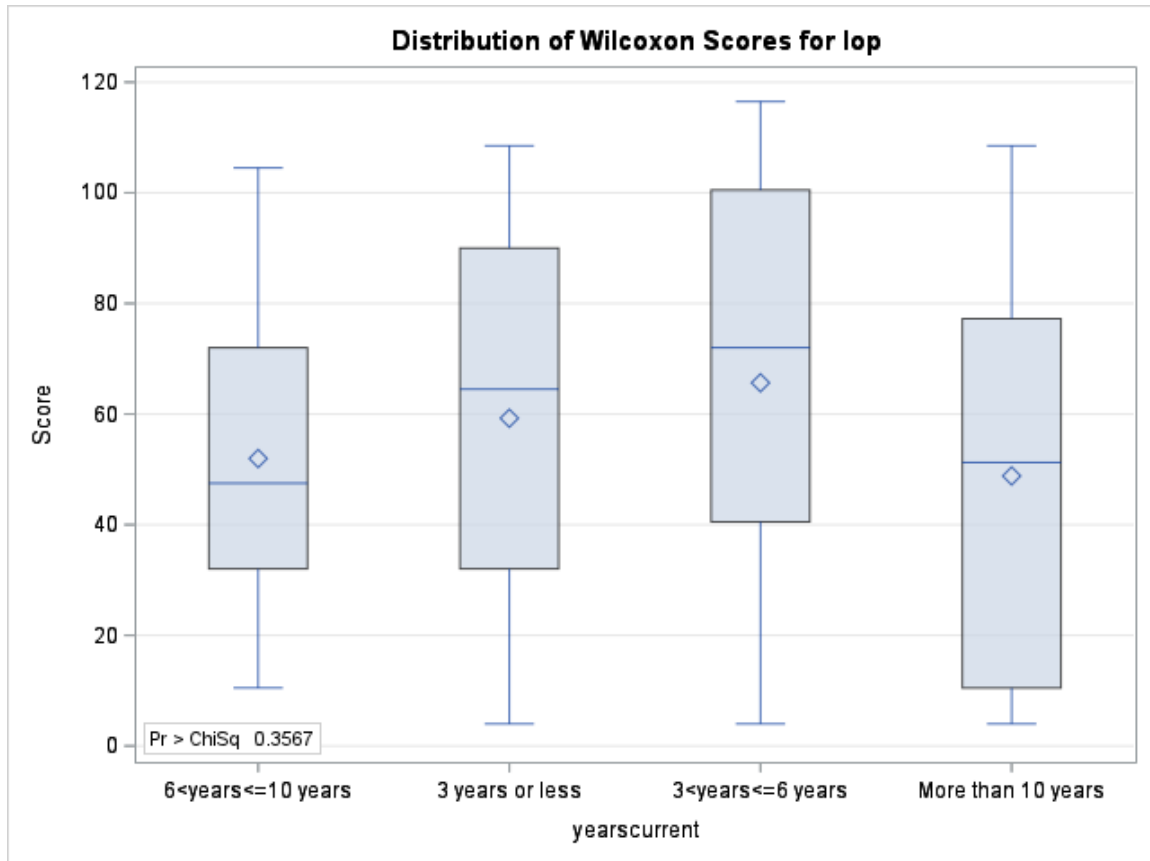
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2374.00	2183.0	170.218017	64.162162
3 years or less	64	3673.50	3776.0	182.216455	57.398438
6<years<=10 years	11	683.00	649.0	106.833866	62.090909
More than 10 years	5	172.50	295.0	74.037831	34.500000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
3.7166	3	0.2937

Distribution of Wilcoxon Scores for oi

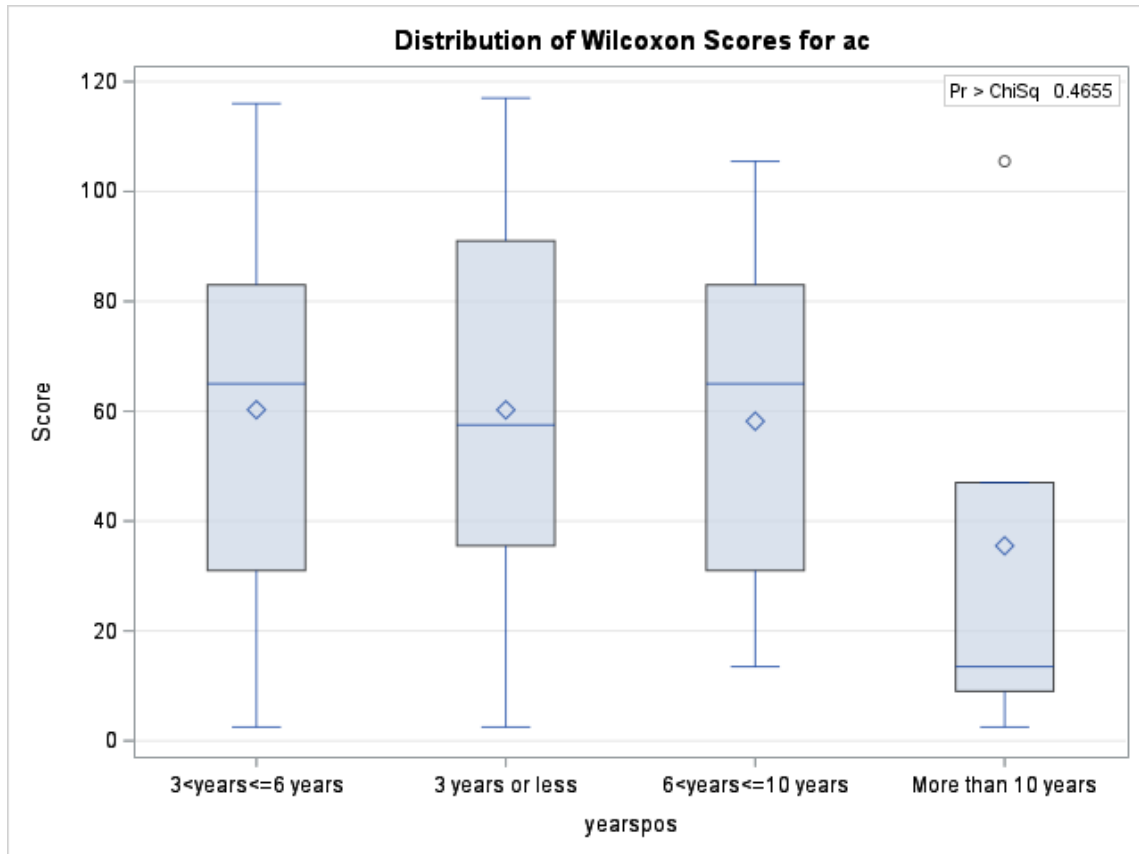| Differences in rating across years in current position |
|---|

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2256.0	2183.0	170.059065	60.972973
3 years or less	64	3899.0	3776.0	182.046298	60.921875

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
6<years<=10 years	11	620.0	649.0	106.734103	56.363636
More than 10 years	5	128.0	295.0	73.968693	25.600000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
5.2791	3	0.1525

Differences in rating across years in current position
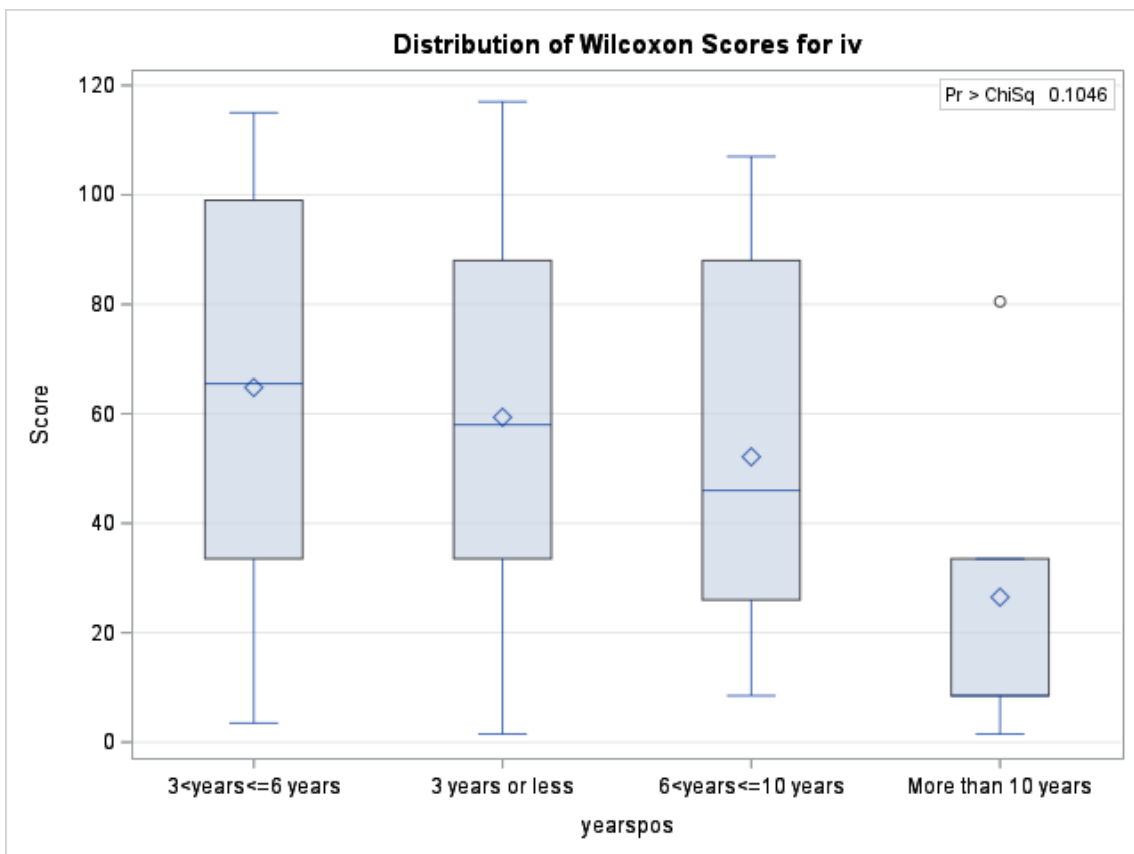
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable yearspos

yearspos	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
3<years<=6 years	37	2361.00	2183.0	170.259974	63.810811
3 years or less	64	3816.50	3776.0	182.261369	59.632813
6<years<=10 years	11	606.50	649.0	106.860200	55.136364
More than 10 years	5	119.00	295.0	74.056080	23.800000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
6.3198	3	0.0970

Distribution of Wilcoxon Scores for lop

Differences in rating across gender
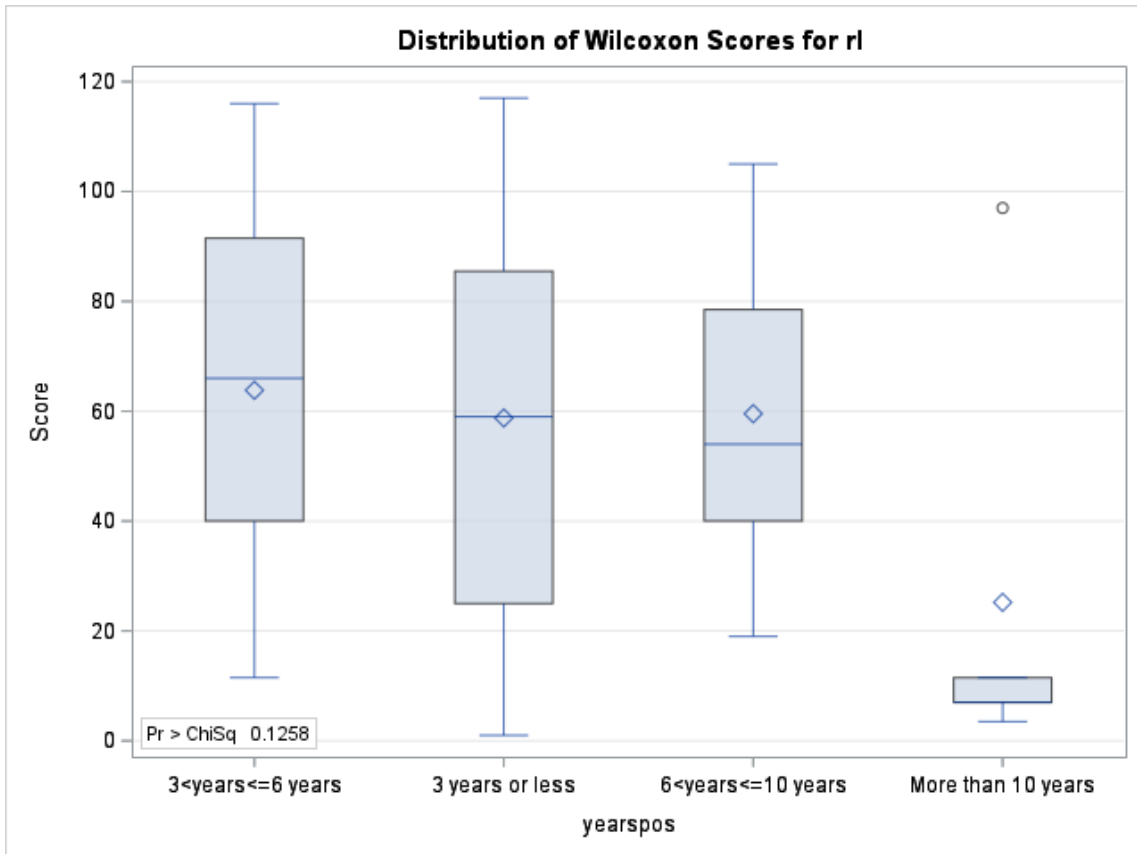
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac

Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3575.50	3481.0	183.072816	60.601695
Female	58	3327.50	3422.0	183.072816	57.370690

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
3327.500	-0.5135	0.3038	0.6076	0.3043	0.6086

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.2665	1	0.6057
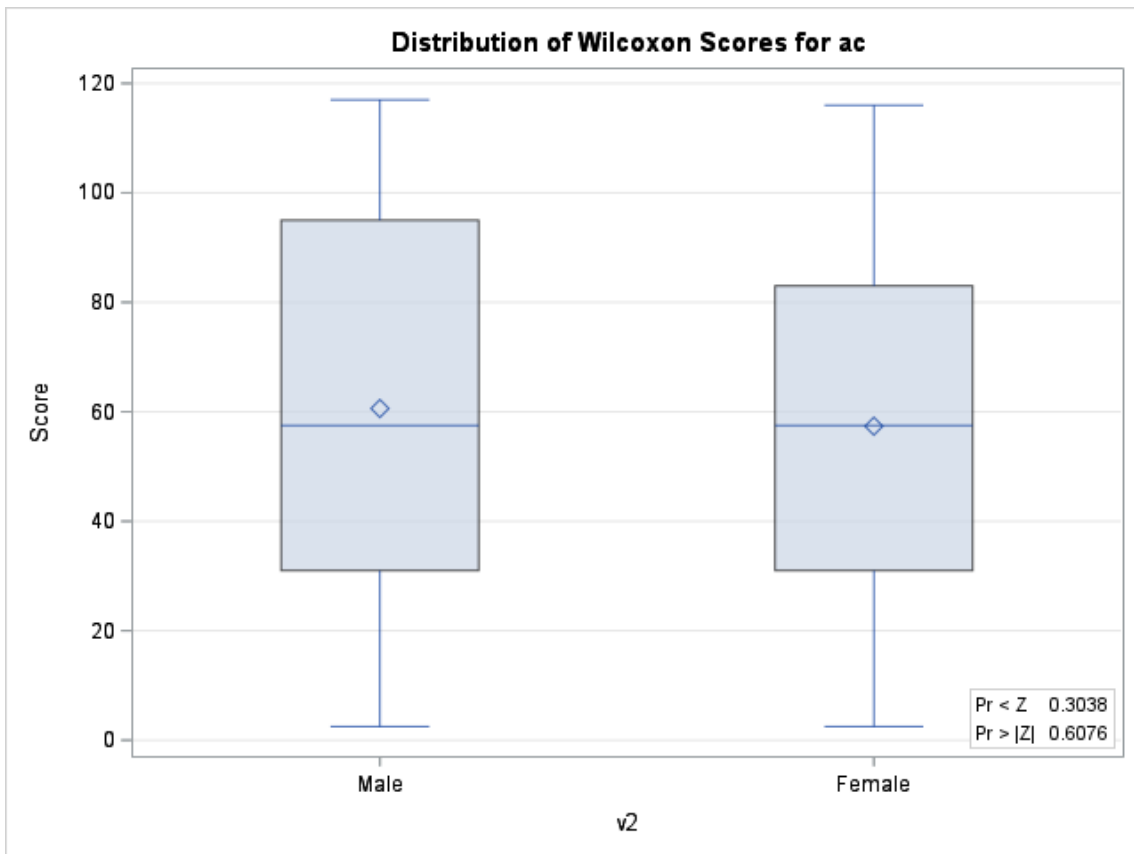
Distribution of Wilcoxon Scores for ac

Differences in rating across gender

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3355.50	3481.0	183.136159	56.872881
Female	58	3547.50	3422.0	183.136159	61.163793

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr > Z	Pr > |Z|	t Approximation	
				Pr > Z	Pr > |Z|
3547.500	0.6826	0.2474	0.4949	0.2481	0.4963

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.4696	1	0.4932
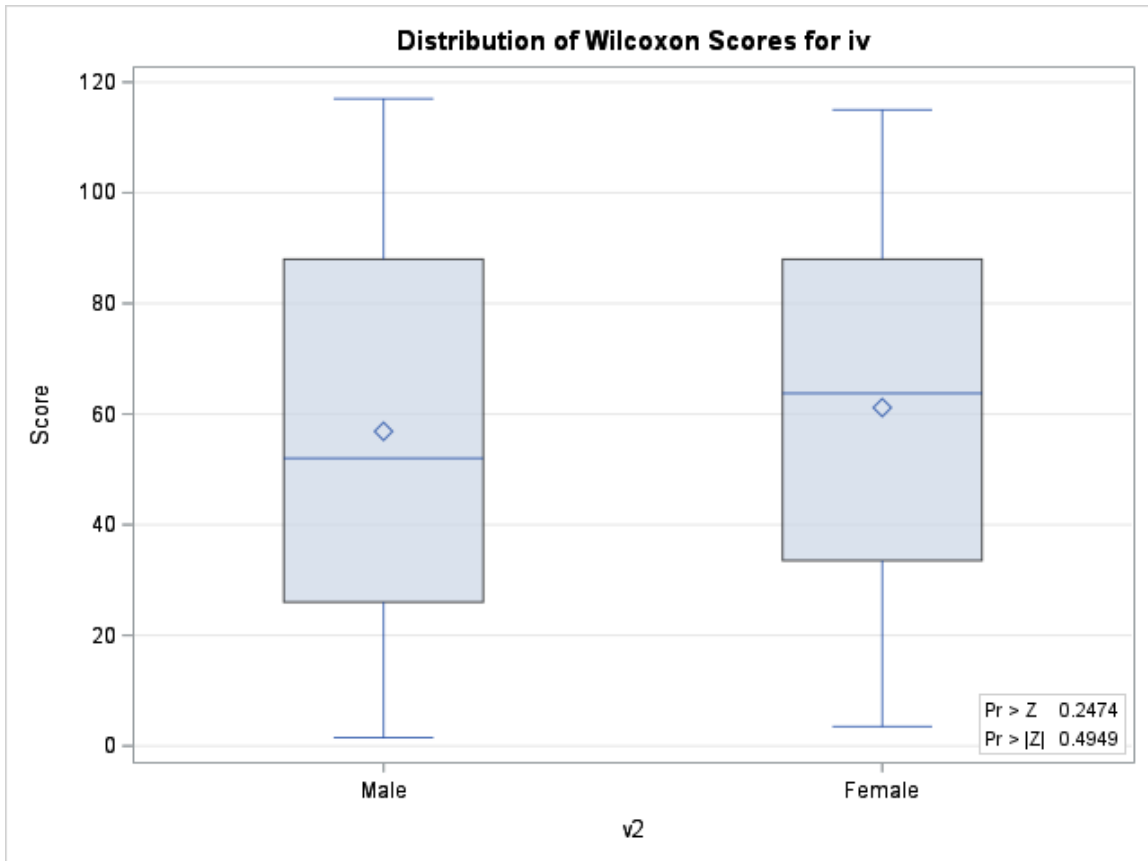
Distribution of Wilcoxon Scores for iv

| Pr > Z | 0.2474 |
| Pr > \|Z\| | 0.4949 |

Differences in rating across gender
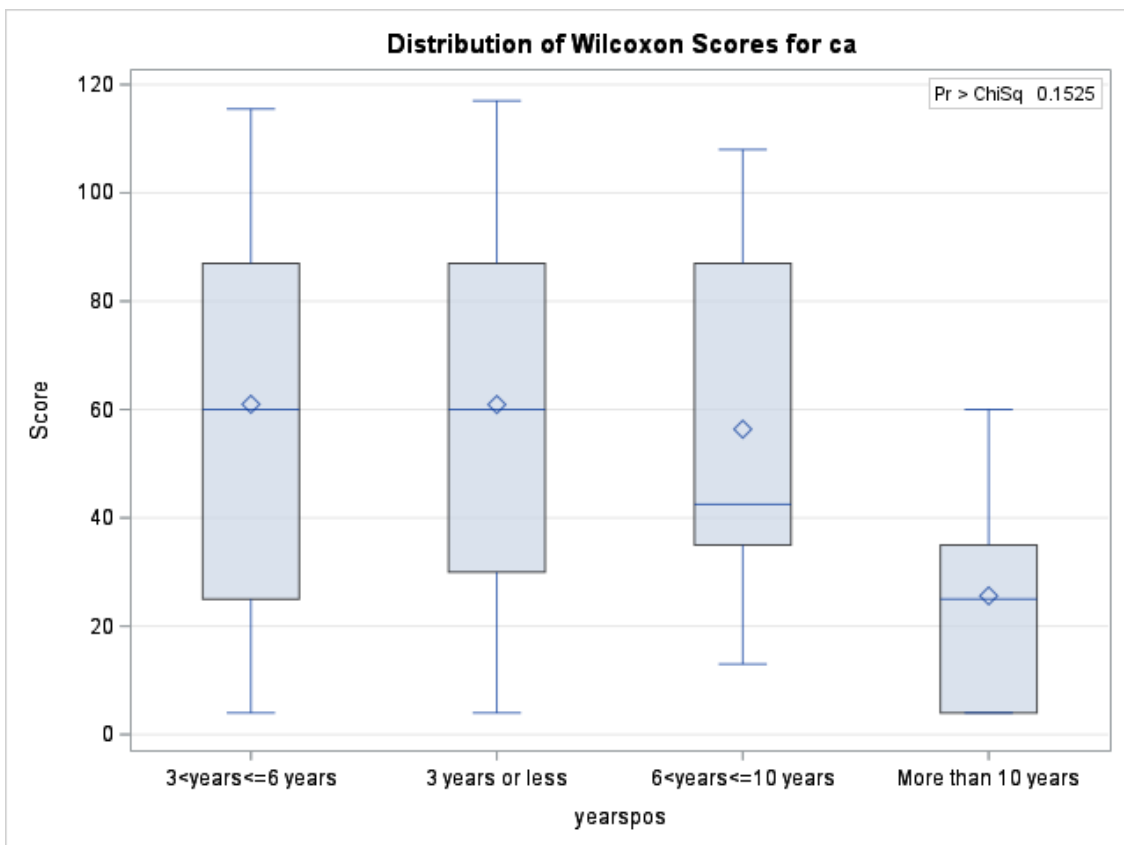
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3462.0	3481.0	183.277567	58.677966
Female	58	3441.0	3422.0	183.277567	59.327586

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr > Z	Pr > |Z|	t Approximation	
				Pr > Z	Pr > |Z|
3441.000	0.1009	0.4598	0.9196	0.4599	0.9198

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.0107	1	0.9174

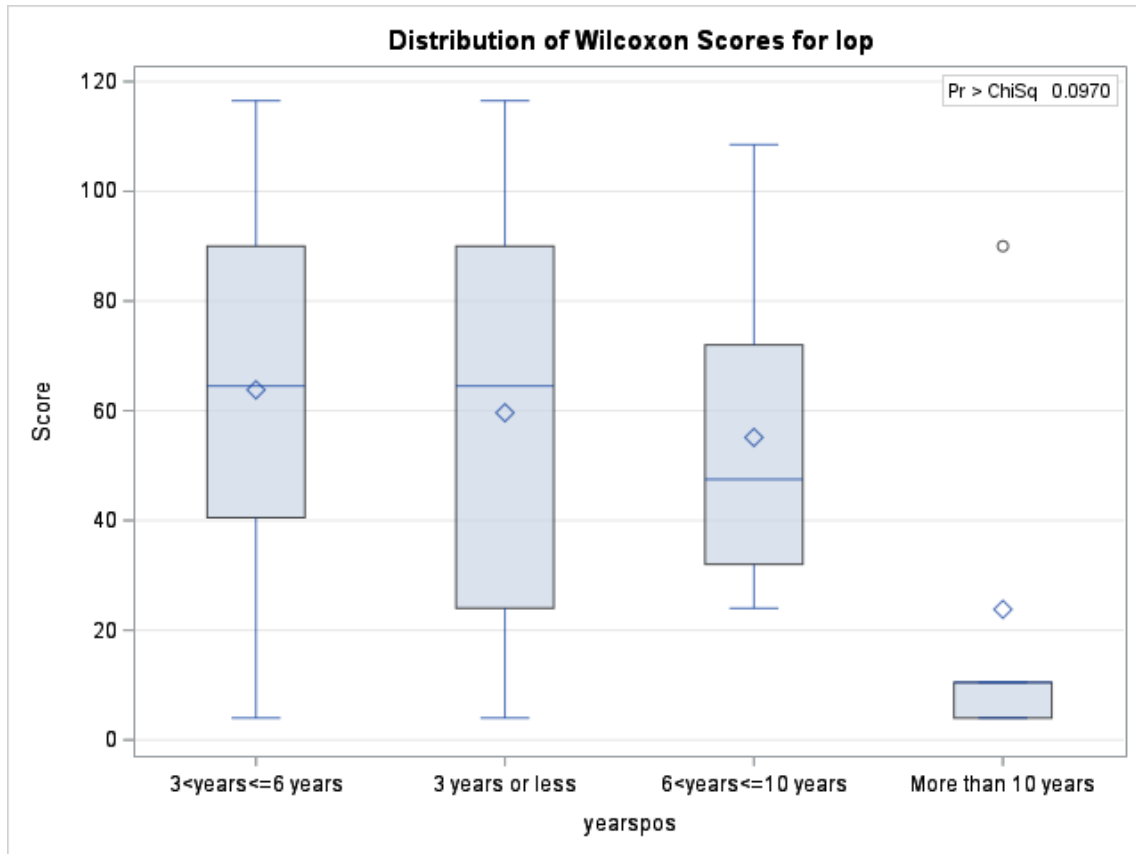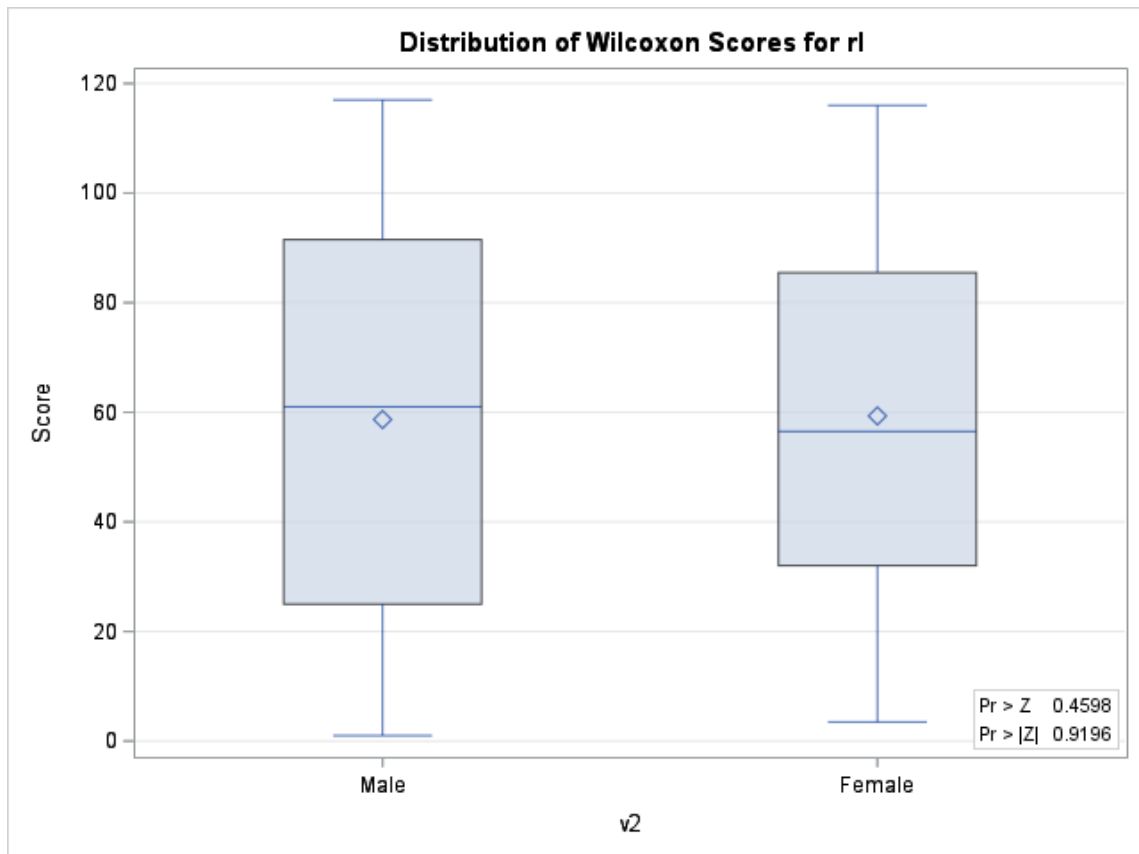## Differences in rating across gender

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3423.0	3481.0	183.020473	58.016949
Female	58	3480.0	3422.0	183.020473	60.000000

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr > Z	Pr > |Z|	t Approximation	
				Pr > Z	Pr > |Z|
3480.000	0.3142	0.3767	0.7534	0.3770	0.7540

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.1004	1	0.7513
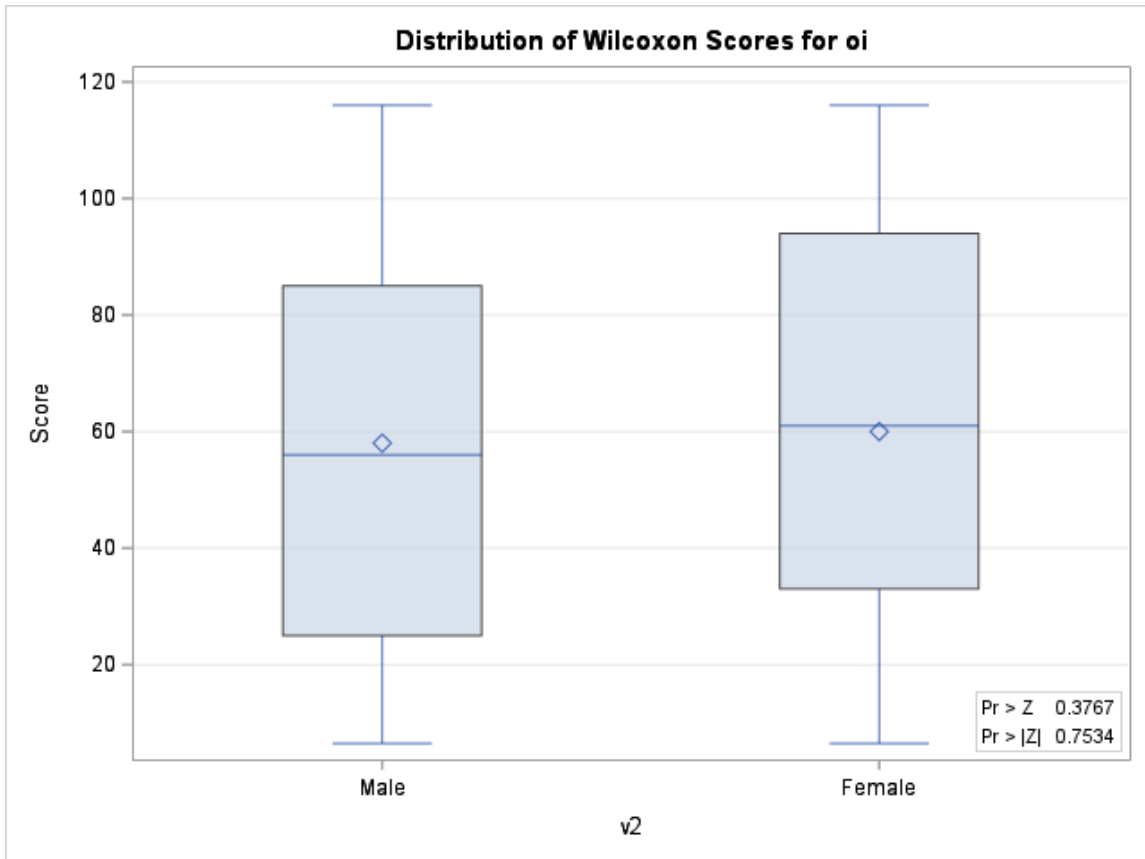
Distribution of Wilcoxon Scores for oi

Differences in rating across gender

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3297.50	3481.0	182.849566	55.889831
Female	58	3605.50	3422.0	182.849566	62.163793

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr > Z	Pr > |Z|	t Approximation	
				Pr > Z	Pr > |Z|
3605.500	1.0008	0.1585	0.3169	0.1595	0.3190

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
1.0071	1	0.3156
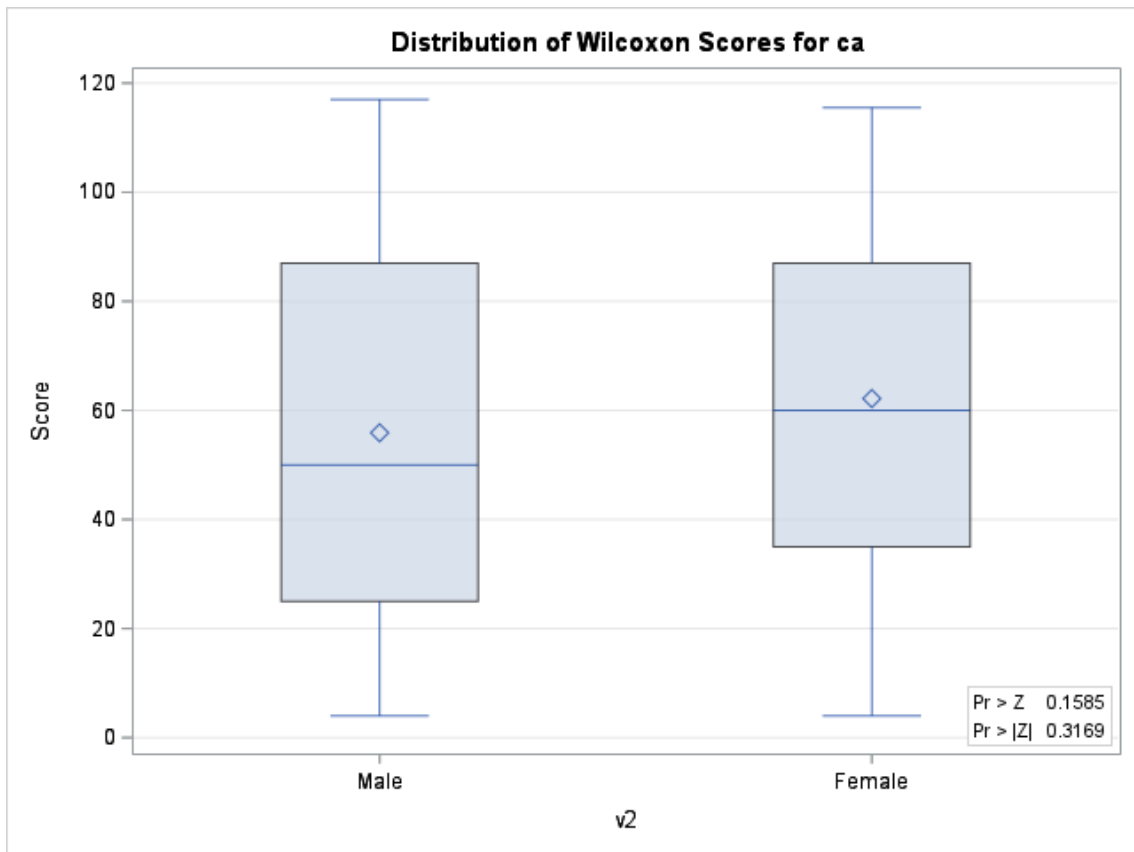
Distribution of Wilcoxon Scores for ca

Differences in rating across gender

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop

Classified by Variable v2

v2	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Male	59	3622.50	3481.0	183.065585	61.398305
Female	58	3280.50	3422.0	183.065585	56.560345

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
3280.500	-0.7702	0.2206	0.4412	0.2214	0.4427

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.5974	1	0.4396
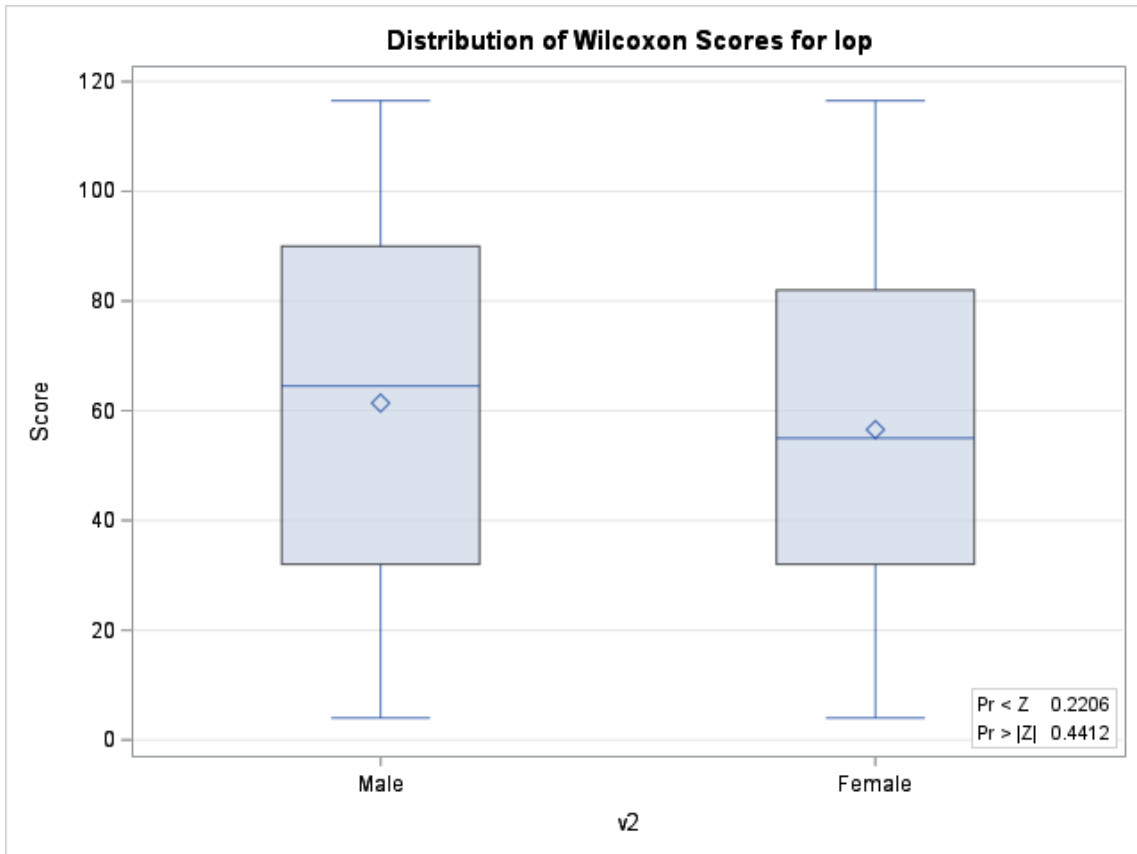
Distribution of Wilcoxon Scores for lop

Pr < Z	0.2206
Pr > |Z|	0.4412

Differences in rating across management level

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac

Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	1069.50	944.0	125.806922	66.843750
Executive	13	878.50	767.0	115.072674	67.576923
Middle Management	46	2444.50	2714.0	178.851238	53.141304
Senior Management	30	1672.00	1770.0	159.883672	55.733333
Non Management	7	413.50	413.0	86.841881	59.071429
Board Member	5	425.00	295.0	74.059005	85.000000

Wilcoxon Scores (Rank Sums) for Variable ac
Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
6.3005	5	0.2781

Distribution of Wilcoxon Scores for ac

Differences in rating across management level

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv
Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	859.00	944.0	125.850451	53.687500
Executive	13	991.00	767.0	115.112489	76.230769
Middle Management	46	2520.00	2714.0	178.913119	54.782609
Senior Management	30	1811.50	1770.0	159.938991	60.383333
Non Management	7	291.00	413.0	86.871928	41.571429
Board Member	5	430.50	295.0	74.084629	86.100000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
9.5797	5	0.0881

Distribution of Wilcoxon Scores for iv

Differences in rating across management level

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	987.00	944.0	125.947626	61.687500
Executive	13	819.50	767.0	115.201373	63.038462
Middle Management	46	2458.00	2714.0	179.051267	53.434783
Senior Management	30	1759.00	1770.0	160.062488	58.633333
Non Management	7	408.00	413.0	86.939006	58.285714
Board Member	5	471.50	295.0	74.141834	94.300000

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
6.9573	5	0.2238

Distribution of Wilcoxon Scores for rl

Differences in rating across management level

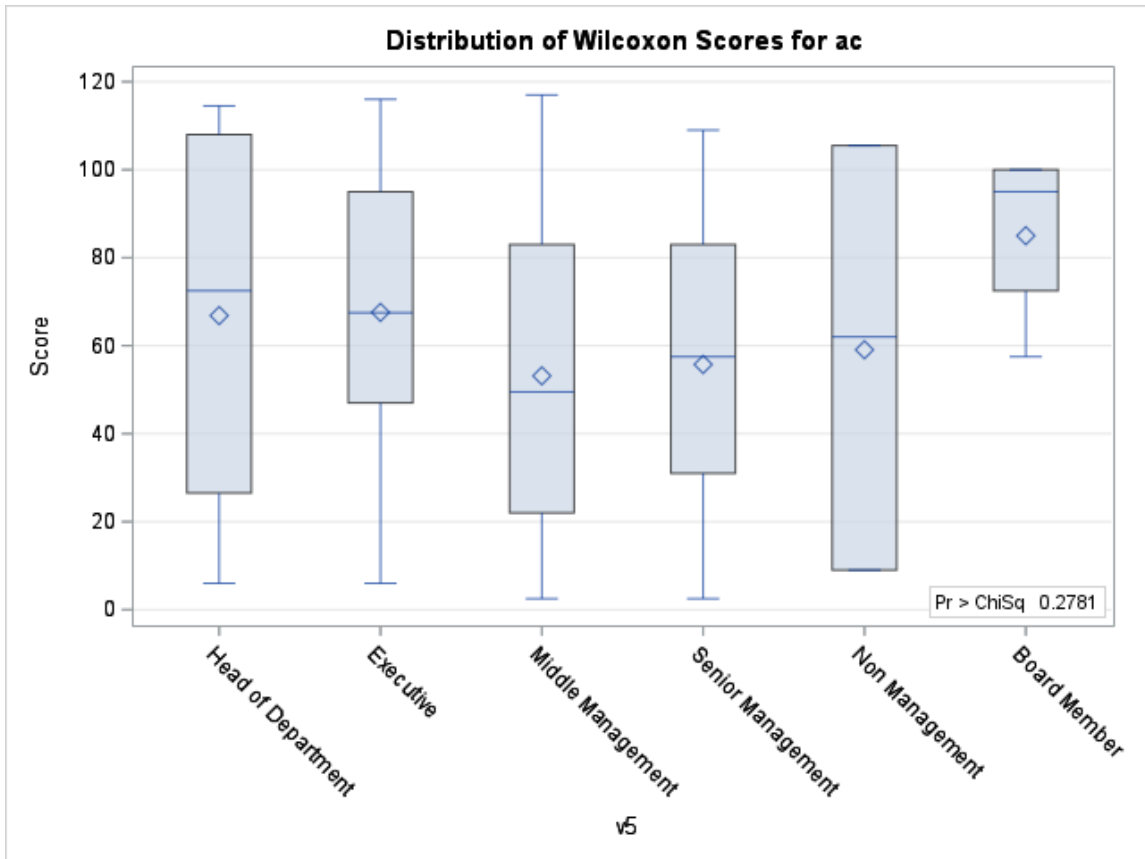**The NPAR1WAY Procedure**

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	923.00	944.0	125.770952	57.687500
Executive	13	813.50	767.0	115.039773	62.576923
Middle Management	46	2593.50	2714.0	178.800102	56.380435
Senior Management	30	1895.00	1770.0	159.837959	63.166667
Non Management	7	232.00	413.0	86.817052	33.142857
Board Member	5	446.00	295.0	74.037831	89.200000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
8.9680	5	0.1103

Distribution of Wilcoxon Scores for oi

Differences in rating across management level
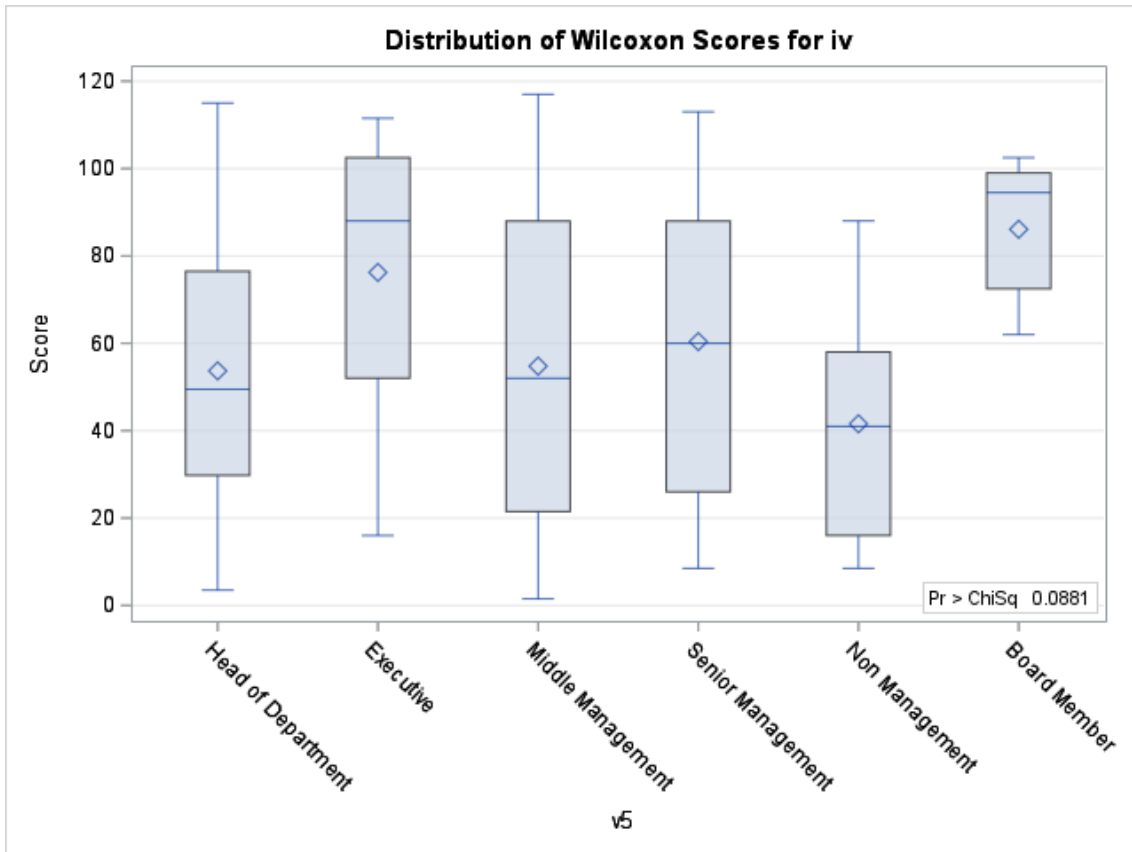
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca

Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	1126.50	944.0	125.653505	70.406250
Executive	13	857.00	767.0	114.932347	65.923077
Middle Management	46	2541.00	2714.0	178.633135	55.239130
Senior Management	30	1745.50	1770.0	159.688700	58.183333
Non Management	7	236.00	413.0	86.735981	33.714286
Board Member	5	397.00	295.0	73.968693	79.400000

Wilcoxon Scores (Rank Sums) for Variable ca

Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
8.6882	5	0.1222

Distribution of Wilcoxon Scores for ca

Differences in rating across management level

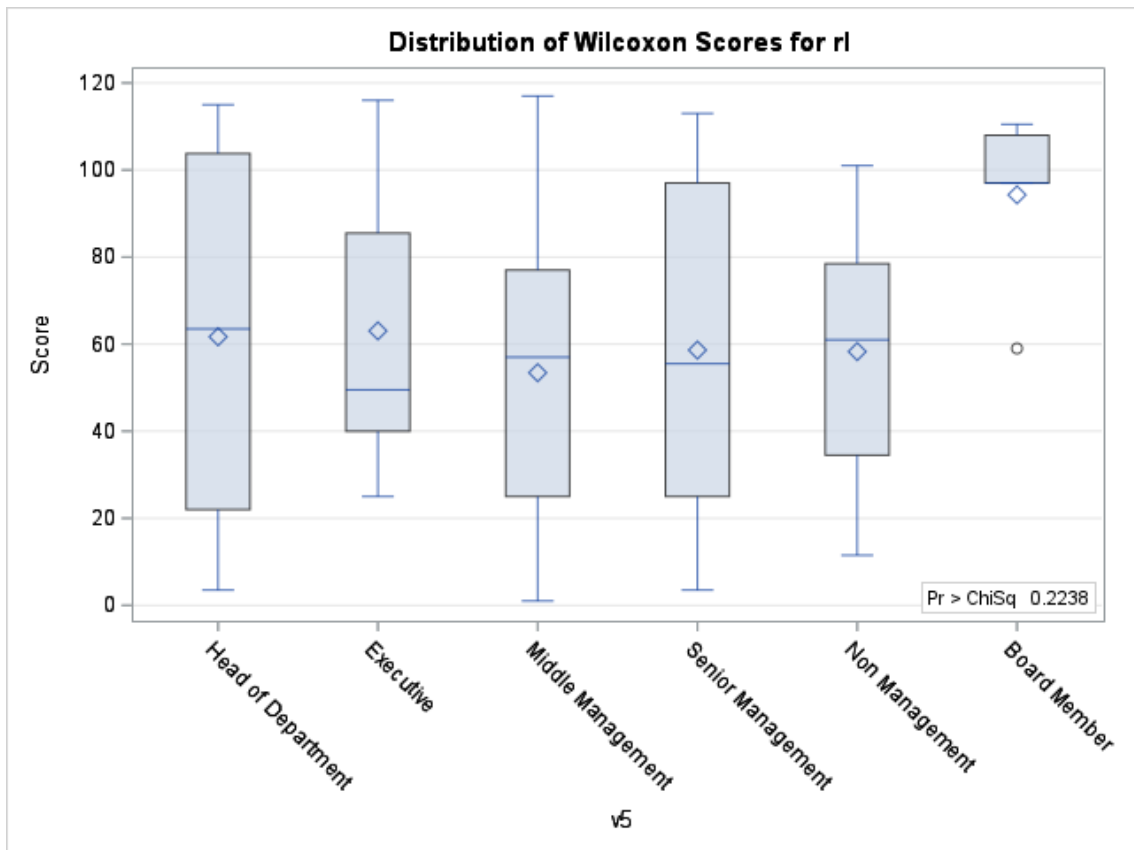**The NPAR1WAY Procedure**

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable v5

v5	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Head of Department	16	1041.50	944.0	125.801953	65.093750
Executive	13	908.00	767.0	115.068129	69.846154
Middle Management	46	2476.50	2714.0	178.844174	53.836957
Senior Management	30	1722.50	1770.0	159.877357	57.416667
Non Management	7	282.50	413.0	86.838451	40.357143
Board Member	5	472.00	295.0	74.056080	94.400000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
10.5806	5	0.0604

Distribution of Wilcoxon Scores for lop

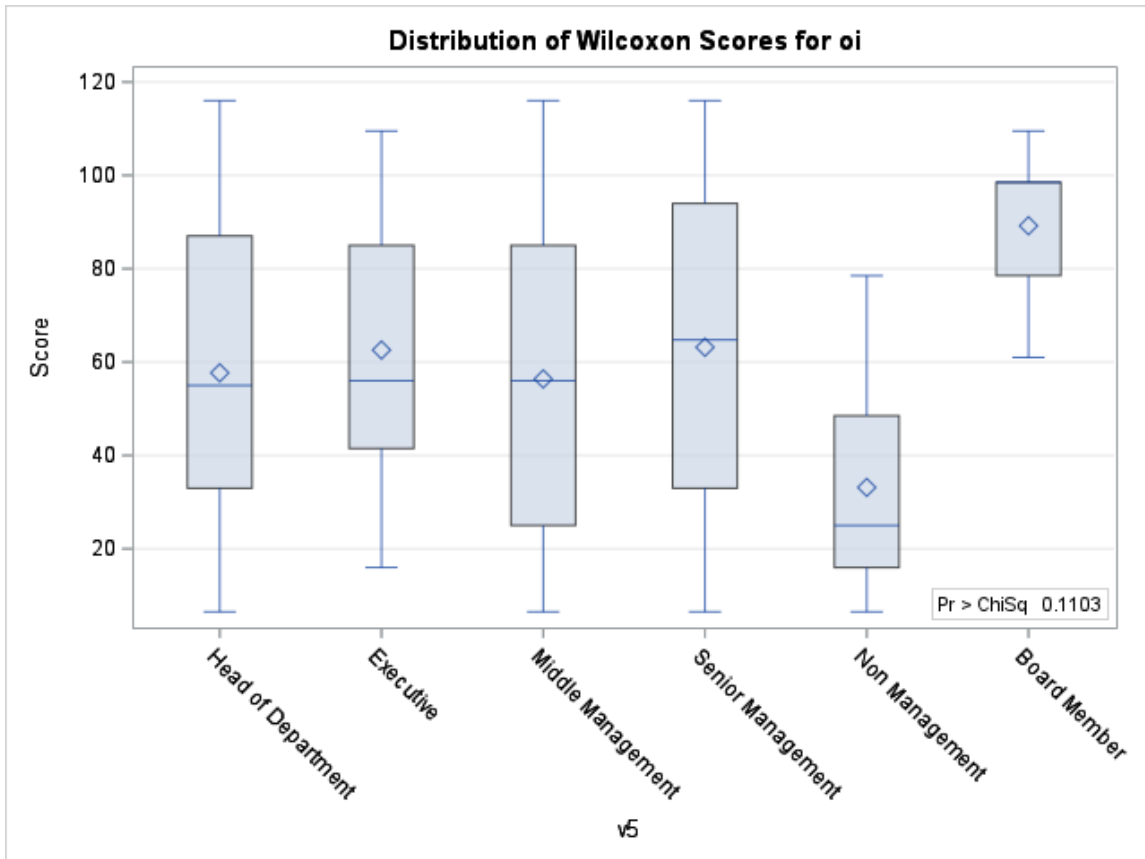**Differences in rating across qualification**

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac

Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	1926.50	1770.0	159.883672	64.216667
Degree	72	3901.50	4248.0	178.137915	54.187500
Phd	3	161.00	177.0	57.875787	53.666667
High School	7	633.00	413.0	86.841881	90.428571
Diploma	5	281.00	295.0	74.059005	56.200000

Average scores were used for ties.

447

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
8.3102	4	0.0809

Distribution of Wilcoxon Scores for ac

Differences in rating across qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable v7

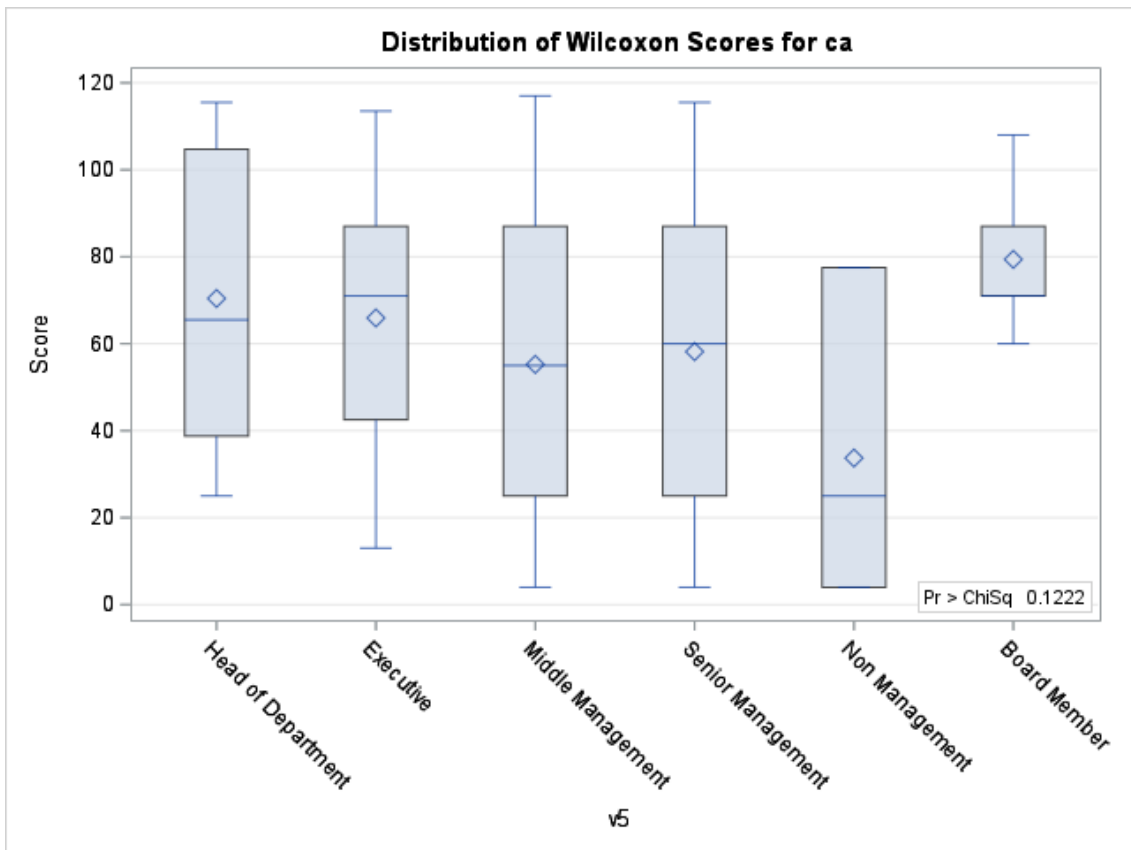| v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	1975.00	1770.0	159.938991	65.833333

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Degree	72	3865.50	4248.0	178.199550	53.687500
Phd	3	172.00	177.0	57.895812	57.333333
High School	7	597.50	413.0	86.871928	85.357143
Diploma	5	293.00	295.0	74.084629	58.600000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
7.2424	4	0.1236

Distribution of Wilcoxon Scores for iv

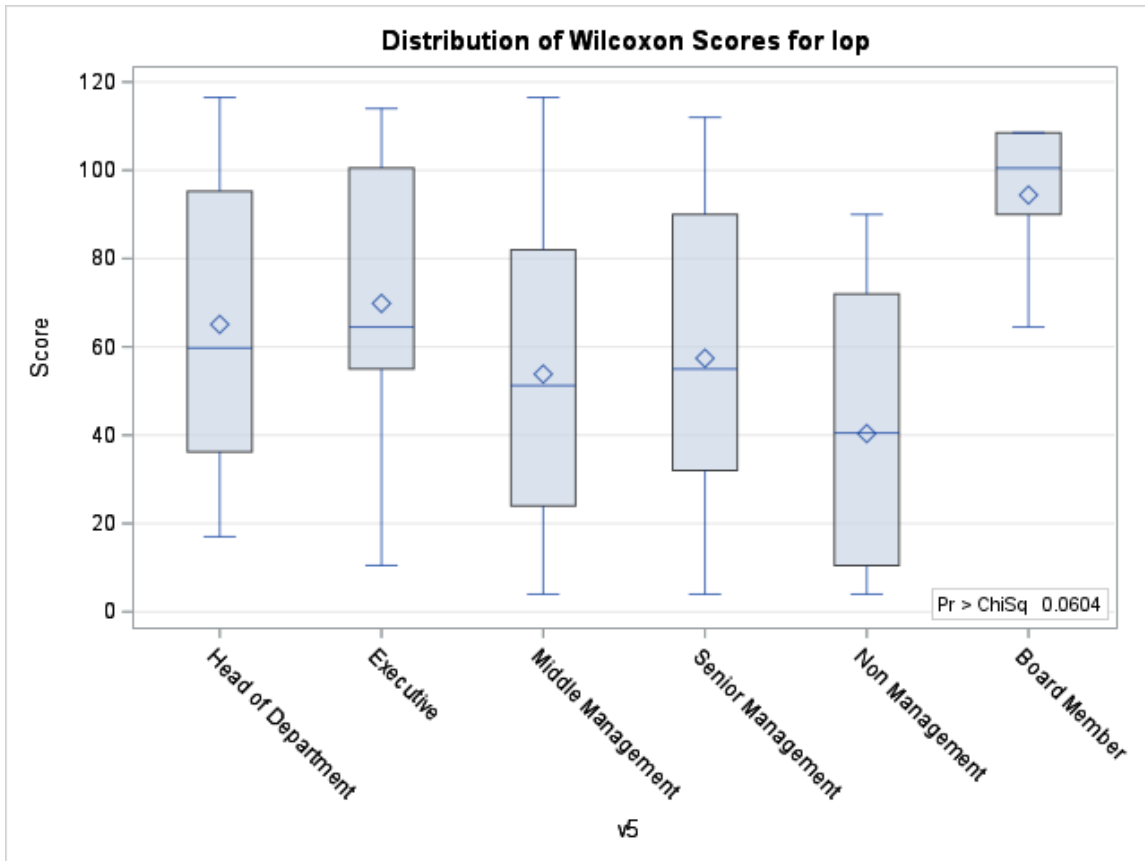# Differences in rating across qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl
Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	1902.50	1770.0	160.062488	63.416667
Degree	72	3915.50	4248.0	178.337147	54.381944
Phd	3	118.50	177.0	57.940516	39.500000
High School	7	669.50	413.0	86.939006	95.642857
Diploma	5	297.00	295.0	74.141834	59.400000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
11.0242	4	0.0263

Distribution of Wilcoxon Scores for rl

Differences in rating across qualification
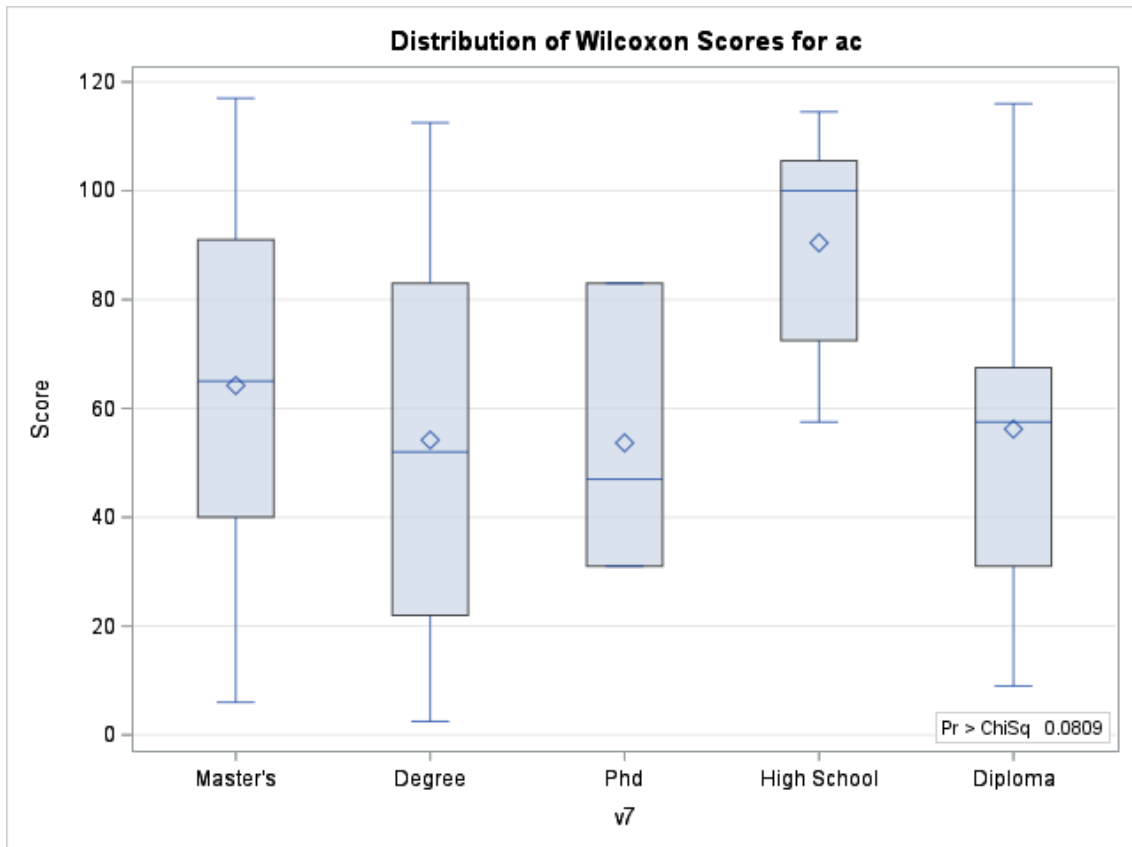
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi

Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	2021.50	1770.0	159.837959	67.383333
Degree	72	3903.50	4248.0	178.086983	54.215278
Phd	3	145.50	177.0	57.859240	48.500000
High School	7	619.50	413.0	86.817052	88.500000
Diploma	5	213.00	295.0	74.037831	42.600000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
10.0624	4	0.0394

Distribution of Wilcoxon Scores for oi

Differences in rating across qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca

Classified by Variable v7

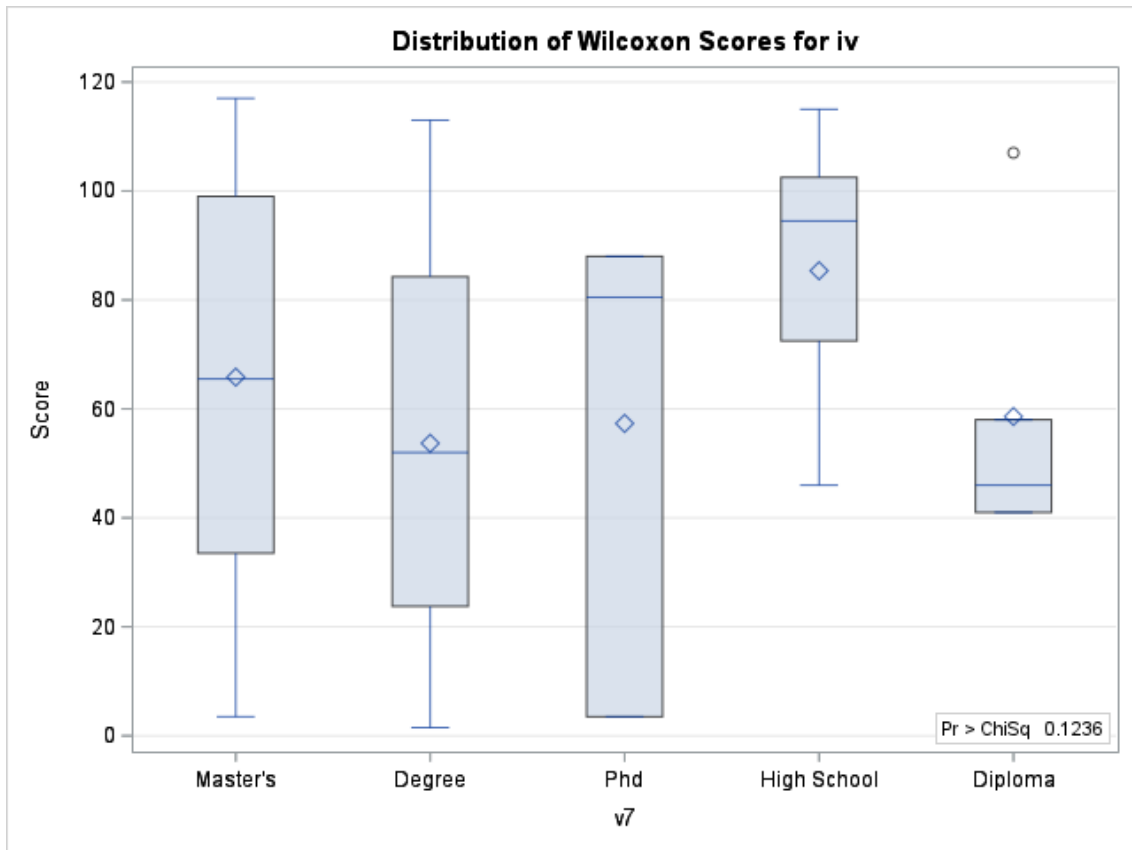| v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	1878.0	1770.0	159.688700	62.600000
Degree	72	3980.0	4248.0	177.920682	55.277778

Wilcoxon Scores (Rank Sums) for Variable ca
Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Phd	3	172.0	177.0	57.805210	57.333333
High School	7	656.0	413.0	86.735981	93.714286
Diploma	5	217.0	295.0	73.968693	43.400000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
9.6639	4	0.0465

Distribution of Wilcoxon Scores for ca

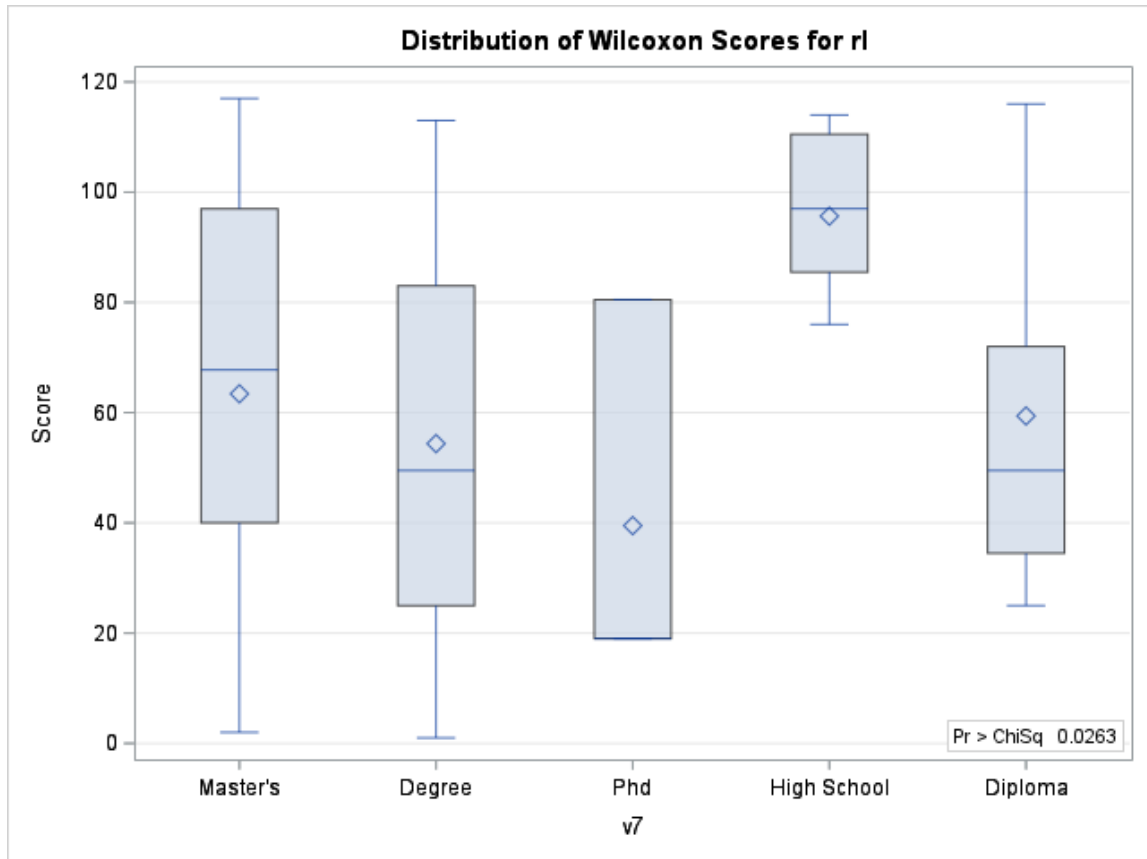# Differences in rating across qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable v7

v7	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Master's	30	1874.0	1770.0	159.877357	62.466667
Degree	72	4010.0	4248.0	178.130879	55.694444
Phd	3	126.0	177.0	57.873501	42.000000
High School	7	646.0	413.0	86.838451	92.285714
Diploma	5	247.0	295.0	74.056080	49.400000

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
8.9286	4	0.0629

Distribution of Wilcoxon Scores for lop

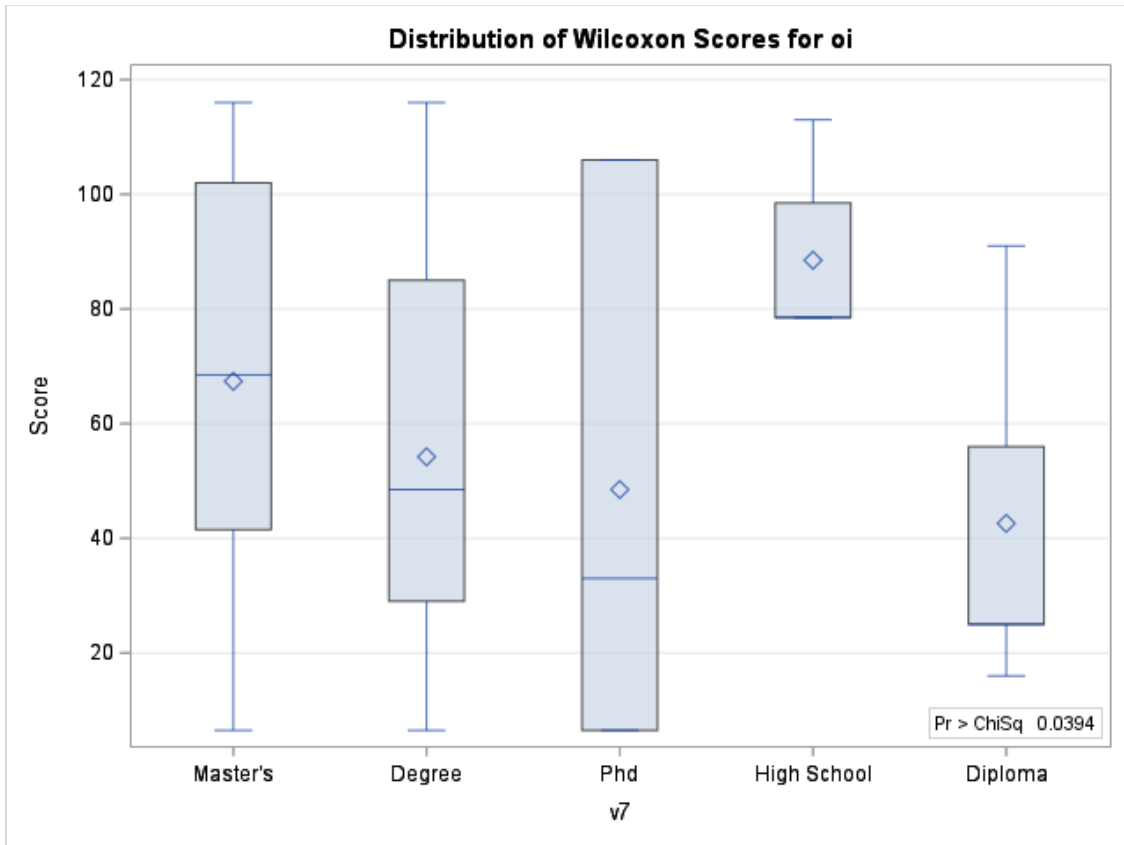| Differences in rating across professional qualification |

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ac

Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6172.50	6142.50	105.903218	58.785714
No	11	613.50	643.50	105.903218	55.772727

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
613.5000	-0.2786	0.3903	0.7806	0.3905	0.7811

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.0802	1	0.7770

Distribution of Wilcoxon Scores for ac
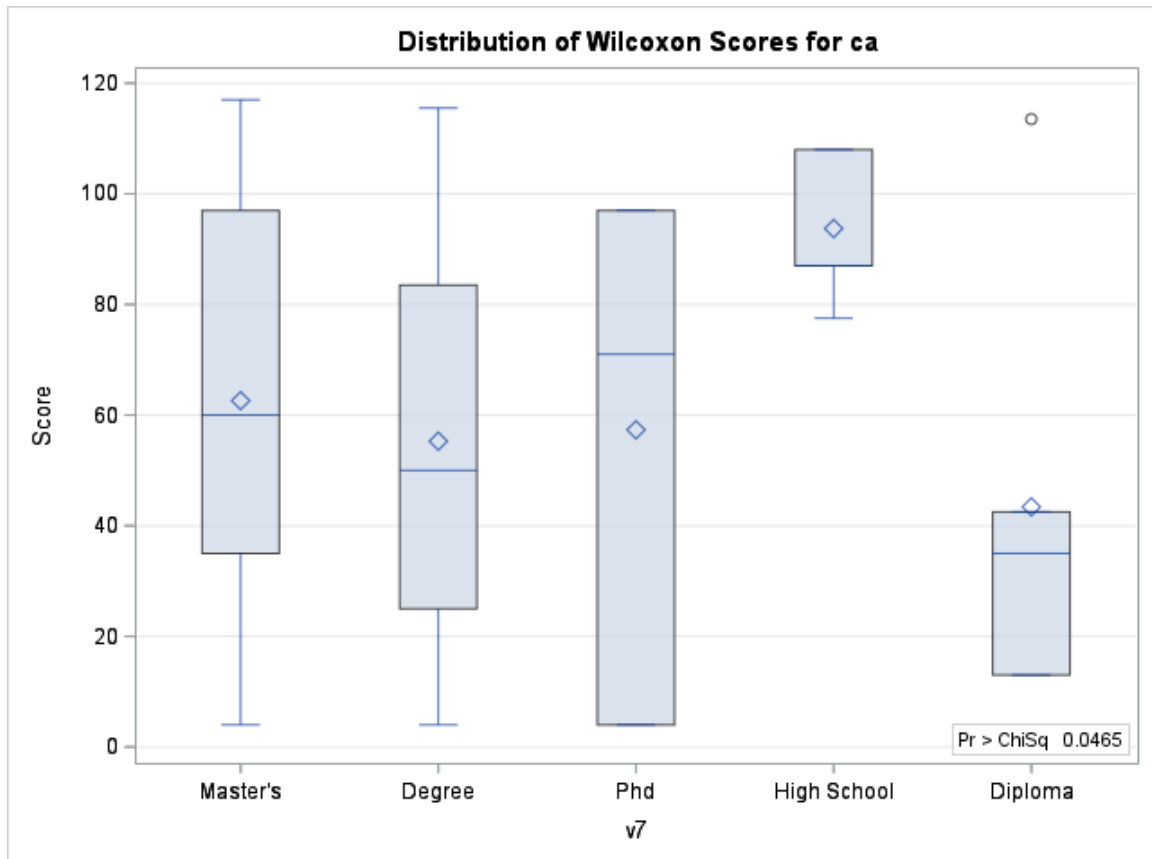
The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable iv

Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6257.50	6142.50	105.939797	59.595238
No	11	528.50	643.50	105.939797	48.045455

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
528.5000	-1.0808	0.1399	0.2798	0.1410	0.2820

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
1.1784	1	0.2777
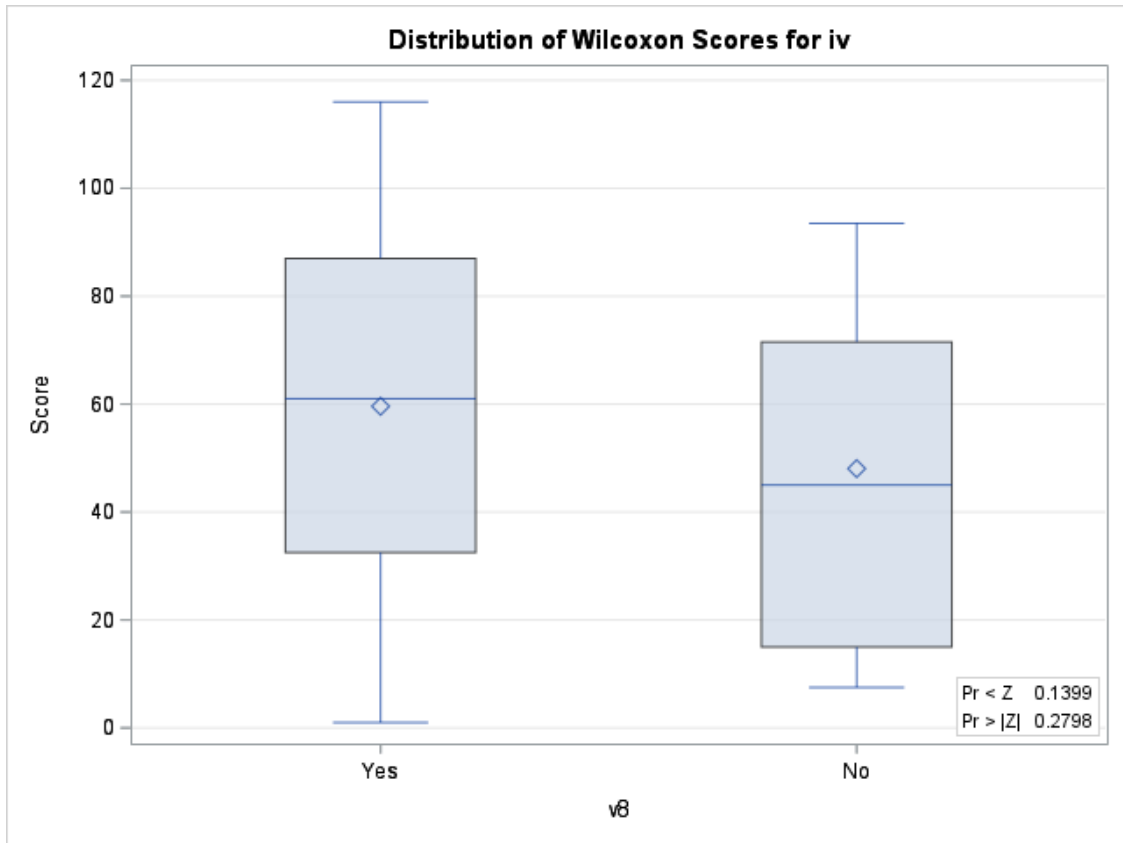
Distribution of Wilcoxon Scores for iv

| Pr < Z | 0.1399 |
| Pr > |Z| | 0.2798 |

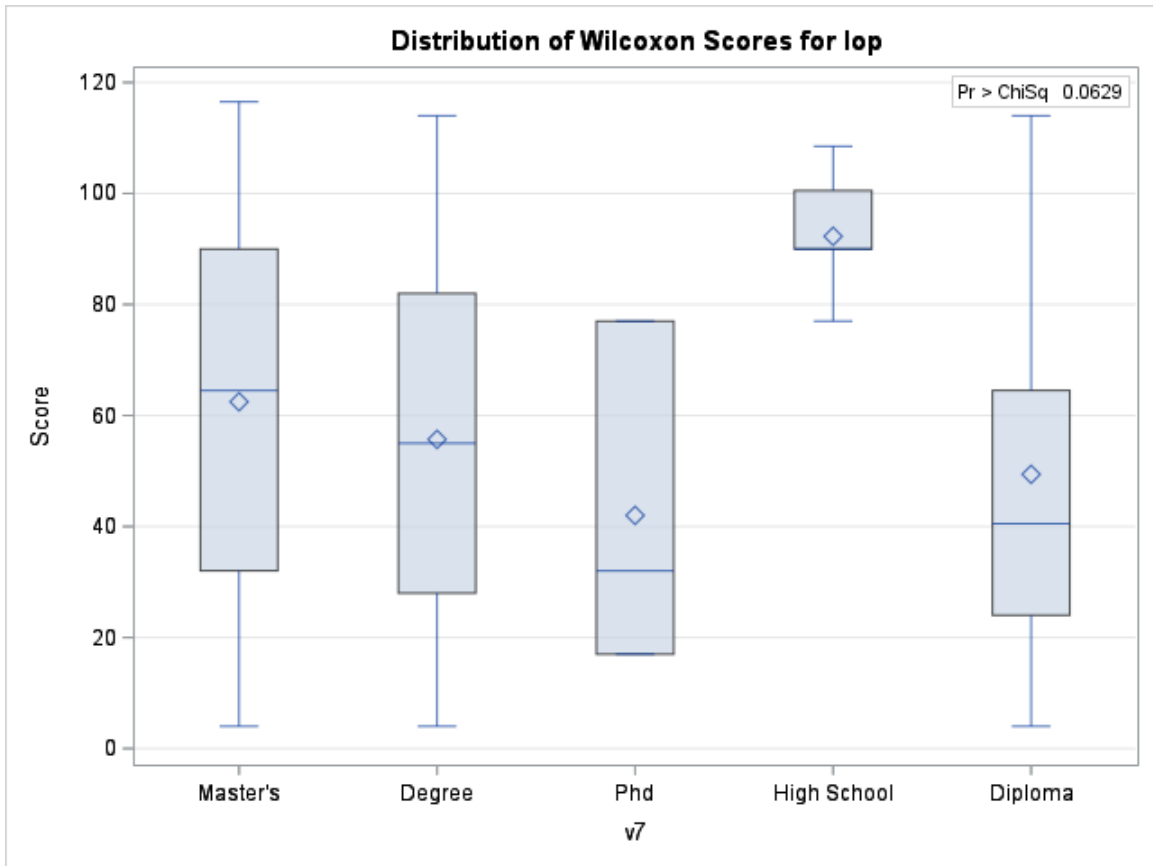| Differences in rating across professional qualification |

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable rl

Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6185.0	6142.50	106.023535	58.904762
No	11	601.0	643.50	106.023535	54.636364

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
601.0000	-0.3961	0.3460	0.6920	0.3464	0.6927

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.1607	1	0.6885

Distribution of Wilcoxon Scores for rl

Differences in rating across professional qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable oi
Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6288.50	6142.50	105.884412	59.890476
No	11	497.50	643.50	105.884412	45.227273

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
497.5000	-1.3741	0.0847	0.1694	0.0860	0.1721

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
1.9013	1	0.1679
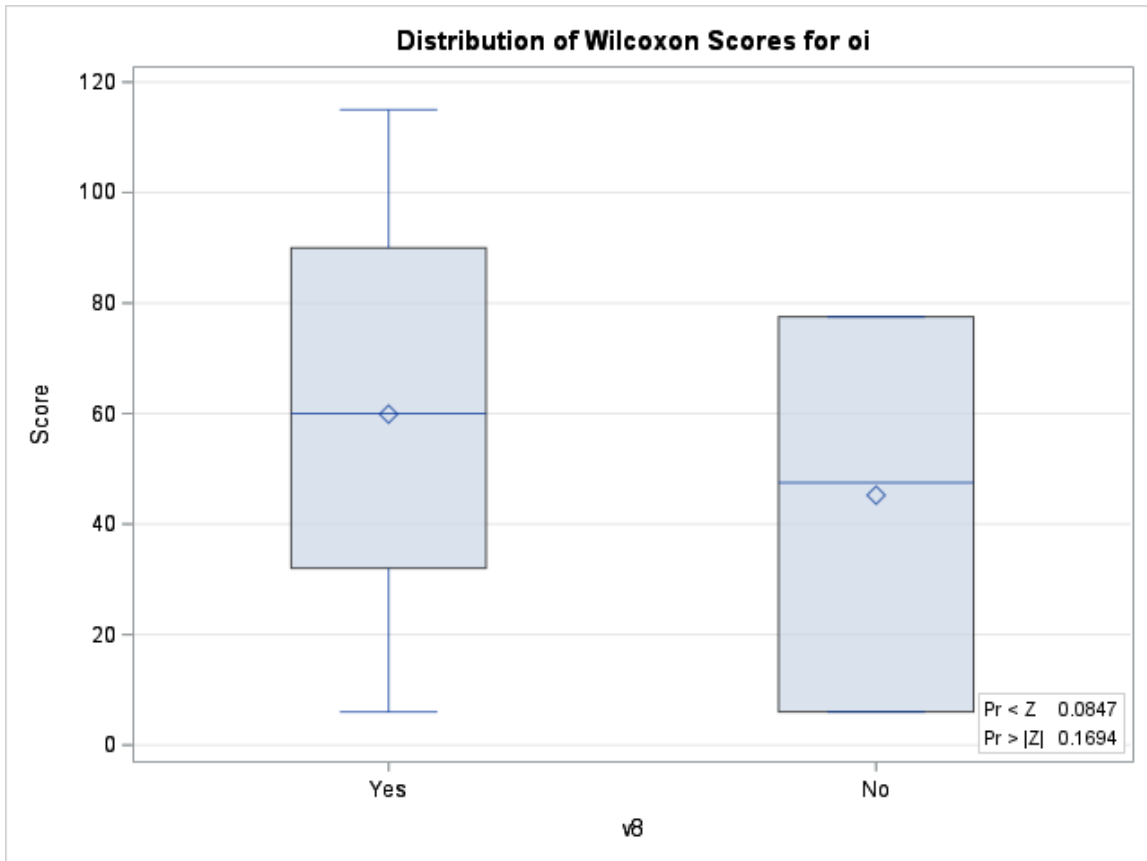
Distribution of Wilcoxon Scores for oi

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable ca

Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6230.50	6142.50	105.773761	59.338095
No	11	555.50	643.50	105.773761	50.500000

Average scores were used for ties.

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Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
555.5000	-0.8272	0.2041	0.4081	0.2049	0.4098

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.6922	1	0.4054
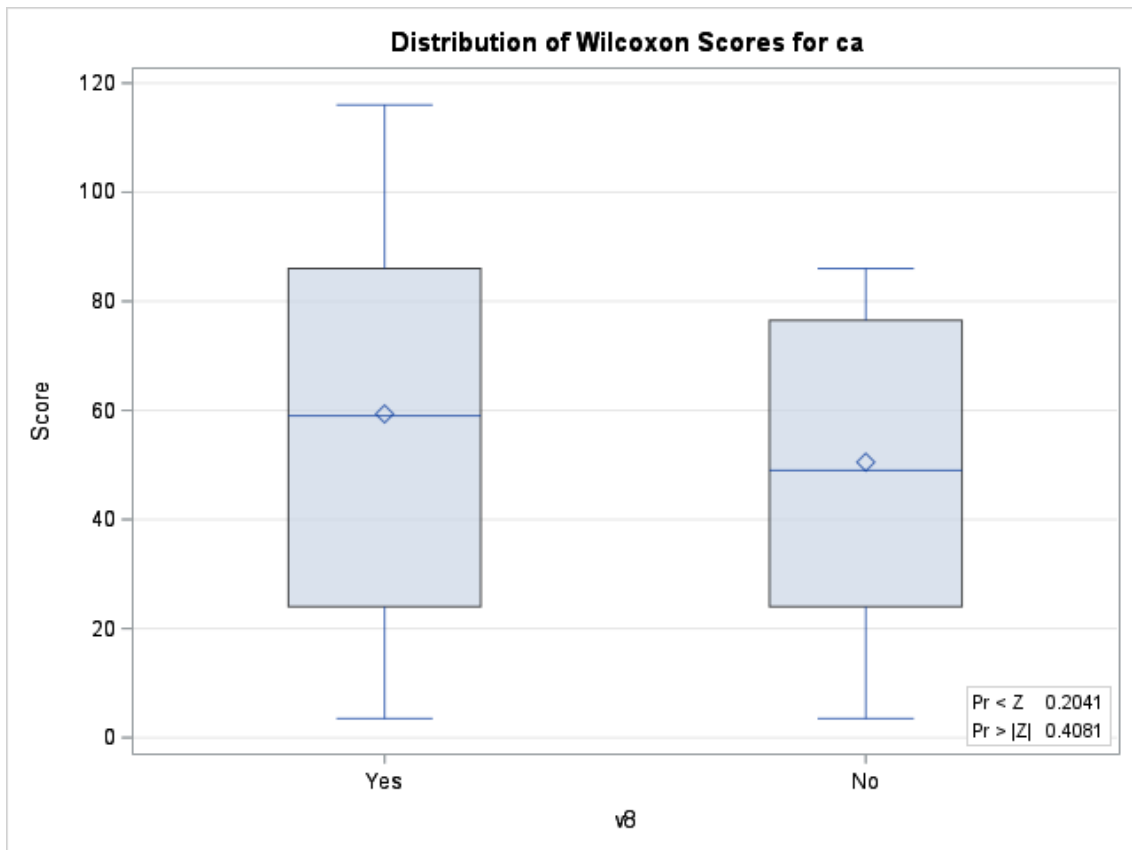
Distribution of Wilcoxon Scores for ca

Differences in rating across professional qualification

The NPAR1WAY Procedure

Wilcoxon Scores (Rank Sums) for Variable lop
Classified by Variable v8

v8	N	Sum of Scores	Expected Under H0	Std Dev Under H0	Mean Score
Yes	105	6237.50	6142.50	105.901992	59.404762
No	11	548.50	643.50	105.901992	49.863636

Average scores were used for ties.

Wilcoxon Two-Sample Test

Statistic	Z	Pr < Z	Pr > |Z|	t Approximation	
				Pr < Z	Pr > |Z|
548.5000	-0.8923	0.1861	0.3722	0.1870	0.3741

Z includes a continuity correction of 0.5.

Kruskal-Wallis Test

Chi-Square	DF	Pr > ChiSq
0.8047	1	0.3697

Distribution of Wilcoxon Scores for Iop
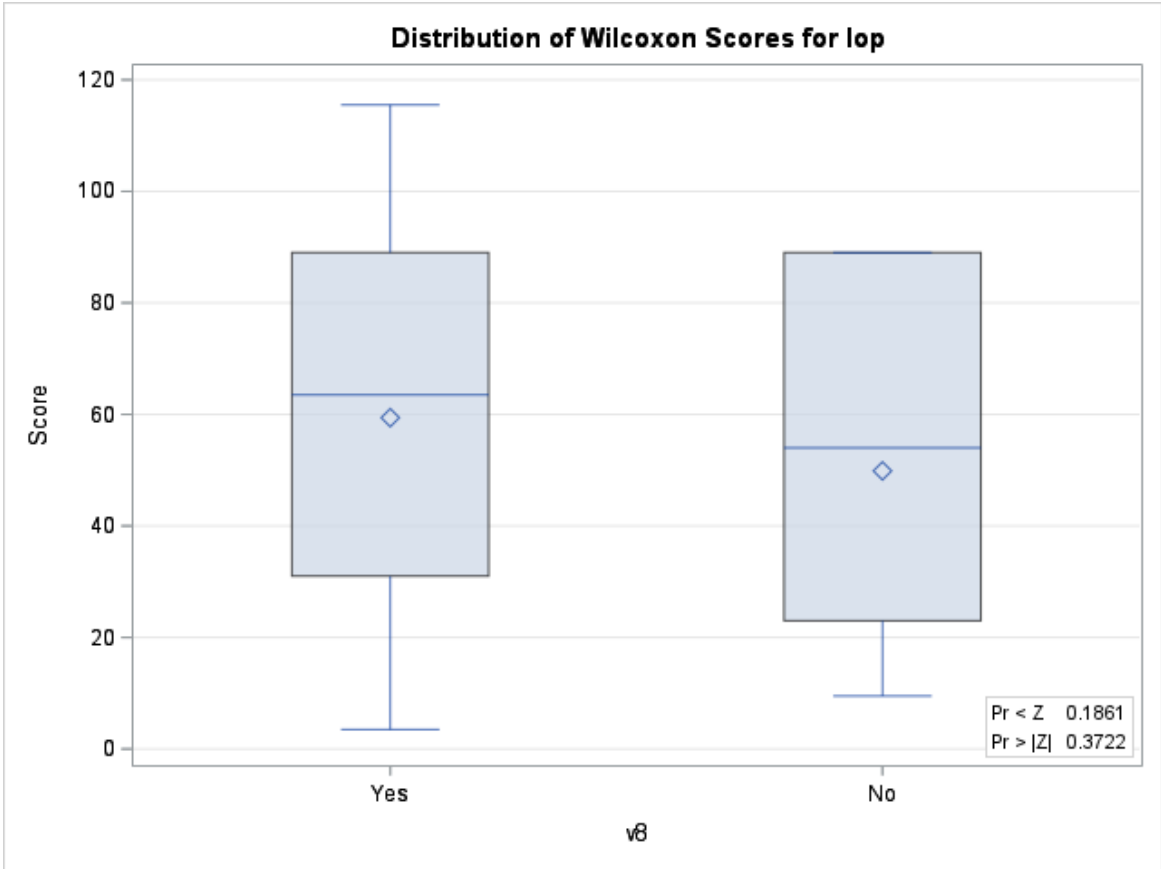
ADDENDUM I: DESCRIPTIVE MEASURES OF CONSTRUCTS

Descriptive measures of constructs

Description of the different constructs:

Authentic communication (AC)=mean (v21 v27 v17 v23 v25)

Intrinsic value (IV) = mean(v14 v9 v20 v10 v11)

Responsible leadership (RL) = mean(v31-v40)

Organisational integrity (OI) =mean(v46 v62 v54 v58 v50)

Collaborative action (CA) = mean(v47 v55 v51 v63);

License to operate (LOP) = mean(v43 v45 v52 v60)

The MEANS Procedure

Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
ac	117	3.20	1.24	2.20	3.00	4.00	1.00	6.00
iv	117	3.11	1.21	2.20	3.00	4.00	1.00	6.00
rl	117	3.07	1.15	2.10	2.88	4.00	1.00	6.00
oi	117	2.84	1.31	2.00	2.60	3.60	1.00	6.00
ca	117	3.06	1.22	2.00	3.00	4.00	1.00	6.00
lop	117	2.99	1.31	2.00	2.75	4.00	1.00	6.00

Descriptive measures of constructs by gender

The MEANS Procedure

v2	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
Female	58	ac	58	3.13	1.15	2.20	3.00	4.00	1.00	5.80
		iv	58	3.18	1.23	2.20	3.30	4.00	1.20	5.60
		rl	58	3.09	1.13	2.20	2.74	4.00	1.40	5.80
		oi	58	2.89	1.32	2.00	2.80	4.00	1.00	6.00
		ca	58	3.16	1.16	2.25	3.00	4.00	1.00	5.50
		lop	58	2.89	1.27	2.00	2.75	3.75	1.00	6.00
Male	59	ac	59	3.27	1.32	2.20	3.00	4.40	1.00	6.00
		iv	59	3.03	1.21	2.00	2.80	4.00	1.00	6.00
		rl	59	3.04	1.19	2.00	2.90	4.10	1.00	6.00
		oi	59	2.80	1.31	1.80	2.60	3.40	1.00	6.00
		ca	59	2.97	1.28	2.00	2.75	4.00	1.00	6.00
		lop	59	3.08	1.34	2.00	3.00	4.00	1.00	6.00

Interpretation:

The mean value gives you an indication of what a typical value(typical score) in the data set looks like. E.g. A typical score from a male respondent for LOP is 3.08. (On average a score between 3 and 4). A low score indicates that the respondents in general agreed with the items, which were used to determine this construct. An average score between 3 and 4 (leaning more towards 3) indicated some form of basic agreement with the items making up the construct LOP.

The 25th percentile of 2 indicates that 25% of all the rating values in the data set provided by male respondents for LOP is less than or equal to 2 and 75% of the rating values provided by male respondents for LOP in the data set is a score more than 2.

The median is also the 50th percentile. 50% of all the rating values in the data set provided by male respondents for LOP is less than or equal to 3 and 50% of all the rating values in the data set provided by male respondents for LOP is a score more than 3.

The 75th percentile indicates that 75% of all the rating values in the data set provided by male respondents for LOP is less than or equal to 4 and 25% of all the rating values in the data set provided by male respondents for LOP is a score more than 4.

The standard deviation is a measure, which tells you what the average deviation from the mean is equal to 1.34. The values for construct LOP are on average 1.34 units from the mean of 3.08.

Descriptive measures of constructs by management level

The MEANS Procedure

v5	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
Board Member	5	ac	5	4.08	0.69	3.80	4.40	4.60	3.00	4.60
		iv	5						3.20	4.60
		rl	5	4.00	0.58	3.60	4.20	4.40	2.88	5.00
		oi	5						2.80	5.00
		ca	5	4.20	0.81	4.20	4.20	4.70	3.00	5.00
		lop	5	3.96	0.92	3.20	4.40	4.40	3.00	5.00
				3.70	0.82	3.25	3.25	4.00		
				4.30	0.84	4.00	4.50	5.00		
Executive	13	ac	13	3.51	1.31	2.60	3.60	4.40	1.20	5.80
		iv							1.60	5.00

v5	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		rl	13	3.66	1.11	2.80	4.00	4.60	2.00	5.80
		oi							1.20	5.00
		ca	13	3.22	1.21	2.40	2.50	4.00	1.50	5.25
		lop							1.25	5.75
			13	2.92	1.13	2.20	2.60	3.40		
			13	3.35	1.24	2.50	3.25	4.00		
			13	3.38	1.29	2.75	3.00	4.50		
Head of Department	16	ac	16	3.51	1.58	2.10	3.60	5.00	1.20	5.60
		iv							1.20	5.60
		rl	16	2.96	1.26	2.10	2.80	3.70	1.40	5.50
		oi							1.00	6.00
		ca	16	3.19	1.36	1.95	3.00	4.45	2.00	5.50
		lop	16	2.88	1.55	2.00	2.60	3.50	1.50	6.00
			16	3.52	1.25	2.38	3.13	4.75		
			16	3.31	1.50	2.13	2.88	4.25		
Middle Management	46	ac	46	3.00	1.22	2.00	2.70	4.00	1.00	6.00
		iv							1.00	6.00
		rl	46	2.97	1.28	1.80	2.80	4.00	1.00	6.00
		oi							1.00	6.00
		ca	46	2.89	1.11	2.00	2.80	3.70	1.00	6.00

v5	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		lop	46	2.74	1.29	1.80	2.60	3.40	1.00	6.00
			46	2.93	1.24	2.00	2.88	4.00		
			46	2.78	1.23	1.75	2.63	3.75		
Non Management	7	ac	7	3.20	1.31	1.60	3.20	4.80	1.60	4.80
		iv	7						1.40	4.00
		rl	7	2.46	0.88	1.60	2.40	3.00	1.60	4.30
		oi	7						1.00	3.20
		ca	7	2.96	0.92	2.30	2.90	3.80	1.00	3.50
		lop	7	1.86	0.80	1.20	1.80	2.40	1.00	4.00
				2.11	1.06	1.00	2.00	3.50		
				2.25	1.15	1.25	2.25	3.25		
Senior Management	30	ac	30	3.07	1.04	2.20	3.00	4.00	1.00	5.00
		iv							1.40	5.40
		rl	30	3.15	1.19	2.00	3.10	4.00	1.40	5.33
		oi							1.00	6.00
		ca	30	3.04	1.15	2.00	2.70	4.20	1.00	5.50
		lop	30	3.00	1.32	2.00	2.90	4.00	1.00	5.50
			30	3.02	1.15	2.00	3.00	4.00		

v5	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
			30	2.91	1.26	2.00	2.75	4.00		

Descriptive measures of constructs by qualification

The MEANS Procedure

v7	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
Degree	72	ac	72	3.01	1.20	2.00	2.80	4.00	1.00	5.40
		iv	72	2.90	1.15	1.90	2.80	3.90	1.00	5.40
		rl	72	2.89	1.06	2.00	2.50	3.95	1.00	5.33
		oi	72	2.66	1.25	1.90	2.40	3.40	1.00	6.00
		ca	72	2.93	1.14	2.00	2.75	3.88	1.00	5.50
		lop	72	2.85	1.27	1.88	2.75	3.75	1.00	5.75
Diploma	5	ac	5	3.24	1.62	2.20	3.00	3.60	1.60	5.80
		iv	5	3.04	1.01	2.40	2.60	3.00	2.40	4.80
		rl	5	3.18	1.54	2.30	2.50	3.30	2.00	5.80
		oi	5	2.24	1.00	1.80	1.80	2.60	1.20	3.80
		ca	5	2.60	1.55	1.50	2.25	2.50	1.50	5.25
		lop	5	2.75	1.83	1.75	2.25	3.00	1.00	5.75
High School	7	ac	7	4.34	0.83	3.80	4.60	4.80	3.00	5.60
		iv	7	4.06	0.94	3.60	4.20	4.60	2.60	5.60
		rl	7	4.36	0.63	4.00	4.20	5.00	3.60	5.40
		oi	7	3.80	0.86	3.20	3.20	4.40	3.20	5.40

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v7	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		ca	7	4.29	0.57	4.00	4.00	5.00	3.50	5.00
		lop	7	4.14	0.48	4.00	4.00	4.50	3.50	5.00
Master's	30	ac	30	3.40	1.25	2.40	3.40	4.20	1.20	6.00
		iv	30	3.40	1.33	2.20	3.40	4.40	1.20	6.00
		rl	30	3.22	1.24	2.40	3.15	4.20	1.30	6.00
		oi	30	3.19	1.40	2.20	3.00	4.60	1.00	6.00
		ca	30	3.20	1.32	2.25	3.00	4.25	1.00	6.00
		lop	30	3.13	1.35	2.00	3.00	4.00	1.00	6.00
Phd	3	ac	3	2.93	0.95	2.20	2.60	4.00	2.20	4.00
		iv	3	3.00	1.56	1.20	3.80	4.00	1.20	4.00
		rl	3	2.57	1.15	1.90	1.90	3.90	1.90	3.90
		oi	3	2.60	1.97	1.00	2.00	4.80	1.00	4.80
		ca	3	2.83	1.66	1.00	3.25	4.25	1.00	4.25
		lop	3	2.33	1.04	1.50	2.00	3.50	1.50	3.50

Descriptive measures of constructs by professional qualification

The MEANS Procedure

v8	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
No	11	ac	11	3.09	1.35	1.80	3.20	4.60	1.20	4.80
		iv	11	2.73	0.99	1.60	2.60	3.60	1.40	4.20
		rl	11	2.90	0.97	2.00	2.90	3.80	1.40	4.30
		oi	11	2.27	0.93	1.00	2.40	3.20	1.00	3.20
		ca	11	2.75	0.99	2.00	2.75	3.50	1.00	4.00

v8	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		lop	11	2.64	1.06	1.75	2.75	4.00	1.25	4.00
Yes	105	ac	105	3.23	1.22	2.20	3.00	4.00	1.00	6.00
		iv	105	3.17	1.22	2.20	3.20	4.00	1.00	6.00
		rl	105	3.10	1.16	2.20	2.88	4.00	1.30	6.00
		oi	105	2.92	1.32	2.00	2.80	3.80	1.00	6.00
		ca	105	3.12	1.23	2.00	3.00	4.00	1.00	6.00
		lop	105	3.04	1.32	2.00	3.00	4.00	1.00	6.00

Descriptive measures of constructs by age

The MEANS Procedure

age	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
20-25	18	ac	18	3.40	0.99	2.80	3.70	4.00	1.20	4.80
		iv	18	3.28	1.04	2.20	3.60	4.20	1.40	4.80
		rl	18	3.24	1.00	2.44	3.55	4.20	1.30	4.30
		oi	18	3.11	1.08	2.20	3.10	4.00	1.00	5.00
		ca	18	3.24	1.09	2.75	3.50	4.00	1.25	5.00
		lop	18	3.10	1.19	2.00	3.38	4.00	1.25	5.00
26-30	17	ac	17	2.94	1.20	2.00	2.60	4.00	1.20	4.80
		iv	17	2.80	1.05	1.60	2.80	3.60	1.20	5.00
		rl	17	2.63	0.91	2.00	2.50	3.10	1.40	4.50
		oi	17	2.09	1.25	1.00	1.40	3.20	1.00	4.60
		ca	17	2.69	1.06	2.00	2.75	3.25	1.00	4.50
		lop	17	2.69	1.30	1.50	2.50	4.00	1.00	4.50

age	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
31-35	36	ac	36	3.33	1.36	2.10	3.10	4.30	1.00	6.00
		iv	36	3.29	1.32	2.20	3.50	4.30	1.20	6.00
		rl	36	3.32	1.29	2.25	3.00	4.10	1.60	6.00
		oi	36	3.07	1.40	2.00	2.60	3.90	1.20	6.00
		ca	36	3.30	1.32	2.25	3.00	4.25	1.00	6.00
		lop	36	3.28	1.44	2.00	3.00	4.25	1.25	6.00
36-50	32	ac	32	3.19	1.15	2.20	3.10	3.90	1.00	5.60
		iv	32	3.16	1.22	2.10	3.10	4.00	1.00	5.60
		rl	32	3.06	1.11	2.10	3.00	3.95	1.50	5.40
		oi	32	2.89	1.28	2.00	2.70	3.80	1.00	5.40
		ca	32	3.02	1.22	2.00	3.13	3.75	1.00	5.00
		lop	32	2.88	1.16	2.00	3.00	3.63	1.00	5.00
51 and older	14	ac	14	2.94	1.47	1.80	2.40	4.00	1.00	5.60
		iv	14	2.67	1.29	1.60	2.40	3.60	1.00	5.40
		rl	14	2.74	1.25	1.80	2.45	3.40	1.00	5.33
		oi	14	2.74	1.27	2.00	2.70	3.00	1.00	6.00
		ca	14	2.80	1.30	2.00	2.50	3.25	1.00	5.50
		lop	14	2.68	1.40	1.75	2.63	3.00	1.00	5.50

Descriptive measures of constructs by years in current position

The MEANS Procedure

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yearscurrent	NObs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
3 years or less	47	ac	47	3.22	1.17	2.00	3.00	4.20	1.00	5.60
		iv							1.00	5.60
		rl	47	3.09	1.19	2.00	3.40	4.00	1.00	5.40
		oi							1.00	5.40
		ca	47	3.07	1.13	2.00	2.90	4.00	1.00	5.00
		lop	47	2.67	1.27	1.40	3.00	3.40	1.00	5.00
			47	3.10	1.11	2.25	3.00	4.00		
			47	2.96	1.22	2.00	3.00	4.00		
3<years<=6 years	37	ac	37	3.38	1.33	2.25	3.40	4.20	1.00	6.00
		iv							1.20	6.00
		rl	37	3.34	1.30	2.20	3.20	4.40	1.50	6.00
		oi							1.00	6.00
		ca	37	3.34	1.37	2.20	3.00	4.40	1.00	6.00
		lop	37	3.30	1.50	2.00	3.20	4.60	1.00	6.00
			37	3.32	1.33	2.00	3.00	4.25		
			37	3.32	1.54	2.25	3.25	4.50		
6<years<=10 years	25	ac	25	3.02	1.22	2.20	2.40	4.00	1.00	5.60
		iv							1.40	5.60
		rl	25	2.82	1.04	2.20	2.60	3.40	1.90	4.80

yearscurrent	NObs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		oi	25	2.75	0.70	2.40	2.50	3.20	1.00	5.20
		ca							1.00	5.25
		lop	25	2.54	0.88	2.00	2.40	2.80	1.25	4.75
			25	2.68	1.15	2.00	2.50	3.25		
			25	2.67	0.94	2.00	2.50	3.25		
More than 10 years	8	ac	8	2.80	1.29	1.70	2.80	3.90	1.00	4.60
		iv	8						1.00	4.80
		rl	8	3.05	1.47	1.80	3.10	4.40	1.40	4.50
		oi	8						1.00	5.00
		ca	8	2.76	1.21	1.55	2.85	3.70	1.00	5.00
		lop	8	2.73	1.36	1.70	2.50	3.70	1.00	5.00
				2.88	1.42	1.63	3.13	3.75		
				2.59	1.42	1.25	2.63	3.50		

Descriptive measures of constructs by yearspos

The MEANS Procedure

yearspos	N Obs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
3 years or less	64	ac	64	3.23	1.23	2.30	3.00	4.20	1.00	6.00
		iv	64	3.11	1.18	2.20	3.00	4.00	1.00	6.00
		rl	64	3.07	1.17	2.00	2.85	4.00	1.00	6.00
		oi	64	2.79	1.34	1.80	2.80	3.60	1.00	6.00
		ca	64	3.14	1.20	2.13	3.00	4.00	1.00	6.00
		lop	64	3.00	1.31	1.75	3.00	4.00	1.00	6.00
3<years<=6 years	37	ac	37	3.28	1.26	2.20	3.40	4.00	1.00	5.80
		iv	37	3.33	1.27	2.20	3.40	4.40	1.20	5.60
		rl	37	3.22	1.17	2.40	3.10	4.10	1.60	5.80
		oi	37	3.02	1.28	2.00	3.00	3.40	1.20	6.00
		ca	37	3.13	1.29	2.00	3.00	4.00	1.00	5.50
		lop	37	3.19	1.32	2.25	3.00	4.00	1.00	6.00
6<years<=10 years	11	ac	11	3.18	1.07	2.20	3.40	4.00	1.80	4.80
		iv	11						1.40	4.80
		rl	11	2.84	1.06	2.00	2.60	4.00	1.90	4.50

yearspos	NObs	Variable	N	Mean	Std Dev	25th Pctl	50th Pctl	75th Pctl	Minimum	Maximum
		oi	11	2.97	0.86	2.40	2.60	3.80	2.00	5.00
		ca	11						1.50	5.00
		lop	11	2.96	1.06	2.20	2.60	4.00	1.75	5.00
				2.98	1.07	2.25	2.50	4.00		
				2.80	0.98	2.00	2.50	3.25		
More than 10 years	5	ac	5	2.36	1.48	1.60	1.80	2.60	1.00	4.80
		iv	5						1.00	3.80
		rl	5	1.96	1.12	1.40	1.40	2.20	1.40	4.20
		oi	5						1.00	4.60
		ca	5	2.04	1	1.50	1.50	1.60	1.00	3.00
		lop	5	2.00	1.54	1.00	1.20	2.20	1.00	4.00
				1.85	0.86	1.00	2.00	2.25		
				1.70	1.29	1.00	1.25	1.25		

ADDENDUM J: TRANSCRIPTS OF ONE-ON-ONE INTERVIEWS

Transcript 1

Researcher

I'm curious that you've mentioned Mandela a few times prior to our meeting, as an example of a responsible leader. Is he the leader that you most admire?

Interviewee 1

Yes, I mean, you know, like I said, I, you know, I look for inspiration.

In unusual places in everyday interaction with people, and if you have keen observation or appreciation, it is amazing how inspiring it can be.

But in terms of leaders. There is one leader which I really admire which is, you know, I already quoted Nelson Mandela couple of times and why I do that amongst his many qualities.

If you think about. He was in prison for 27 years.

Out of those 27 years, 18 years was in Robben Island, and he was for 18 years. He was in a cell 2.4 metre by 2.1 metres and he himself was 1.85 metre. A tall guy. He had a straw mat on which to sleep.

He had a bucket. In the same room to attend to his natural needs.

He would break rocks into gravel throughout the long day and then they moved him to lime quarry within that prison.

He was the lowest category of prisoners, which was category D.

And he could only get one letter in six months, and again, that was censored. But at night he was working for his law degree from University of London, through correspondence. What really impressed me was his generosity of his spirit.

And his capacity to forgive and build and bring a nation together which was plagued by apartheid and racism. And he said, as I walked out the door toward my freedom, I knew that if I did not leave all the anger, hatred, and bitterness behind.

That I would still be in prison.

And you will achieve more in this world through acts of mercy than, through acts of retribution, and I think his capacity to forgive and his generosity of his soul and spirit is extraordinary.

Uh, that is what I really admire him. I have read about him a lot. I visited the Robben Island and I spent about 3-4 hours there.

But, that is one man who really inspires me.

Researcher:

I also really like your thoughts on forgiveness because forgiveness is a truly inspirational act.

Interviewee: 1

Yes, that people tend to think of forgiveness as saying that what the person that you are forgiving was OK is OK, and his point is, it is not saying that it is OK, but it is saying that I am not going to be kept prisoner any more to negative feelings, I am liberated, if I forgive.

Yes, absolutely. Forgiveness is an interdependent practise of leadership.

Which brings us to the to the question of the importance of culture.

Researcher

So, let us talk about culture...and a little bit about your teams now. How important is building the right culture for the effectiveness of the work that you do?

Interviewee: 1

You know, in my view, culture is one of the most talked about subjects.

But it is not as well understood and.

If you really think.

About the performance of any enterprise, public sector, commercial or otherwise, culture is the most important driver of that outcome.

And it really determines the success or otherwise of an organisation. In many ways, the corporate culture, and its values.

Determines the job performance and affinity of the employees with the organisation and its mission. So, when an individual or as an employee as such as myself, finds a genuine and meaningful alignment with his or her personal values with those of.

His or her employers, an enormously powerful.

Full connection or affinity develops, and which leads to significant possibilities of personal growth as well as the success and growth of the company.

Well, what you have said is completely supported by what we know from research, both about fit, right? That that both companies and individuals thrive when there is a good fit between the personal values of the individual and the values of the company.

So, one of the questions.

That I had for you about culture was we know that culture is.

Radically important, but we also know that culture is hard to change, and I am involved right now in a project with ****** on culture change and despite people having really the right intentions.

And the right actions. It is still a really challenging thing to do. Tell me about a time that you had success in changing culture.

I absolutely agree with that culture is something which is not very tangible. It is very intangible, and while it is one of the most important drivers of open communication, it is also one of the most difficult ones.

To change or.

Shape so in my view, I think the primary responsibility of.

Leaders is to forge a culture which at its core.

Have the right values.

System so ethics especially important. Trust, diversity, merit and values that need to reflect the societal values. So, if you look at where the world is right now, we have so many externalities, so much pressure from a socio-economic point of view.

Productivity, growth, demographics, pandemics and changing attitudes.

Towards life, so it is even more important that when you have the transition of this nature or the environmental factors like the one, I mentioned, and of course if I did not mention the technological revolution which is underway, and if you look at the cocktail of all those factors.

It points to one particularly important topic, which is to say we must shape a culture which is responsive to all those challenges. And so according to a recent survey by the National Bureau of Economic Research.

And this goes to your question. 85% of CEOs (Chief Executive Officer) (Chief Executive Officer) and CFOs (Chief Financial Officer) believes that an unhealthy culture leads to unethical outcomes and in the same survey, nine out of 10 CFOs believe that improving company culture can increase.

Business value and performance, but almost half of the employees. About 45% of the employees say even though the CEOs and CFO (Chief Financial Officer) believe that is especially important for the performance of the company to have.

The right culture.

45% of the employees say that leaders are minimally or not committed to improving the culture of the organisation. So, there is a disconnect there that it is especially important, but from an employee point of view, there's not enough effort being made to improve the culture.

And that disconnect does create incredibly significant issues for the organisations, well I think one of the reasons why that is particularly challenging is that culture is hard to measure in a leadership role in creating culture is hard to measure, and if it is hard to

measure, it is hard to quantify. It is hard to quantify, it does not end in performance reviews.

Yes, absolutely.

You know the in my view.

Organisation takes on the character and the culture of his leaders and while we can have our mission statements, we can have you know, artefacts communicating our value system and what is expected and what do we stand for. What is our purpose?

And all the rest of it.

But the most important way for most effective way to change the culture is the behaviour which the leaders exhibit.

And if leaders embrace those values which they are professing or trying to incorporate into the culture of the organisation.

And then they must act accordingly. And I think the most powerful mechanism to change the culture is that leaders talk the talk and walk the walk.

And if the leaders are embracing those values, they will filter through the rest of the organisation and they will get institutionalised.

I think that is a hopeful message because.

The only thing that we can really control is our own behaviour, and sometimes we can't even control that very well.

But to the extent that we can right speaking to leaders.

Yes, we all have control over the micro cultures that we create around us and then those in aggregate become the culture of the organisation.

So, I think culture change can often be overwhelming because you are trying to steer a really, big ship, and that takes a long time to shift directions, but what's?

Within our span of control, right? We have quite a lot of leeway in terms of how we shift. And scope and mould that one leader at a time.

Yes, you know it is interesting. You said you. I think the term you use is your own microculture the way I think about this is the extension of the same point. You know every organisation.

Probably has an overarching culture, or at least and drivers to have an overarching culture with some common principles which I talked about.

You know ethics, trust, diversity, merit, inclusion and all the rest of.

It, but there are lots of subcultures which exist under that overarching culture.

And one of the most important things, and in my observation, the job of the leaders is that they are not only embracing principles of that overarching culture, but they are also trying to keep the subcultures in the right balance so that one subculture.

Does not dominate the others, and when that happens the organisation delivers the best possible outcome. But if one subculture dominates the others, then you start seeing suboptimal business decisions, suboptimal talent decisions and that accumulates into creating a suboptimal company, a suboptimal performance of the company so.

I think.

Your point gives an even another unique perspective that all of us individually as leaders also have a sphere of influence.

Were they called the shadow of the leader? So, we all of us must be very conscious of whether we are embracing those core values and then.

I am driving to make sure that these subcultures.

Stay in a healthy balance so we can create the best possible outcome for the company and for the individuals.

You mentioned individuals there to get a balanced culture.

How do you achieve this as a responsible leader?

Go about developing the right talent and celebrating the right kind of merit.

That is really the essence of any enterprise and any enterprise. Their primary responsibility remains that. How do you provide an environment where a talent or people can fulfil their purpose?

And so, and that can take many forms. So, one is culture whether the goals of the enterprise or organisation resonate with the employees, that is the prerequisite for people to be inspired with a sense of purpose and then come the question.

Of what I call apprenticeship. So, you have formal mechanisms of growing the talent, but I think the informal mechanisms which is learning on the job learning from your peers, your seniors, even people who work for you because.

That interaction must be consciously shaped in a manner that people every day are learning from each other.

So that is an extraordinarily important responsibility on all of us, not just the leaders that the way we interact with each other. The way we are collaborating with each other.

We are providing an opportunity to people to learn from each other that is extraordinarily important, because even if you look at it, I am sure you are more aware than I am that a high percent, about 70% of the learning happens on the job, which is informal. Rather than going through the, you know.

Formal trainings so that is extraordinarily important. The second thing is about merit, and that speaks to the socio-economic issues we are talking about.

And oftentimes I heard expression and I tend to agree with what they call tyranny of merit, which assumes.

That everyone has a same starting point.

And therefore, the one who succeeds is done purely based on his or her.

Talent, demanding work and his or her success is purely attributable to his or her endeavours, the reality is vastly different.

The reality is that not everyone has the same starting point.

And that is what leads to socioeconomic issues, because if you have the right access to education, you have the right access to employment opportunities.

Are you operating in an environment which is conducive and gives you a lot more exposure and opportunities? If you are born, let us say in a poor country or you are born?

In a poor household and, it is not a phenomenon, just in different countries. It is happening within developed markets. Some of the most advanced.

Economy, so that is part of the socio-economic issues which we really must address.

Then comes the question that how you grow people within an organisation.

And in my humble view, that was the point I was earlier making that if you let one subculture become a dominant culture, that subculture dictates the standards for merit. Who grows into positions of responsibility and who doesn't.

And while brings in unconscious biases into determining who is progressing in the organisation or not.

So, it is critical that the leaders or people who are responsible they should make sure that they are aware of their unconscious biases. They.

Broaden their frame of reference in terms of experience in terms of what the talent looks like, what the merit looks like, and.

Broaden their imagination. I give you one particularly good example.

You know the last Prime Minister of Pakistan, Imran Khan. He was an international athlete and very accomplished number 1 talented cricketer. He comes from a family of cricketers. His two elder Cousins also played for Pakistan.

And both actually have been the captain of the Pakistan team a difficult task in a cricket mad nation like Pakistan.

So, when he became the captain of Pakistan cricket team at a very young age, one of his cousins were still playing Test cricket.

In his first Test match as a captain, he did not select his cousin, who was like an elder brother.

His idol for the team and you know what he said ???? he said does not matter if he is my relative or not, he was not playing well for the team, his performance is not of the standard. He will not be in the team...... and for next many years they did not speak to each other.

The same man became the Prime Minister of the country and tried to navigate the country through one of the most difficult periods of its existence, and not a single person from his family, is part of his government. In a country where you have political dynasties.

If I become Prime Minister my son, my daughter, my nephew, they are all in politics.

I mean not just in Pakistan.

Almost any country.

There are political and economic dynasties.

Exactly, so I just wanted to give you the example.

That you must rise above your personal likes and dislikes. And in my previous roles I would always say to people, and I will say it publicly that no matter how you seem close to me.

Or I may have a much longer association with you than somebody else, but when it comes to making appointments, if you are not the right person, I think I may get it wrong. You know everyone is, but it will not be because I have a longer association with you. The person who I think deserve that.

It should always be meets the criteria will get the job. Does not matter whether I know that person or not, and that is a principle I have always tried to embrace.

So, I think this notion of talent, apprenticeship, developing talent then taking a view on merit, which is especially important that that is a broader issue. Working with policymakers and we as enterprise.

We also have a role to play in it that we give people opportunities who are disadvantaged socially and economically to get their education and have equal opportunities. And when you are making the decision about career progressions.

You must let go, or at least be aware of your unconscious biases, your personal likes, and dislikes, and make the decision as much as humanly possible on an objective basis of the job. Fit and talent, merit, and culture they all go hand.

Hand in hand to create the best possible outcome for the for the enterprise.

I do not think this.

Exactly fits now, but I did want to say one of the things that you just mentioned is important for several reasons. cause merit you talked about merit in terms of transparency and accountability. Is that correct?

Objective differences of starting points, right? There are also subjective experiences, and so while the leaders need to be aware of their unconscious biases.

They also need to be aware that their objective experience will be that people put themselves forward for opportunities, promotions, experiences.

Uhm, equally as a function of how they have been socialised. So, there was just an interesting paper that came out in management about how female software engine are significantly less likely to advertise in their CVS their programming languages, skills that they know because they are more modest in promoting their accomplishments. The research was done over an incredibly careful way that confirmed these coders actual abilities in these different programming languages.

Because we all know people overemphasise or might exaggerate the extent to which they know stuff. But the female software engineers were much less likely to even.

State what they did truly know, right? So, it becomes even harder to understand whose performance is going to be equal when people are differentially socialised to be modest or overconfident.

It is about developing an appreciation of what I call distinctive styles, different approaches and how you externalise your talent and your accomplishments.

Which meant historically, as you know better than I do that we confused style with leadership.

If you are more extrovert, you are more outgoing. You are more outspoken. You are putting yourself out there more than the others. You will be considered as a strong leader. And if you are taller, whiter, and male.

Yes, exactly but.

The research has proven that there are all kinds of leaders. They are introvert, they are understated. They are extra words. There are very humble in their approach.

They have a different kind of a value system. They are so therefore it is especially important. It comes to my point of.

Broadening your frame of reference, broadening your imagination, and let go of your unconscious biases and that is one of the reasons that we have not seen as much progress on diversity and inclusiveness as we should have, with all the best intentions.

And the reason is that we have not conditioned the organisations or leaders to recognise all these different range of personalities or styles which can be equally effective.

So, for example, exactly to your point, women or even men from Eastern cultures are understated, but they could be equally effective leader should organisation need to condition itself.

To reach out and recognise and explore and not just go by a one stereotypical view of leadership or job effectiveness or performance effectiveness and the other point I would make is that.

Over the years, we.

Have seen organisations have really become global, but the orientation of the leaders, generally speaking, still remains local, the language. Their way of looking at things, their way of developing talent still remains quite local, even though there has been improvement, there have been more awareness, so operating and business model of these companies which is global has to reflect.

Into the culture and into the talent competition.

It must reflect in the ranks and file of that organisation, and it is important. So, I 100% agree with your point on that.

So, we have talked a.

Lot about the importance of top talent for maintaining performance. What are the challenges for you right now in attracting and developing top talent? What are the challenges you are facing right now as a responsible leader more generally?

Our environment is very complex and multidimensional. We are seeing range of factors at play. We have economic growth and productivity challenges.

We have socioeconomic issues, sustainability, demographics as well as technology is evolving very, very rapidly. So, in my view, I think the employees what they are really looking for. And by the way all those factors are putting a.

Lot of pressure.

On what I would say, capitalism, democracy and sustainability. It seems that these three dimensions are not in the right balance and therefore I think it is very important for the organisation and enterprise cultures.

And I think it is also going to be very important for the employees and they will look towards the leadership of enterprise and organisation and say is this organisation is trying to create a better balance amongst those three dimensions or is it overly focused on one or the other?

So, that is going to be one of the major drivers of attracting top talent and shaping the culture and the futures of the future of the organisation, because today's and tomorrow's

workforce is very aware of these challenges, and they expect the organisations to lead from the front and be.

In resolving some of these challenges.

So, when you say that capitalism, democracy and sustainability are out of balance, out of balance in which way?

You know, if you look at if you look at the socio-economic issues. If you look at the populist movements, if you look at the sustainability challenges and environmental challenges all those things must be adjusted because we cannot continue.

To operate an economy which creates serious environmental issues.

Which creates major socio-economic divides, and which then obviously undermines democracy and some of the other systems. So, these things need to become in more balance because the economic actors.

And the policymakers must think about that. How do we not only deliver growth productivity?

But at the same time, address the environmental and social issues so that.

There is a more equitable and more sustainable economy and society, and therefore we do not have a exert pressure on one way or the other.

So, that is a very important to my mind.

A balance which we must strike. I mean, if you look at all this momentum around ESG is.

Exactly because we are reaching the planetary boundaries.

Have continued to draw upon the resources of the planet to fuel the economic growth.

And it is just not sustainable. And with the economic growth comes all the other issues of polluting the environment, the carbon emission and things of those nature. So, it is they all interact with each other and we all die.

I think.

If we do not get them, capitalism, and sustainability right, we are going to undermine the entire system of democracy.

As we have seen in some of the some of the markets, some of the regions and countries around the world.

Capitalism will be amazingly effective in the in a post-apocalyptic world yes or I guess I do not know. That's that will be the first thing to emerge.

How do you see?

Publicly traded corporations taking the lead in that shift.

If you look at all these factors we touched upon, I think there is a.

Push and pull.

I think there is a lot of external investor demand.

The policymaker demand and other civil societies demand on the companies and commercial enterprise to be more society, more responsible from environment and societal point of.

And I think.

There is also a recognition that if you throw in the rapid evolution of technology that they are not mutually exclusive.

It needs more imagination. It needs a different thought process where you can say we can have an integrated approach where we can create a better commercial outcome.

We can make the societies better off and at the same time we can address the more environmental issues.

And you will see this increasingly from your investors, your rating agencies, your policymakers.

They will be pressure on the commercial enterprise to adjust their approach to reflect these priorities as well, rather than just focusing on profit and shareholders value, it must be a stakeholder's value which includes all these constituencies, your shareholders, employees, society.

And the world economy and all the rest of it.

How important is a licence to operate to your organisation?

It is really important and vital it's the oxygen of everything that we do and try to accomplish it

should not be taken as given, it's a contract without it you have no hope for the future.

And what gives you hope for the future?

Ah, I would say simply human spirit and.

The new generation. I am fundamentally very optimistic we have gone through historically great challenges, and human spirit has always prevailed.

And with every successive generation, I think there is a greater awareness.

There is.

A much greater focus.

On the issues we are facing today.

And so, I remain very optimistic. I think the next generation because of the media because of how they are growing up in a connected global world.

They don't have just the local orientation or local point of view or local biases. They have a much broader.

View of the world and their ability.

To process these issues.

Is much better than I would say, previous generations.

Thank you for agreeing to talk with me today, *****. I am really looking forward to us doing work together in the years to come.

It's a pleasure ***** and I thank you for your research on leadership. Your innovative approach highlighting the need for responsible leadership.

Transcript 2

Researcher

What does the idea of managing people or leading an organisation responsibly mean to you?

Interviewee 2

Well, you know it' fair to say in in in that we have such enormous teams. Part of your job Is to work with those teams to bring them together to build up a shared sense of vision and purpose. You know this is not a situation where you can do it on your own. What you want to do.... Particularly when you are working in industries that have a lot of transformation at the heart of it.

That is that you are trying to collectively solve for a problem. I think what you are trying to do at the same time is really hoped to get to a moment where you are in bringing that shared vision together. Building agency with them and for them you know. Because this is about setting context, not control.

This is about being able to relinquish control, but to be able to kind of work with those teams to kind of navigate the responsibilities that go with that and being able to have them understand what is going on in market and set agenda based on that shared vision that you are putting together in a shared set of values, and so that notion.

And then alongside that, you know in a world of constant innovation you want your teams to be switched on and understanding that at any moment they might need to rethink things and learn things, adapt to things and so trying to foster a culture across the teams of continuous curiosity.

And learning and you know, canvassing for unique perspective is also part of a culture that you are trying to really cultivate.

I know that you have managed. I mean not even in COVID. But before COVID for many years managed teams that were very globally distributed and virtually managed right.

Researcher

What are the tools or strategies that you use to communicate that vision and bring people on board? Be accessible when you are not physically Co-located.

Interviewee 2

Yes, in the pre-Covid world we would try to give as much FaceTime as possible. It is especially important, particularly as you are starting to set strategy together to give the time and attention to be with people to listen to people and to enable that two-way dialogue as much as possible.

Now clearly you cannot always.

Be there, and so you know we employed a lot of tools in terms of listening to.

Things like culture, viable culture, amp we would always apply because we wanted to hear on an ongoing basis what was going on, what feedback we were getting to make sure that we were able to address that feedback at the manager level and those sorts of tools really resonate with.

Our younger team members who want to be able to put perspective out who need to feel like they are being heard and who need to understand that we can address those problems in real.

Researcher

Time, can you just describe a little bit how that?

Interviewee 2

How those tools Work like what is culture, vibrant culture.

And for people that do not.

Know well they enable you to take more of a weekly assessment of how you are feeling.

And they give you multiple dimensions that might have to do with satisfaction. You know health.

You know several dimensions that.

More holistically can give you.

A read of how people are doing.

I think currently where you know, particularly as considering what we have just gone through, understanding a much more holistic view on people and how they how they are going is more acutely important than ever before.

Then there are options to be able to provide more direct and qualitative feedback, and so you have a combination of quantitively and qualitative mechanisms for gaining that feedback, and if people have issues, either with "the food" or with whatever all of that is there for them to be able to voice.

Researcher

I have worked with organisations that can be hesitant to receive feedback because there's certain types of feedback that they are not so interested in hearing. There is a hesitation about soliciting feedback because they are worried, they are going to hear things that they either feel they cannot do anything about or do not want to do anything about so.

Interviewee 2

It makes them feel safer not to ask how you would give advice to help people feel safe to open-up, say like it is not so scary to ask.

Yes, it is it is not so scary to ask and sometimes there are things that you are not going to be entirely able to address and you know it is almost better to be upfront and authentic about that.

There are also ways of providing more constructive feedback, and I think that there's also good guidance that you want to give your teams around that so that.

You know we can effectively address them, and we can get to constructive outcome, but you want to be able to do as much of it in the day to day as you can and usually find that even if it is a little niggle, if you are on it and addressing it much more in the moment, then you have a much better chance of being able to. Get to a good resolve.

When I was at Skype, you think about the dimensions of group video calling and live broadcasting and what it can bring to bringing people access for the first time to.

You could.

Finally, bring fans in. Or you could Co create new formats so we could enable. Use those capabilities to say we can Co create whole new entertainment formats and we can bring 30 people from 30 different countries around the world. Live onstage to sing with a live choir on Ted for that final moment of Ted.

Be rightfully proud of and there is a true value in that IP (Intellectual Properties).

That is, is a benefit right to all these partner platforms that you might want to extend into.

And it is partly about realising.

The value of that.

And then giving permission.

To the teams and.

Kind of re framing it in a way that kind of excites and sparks innovative ideas.

And then that team goes off and does amazing things, right? They went partnered with Airbnb. We did a night.

Of we knew.

We did education partnership.

We worked with marine conservation and plastics agencies to spread out the message and we find that these things organically adopt, but you have got, you know, part of your job is to bring energy to it. Bring a few ideas to the table, and then you let your team do the rest.

We are particularly good at bringing energy.

Researcher

What about your biggest challenge? What has been the hardest thing about been a responsible leader?

Interviewee 2

You know, think about leadership is that. You can be capable of Building a vision that is exciting and mobilising a team around it and …..kind of moving people.

But you also have that responsibility of being able to see what is going on around the corner. Anticipate what is happening.

And try to navigate your team, you know.

You know through that, and I think probably where I have had my biggest failure.

Is not being able to call that early enough not being.

Able to read.

That and as a result not being able.

To if you like, softened the ground in which we. We then had to land to kind of move in a different direction, and I worked on a project at Skype where I was incubating a whole new product, consumer facing one, and I built up the team, so we were very much a start-up within a scale.

Up if you like.

And you have a level of commitment there.

With that team, and they are going to run through hoops with you and really kind of, you know, keep that going for as long as possible.

And it really drives towards that outcome. And yet the product that we are building was just not right for the moment we were in with Skype where we were needing to transition into the cloud and needing to kind of scale that solution.

And I just did not call it early enough.

And it is a big and my biggest failure.

Is quite often fairly leadership where you have not.

Well, that should have caught it earlier. Should have thought about it earlier. Anticipated it and pivoted it in the end when it did come down it came down like a massive.

It was a massive drop, you know. I could have lessened.

That blow had I caught it earlier. It meant that we had, you know, really had to stop in our tracks and

And more on you know the project that we are working on?

And then it is a much bigger job to kind of pivot away to a new thing and pick up a team and re mobilise them and kind of Build new energy.

I could have made that a much easier job, a much easier process on how I caught it early I think it is a big learning.

Especially the women really want to understand the dynamics....

Need more woman role models of how is it that you know I have three boys? All the challenges around technology just really relate to, you know, you can barely keep up with it, let alone take the time to really reflect on.

Some of the manifestations or the implications of what we are creating, and that worries me more than everything.

Anything else, you know we owe it to ourselves to be much more rigorous around interrogating the technologies that we are benefiting from.

And trying to better understand them and you know, as with all technologies, it is a matter of what?

What makes them right? So, when you are looking at biometric or face facial recognition technology, you want to make sure that that you are really understanding the benefits of it, but also really interrogating the potential uses for it. So, more transparency in terms of, you know, privacy obligations, or really.

Understanding whether we can really design products and algorithms that can correct for any racial agenda.

Biases, you know it is much more about being able to ensure that we have more sight.

And I am working inclusively building some of these capabilities so that we are benefiting all as opposed to.

Inadvertently benefiting some it is the same when you look at AI (Artificial Intelligence) you know, and you need to make sure that you are again interrogating whether you are building and correcting for any potential biases or a flaw.

Was against assembly, social media platforms and really trying to get the right.

Balance of course.

Between content moderation and you know, freedom for public discourse.

You know those sorts of challenges are things that we.

Need to look.

At and we need to all go into it a lot more consciously, because of course.

The implications for the world are far reaching, and of course there are responsibilities back in terms of displacement of workforce and obligations in terms of thinking much more thoughtfully about.

Re skilling reapplication. You know, how do we ensure that we are moving people into new territories? New areas where they can be gainfully purposefully and productively employed?

Researcher

What has been the hardest thing for you about leading responsibly through COVID-19?

Interviewee 2

What was difficult, particularly in a world where?

You had teams everywhere was.

That there were various levels of intensity, distinct levels of stress going on.

In various parts.

Of the world.

Continuously, but at different paces at various stages you know and really being able to help teams navigate their way through a set of micro macro dimensions that you know went well beyond their business.

You know when people must absolutely think about everything from personal safety.

You know, worrying about.

The broader implications even than you know, the potential for getting covered that that we were able to balance up it made me rethink.

Kind of a lot of the ethos of tech companies, which is to move faster, relentlessly forward.

This was a moment where we needed to pause and really take much more time and care to understand where people were to take those opportunities to be much more.

Generous and listening and really being more responsive than we have ever been before. You know, we have not had a situation.

There has been so much anxiety and tension and mental health brought up on your collective teams at any point.

In time and it has made me rethink a lot about how we operate in a post COVID world more than anything else.

These are where the lessons learnt will come in.

You know for everyone.

Of course, it is forced you to reflect it.

And really rethink things, and that is a good thing. Also, you know there's terrific value in how that more collectivist approach that Australia took around.

You know, really thinking of others and you know and working to.

The benefit of the broader collective has played out.

I think keeping a sense of community and shared energy is extremely hard. I think that a lot of the certainly the first part of COVID I was I was running at (Company) and.

You know we were able to come together because we had a shared sense of doing things that we knew were going to be helpful to people that we were useful, and that

being useful, we had we had a reason for being and I think to a degree those senses of shared purpose helped keep us going and energised, and I think that that that helped keep the Community going, but it is difficult to do that when you are running it out of Australia at 2:00 o'clock in the morning and you have got many, many people around the world and you are in a little bit of a Uh, kind of, uh?

COVID free bubble over here (Australia).

And yet so much stress is going.

On around the world.

The ability to connect felt much more distanced and digital has that way of abstracting things and so you must put you know a lot more time and energy. Of course, into trying to maintain authentic connexion.

Yes, that is right.

That is right.

It became hard.

As a recruitment strategy, it is like, well, every time we should like.

Researcher

My last question is what gives you as a responsible leader.....gives you the most hope for the future.

Interviewee 2

Well, right now I am spending a lot of time looking at millennial audiences for what I am looking at in financial services.

Right, and I am really.

Really heartened about what I am seeing, you know.

What you have got is.

A generation Gen Alpha. Now are not we who are thinking for themselves who understand a lot more than I certainly did. Growing up the complexities of the world in which they are going to be taking on.

So, I see a lot more.

Thinking about that taking perspective and doing something about it and doing something about it in a more collaborative and even sometimes a more collectivist way. And I think that that.

Ability to take responsibility for things that generations before having not.

Taken enough accountability.

Or thought around is a hopeful thing.

Yes, they are going to have to.

Well, sadly it is.

It you know.

It is. It is the.

Way of things. And when I am looking at it right now, I am looking at.

It with financial services.

All those normative visions of success. I mean honestly, different now, right? And being able to get a grip on that and understand that systems are becoming much more.

Disintermediated and more expanded.

They are tricky and complex.

Things that the generations after us are going to have to think through and work through together.

Researcher

Thank you for taking the time to talk to me it is very much appreciated....

Interviewee 2

You are most welcome

Transcript 3

What does responsible leadership mean to you?

Interviewee 3

Well, that is a great question. I can spend an exceptionally long time speaking about that, but responsible leadership if I had to sum.

It up really.

Means empathising with those that you are leading, and when I say empathising, I mean, and particularly given the times.

We live in.

Putting yourself.

In their shoes and trying to experience what their experience.

And that's not easy, particularly when contexts are changing so rapidly.

How do you maintain that empathy in the face of either exhaustion or increasing levels of your own responsibility?

So, you know, leaders do get exhausted, and leaders need a break.

But when you are in a position of leadership.

And I believe every adult that that I know of is in some form of a position of leadership, whether it is leadership within a family context, leadership within an organisation or leadership.

Just, you know, within a group of friends, you or one is showing leadership throughout their day or has a need to show leadership skills throughout their day.

It is worth their day.

But exhaustion just does catch up, and as leaders, I believe one needs to be self-aware when that exhaustion is creeping in.

And when it does you, we then need to have a mechanism where you say OK, I am unable to empathise in the manner that I wish to, and I really need to take a step back and maintain some silence till I regain energy so.

I am a big believer in the power of silence.

Researcher

That is an interesting strategy, I was about to ask you, what are your strategies for restoring that energy? How do you exercise silence?

Interviewee 3

You know it comes for me at least. It has come with experience.

I used to love to talk, and there are times even now where I must hold myself back and say, you know what?

You just need to listen.

And as I gained more experience in the workplace, and with particularly with leadership, I realised the power of listening.

And by default, the power of listening.

Trains trained me in the powers of silence.

Because when you are listening, you are hopefully not speaking, and so by definition you are silent, and you get this. This automatic sort of almost natural wisdom that flows towards you from everyone who is in the room or on the on the zoom call.

So really, silence is, it comes as a by-product of listening, but also, you know, in negotiations. And of course, there are diverse cultural contexts involved in negotiations as well. But leaving that aside.

I do believe that when one is in some form of negotiation, just remaining silent goes a long way in achieving a solution where everyone benefits.

People have a tough time understanding the importance of the absence of something. Everyone thinks that value is always an addition rather than a subtraction, and there can be a lot gained from subtraction.

Researcher

Tell me a little about the challenges you have faced as a leader ….

Interviewee 3

When I was in my 20s my late 20s.

I had done well selling trucks.

In the in the Dubai market.

And I was called in by my chairman and by our Senior Vice Chairman and they said, look, you know you have done well in how you organised this trucking business and we would like you to take over and lead our air conditioning business.

That that business was sizable by standards those days.

This is now we are talking late 90s.

I said, sure, you know, I loved new challenges.

What they did not I was that I would have to give up on my trucking business and everything, and the relationships that I had forged within the workplace because I was being put into a completely new setting that was tough for me as a 27-year-old you know relationships mattered to me in so many ways.

We build friendships in the workplace. You, you share laughs and just to. I did not have the maturity.

At that time to see to see how I could preserve those memories and those relationships.

For me, it was giving those up and that caused.

A lot of personal stress.

Giving up on relationships, and that is never easy, but for 27 years, at least for me it was.

It was tough and dealing with that mentally was exceedingly difficult. I was also.

You know, my wife and I We were pregnant. First child coming along, losing relationships. In the workplace it.

Was just a lot of lot of stress for me at that time.

Researcher

How did I deal with it? Well, you learn to deal with it.

Interviewee 3

Life throws you in the deep end and you must learn how to swim. That is what I what I learned.

Researcher

It is interesting you brought up family there because .. how important is family in supporting you in fulfilling your career?

Interviewee 3

The last year (Covid) has reminded us of how finite life is.

And for me you really must decide on what memory or what legacy you want to leave behind as a human being.

I can spend literally 18 hours a day in the office focused, working, even enjoying it to a certain degree.

But then you know I reflect.

That I say, is this what I?

Really want out of my life.

For me, what matters is relationships, and I know that has already come up in an earlier question, but.

I do not want to be remembered.

As the most successful CEO (Chief Executive Officer) that a person ever worked.

I want to.

Be remembered as the genuinely nice guy.

When you simplify, laugh. When I was able to simplify life to that as being a mission in mind.

Life just becomes so much.

Easier, right? I go into I get.

Up in the

Morning and the first thing I think to myself, how can I help my family today?

What do I need to do?

To help my family today.

And you know, take 30 minutes, 45 minutes of my Morning, but I start up.

My day.

A contributing to the lives of those that I care for. I deeply care for, and that and the rest of the.

Day just falls, hopefully most of.

The time falls into place.

Researcher

That is a wonderful orientation to your day. I would like you to tell me a little bit about your work right?

So, I also wanted to ask you about responsibility and leadership.

I am interested, in ethics and moral conflict at work.

Interviewee 3

That is an interesting question and ties to the very heart of responsible leadership.

I had issues with a senior person on my team who had been discovered to have been violating policies of your organisation and I was deeply conflicted about it. One of the things that I remember so strongly about those conversations, is your sense of wanting to do what was right by everyone.

And what an awkward thing that. Is to do right?

Researcher

I am impressed that you were willing to talk to me about it because that reveals a vulnerability, right?

Interviewee 3

Yes, but most people do not want to talk about anything like that. They just want to imagine that they know exactly what the right decision is, and we will go ahead and execute it quickly.

To make sure.

That they do not have to think about it.

Researcher

Can you tell me?

A little bit about what your experience of that was like???

Interviewee 3

So, I want to start with addressing the issue of being vulnerable again in today's world and the times we are living through.

It is extremely important or essential for leaders to show vulnerability.

If I want to walk out there.

And show that I am brave, and I am facing the COVID-19 crisis head on.

Right, I mean come.

On give me a break, right? The fact remains that this crisis is unprecedented. It has created an unprecedented amount of sadness, at least for our lifetimes.

And as leaders, we need to show that we are affected.

That we are deeply affect.

And it affected to the point where some of us, me included, have been brought to tears with what has happened.

And if we do not.

Admit that in in this context, and for that matter, even in.

The context that I shared with you.

Am I really?

Being an empathetic leader if I cannot be vulnerable.

So, so vulnerability is not spoken about enough. When you look at successful traits or traits of successful leaders.

When it came to that.

Episode I was torn up about.

It was a specific case where a senior member of my team had used company resources for personal gain....and for me

For someone who values discipline and integrity it deeply.

Hurt, I did not know who to turn

To you know it is.

Interesting because you use the word ethics with moral conflict.

And I think moral conflict should be used.

More than the

Word ethics because very often, yes when situations are black and white, it is easy, right?

And the law many times helps us with that right. This is right, this is wrong religion except helps us with that. This is right this.

Is wrong, but it is.

When you are conflicted.

Where you have a person, you know well that you worked with him, you know as an honest, honest human being and he or she has betrayed you or you feel betrayed like I did. So, I needed to turn to someone who I believed had had a scholarly wisdom.

Approach to this challenge would have a scholarly approach that had experience and someone who had had potentially faced these situations in either their own life or.

Been part of a situation where they were.

I was lucky enough to find that person and I received some invaluable guidance.

Because while I was trying to say look, I need to maintain a certain level of standards that I applied to myself and to those around me. It made me realise who am I?

What do I gain by saying nothing, this is the standard?

Set by me ironically, as leader

Then that I expect people to live by.

These are the organisational values.

And who am I to impose this?

I did speak to the man I called him up and.

I said I said, you know, this has happened. You used company resources that are cleaners to come to your home and clean your clean your home on a regular basis

and like very often happens I had partial information only to that point because he went on to explain me that his spouse had a medical problem.

And he wanted to employ cleaners that he could trust.

To come to his home.

So, he chose to employ company cleaners and he had even offered to pay for them. But the business unit manager who was responsible to cleaner said, oh, you know what?

You do not need to pay for.

This and so there was that conversation that.

Took place but.

If I had not spoken to him, the cleaners, and the unit manager separately....it would have been a dismissal ...for all.... The consequences of the way I was thinking at that time could have been drastic and wrong in so many ways, 'cause I would have taken an action that would have you know, in time to come just hurts so.

I learned a lot from that, you know, I learned from that, you know you. You need to look at a different lens.

This is when you, when you have a moral conflict, nothing wrong with reaching out to people whose opinion you respect and value and nothing wrong with showing vulnerability.

And I would encourage leaders to show vulnerability. I now make a concerted effort every day to say what vulnerability am I going to display?

Today to my team and to my.

Family members.

Researcher

Oh, that is such a great piece of advice.

Interviewee 3

I am going to; I am going to oversimplify. But I said this is happening, but I mean I need to fire them all, which I do not really want to do, nor did I want to deal with it through HR (Human Resource)

And arriving at a solution that allowed for more comfort and more empathy. And I think a better outcome for everyone involved.

Solved right is it was a lovely

Conclusion to that story.

Researcher

Thank you.

Researcher

Can you explain what a corporate license to operate is and why it is important for your organisation?

Interviewee 3

A corporate licence to operate means that we are accepted and approved.

We have a vote of approval of our company's business practices by our stakeholders, including the government, society, and local communities.

It is important us to maintain a licence to operate in order to continue doing business in our surroundings.

Without this it is imminent failure to do so can result in loss of reputation, legal consequences, and even the inability to continue operating.

It makes good sense to understand, how does your company maintains its licence to operate? The best and only way to do this is by engaging with our stakeholders and addressing their concerns.

We also strive to operate in an ethical and transparent manner, adhering to the highest standards of corporate responsibility.

An example of how we addressed stakeholder concerns in the past is our commitment to reducing our environmental impact.

We have implemented various initiatives to reduce our carbon footprint and have engaged with local communities to address their concerns about our operations.

Interviewee 3

In terms of leadership again, what a great strategy to manage. Just ask great questions. And again I

Think this is not spoken about enough. Two in terms of a skill set that leader require, we need to learn how to.

Ask the right questions.

See, I learned that from Socrates. This is. Therefore, philosophy is a really

Good backing for all future endeavours.

Researcher

In terms of leadership and looking to the to the future. What are the opportunities or worries do you have about the future?

So let me talk about the opportunities. First, technology is clearly here to stay. It was here to stay prior to the pandemic and many of the trends we were observing prior to the pandemic have been accelerated during the pandemic. When it comes to technology.

I do believe there are certain industries that are ripe for change. One of them is payments. Everyone is talking about cryptocurrencies, but regardless of what is happening to the price of Bitcoin?

I do feel that the payments industry is ripe for change. The fact that even till this day when we use a credit card, it needs to be.

Routed through the banking system is absurd.

I think blockchain and the technologies that are associated with it will change the payments industry.

You mentioned that you were Chair of a school Board. I admire that …..doing something pro bono and making a difference...!!!

I have a great passion for education and learning...

What are the lessons we have taken out of the pandemic as teachers? So, for instance, parent teacher meetings, right? Why do not?

Parent teacher meetings virtually prior to the pandemic. I mean seems so obvious right now, like you know, with all the traffic in, particularly in major cities, we must make our way to school and sit with different teachers. You can.

Do it, virtually.

So, that is here to stay

Today, I do think some of the tools that we have picked up during the pandemic. We use a platform called NEARPOD which has been amazing from a teaching perspective, and during the pandemic it allows a teacher to do like.

Create take...

Their presentation and add collaborative boards and different other types of challenges.

It is the best thing.

I have ever experienced from a teaching standpoint, so I do think that those are.

The tools that we.

Are here to stay I do think.

Edtech will increasingly play a significant role in how we deliver knowledge.

I do also believe physical schools are here to stay and the pandemic has.

Have both.

Proved that too.

But I think there.

Will be a nice marriage between the world of Ed Tech in the world of physical schools and physical universities, and I think the dating phase has started until this point. Every time we build a building.

For education what would be that be like in 20 years and the pandemic has answered that could that question, so I do see a lot of opportunities coming up in payments coming up in education and I do believe that no matter which business you are in...

Then if you do not have a digitization strategy, then there is something wrong you are destined to failure. So, I believe every single business in the world today must have a digitization strategy.

Now when it comes.

To the negatives of technology and.

These are really.

Concerning and being an educator now I am deeply concerned with where this is all heading to social media, of course is a major concern.

And my biggest concern is while we are all acknowledging the threat of social media, the threat when it comes to the mental health of our children, but even adults.

We are so far behind the curve when it comes to regulation. The government seemed to be constantly playing catch up, but the gap is getting exponentially wider because technology is moving so far ahead and so quickly. If we had this conversation two years ago

We would be.

Done and at least we would not be talking about it, and now we have this whole video culture that started.

Thanks to tik.

T.O.K there is a platform that is gaining popularity, where now it is about audio and listening into conversations. And I do not know how that is going to play out as that gets increasingly popular. So really.

Really concerned about the in effects of social media and how governments are potentially going to catch up and regulate in to ensure the.

Wellbeing of.

The of their respective populations, but also.

You know, life for me is about relationships.

Other big challenge with virtual environments is this whole multitasking culture.

I could be.

Speaking with you right now and doing.

Three different other things on my computer.

That does not work.

When I talk to you or you talk to me and we should ideally be in the same physical space, what we appreciate is what I appreciate is focus and concentration and that you are genuinely interested in me, and I am genuinely interested in you.

In the virtual space, I just do not

Know who is interested anymore

Right, it is important we get back together. I think as leaders I was speaking with my executive yesterday and I said in my role I have a responsibility to return to normalcy.

I need to know when we are.

Going back to in person meetings.

Well, I, I do think that the next decade there will.

Be a shift.

The other way to recognising the effects that.

An all virtual or overly virtual environment have had on our attention and focus.

We are not wired for it, but that is not how we are wired, and so there is something about this life that is not feeding an important part of our soul that needs to be fed.

And I do not think that that we have recognised that thoroughly enough yet is it?

Therefore, I would go and meet my colleagues in the park, sometimes just to see each other in three dimensions I.

Researcher

I know we are we are.

Out of time, but I wanted to end on an optimistic note by asking.

What gives you hope for the few?

Interviewee 3

What gives me hope for the future are the children of the world. You know, I am involved in a school that teaches 5-year-olds, to 12-year-olds and wow.

They want to change the world and I do not think you.

Know you must look too far.

You pick up any newspaper today.

And you are seeing people, but.

For the first time, if I can remember.

Who are now saying?

This is right and this is wrong.

Right and I have great hope with our use.

When we were growing up.

There were certain things you could not speak about. You would not think of speaking about it, right?

You had upset someone, so you had upset this year. I have said this would know. Now you look at things happening, for instance in the United States we look at, we look at the streets of London. People are coming out in masses when they believe something is wrong.

And they want to change things. Investors who would have ever expected financial investors to say.

Right?

SG, you know environmental, social, and corporate governance? Let give you a list of companies that follow ESG because investors are being pushed by the.

Youth of the world.

They are saying enough is enough you need.

To put your dollars.

Towards companies that are genuinely concerned.

And want to make the world a better place so I I see tremendous power coming from the youth and we as leaders will be forced to change.

Change to make the world a better place. I am extremely optimistic.

Researcher

Well, I do think that you are.

Absolutely making the.

World a better place. Thank you for taking the time out of your schedule to talk to me.

Transcript 4

Researcher:

Good morning, and thank you for joining me today. I appreciate your time and insights. I believe that we actually do not have as much time as we had originally planned due to your diary commitments today. So I will be as direct and to the point as possible. So let's delve straight into the interview.

How important do you consider stakeholders as a part of responsible leadership?

Interviewee 4

Stakeholders play a crucial role in responsible leadership. Their perspectives and concerns need to be acknowledged and integrated into decision-making processes for effective leadership.

Researcher

In your opinion, does leadership mean building trust with stakeholders to achieve a shared vision?

Interviewee 4

Absolutely. Trust is the foundation of any successful relationship, and leadership is no exception. Building trust with stakeholders fosters collaboration and enables the achievement of a shared vision.

Researcher

In your opinion, does an organisation that demonstrates a trust first attitude with stakeholders benefit over those who do not?

Interviewee 4

Organisations that prioritise trust cultivate robust relationships, fostering heightened loyalty and support. The emphasis on trust doesn't merely create a positive atmosphere;.............. it serves as a cornerstone for various interconnected benefits. It is by establishing trust, the organisation builds a solid foundation for sustained engagement, contributing to heightened brand reputation. This enhanced reputation resonates positively with consumers, leading to increased customer satisfaction.

The ripple effects ....extend beyond mere satisfaction, influencing consumer loyalty. Trustworthy organisations not only retain existing customers, but also attract new ones, expanding their customer base. This expanded customer loyalty, in turn,....... becomes a powerful driver for the organisation's financial performance. It's really important to remember that a satisfied and loyal customers are more likely to make repeat purchases, contributing to a consistent revenue stream.

Furthermore, the positive relationship between trust and financial performance extends beyond direct consumer interactions. Investors, too, are inclined to invest in organisations known for their commitment to trust and responsible leadership. This can lead to improved stock performance and increased shareholder value.

In addition, employees within a trust-centric organisation are more likely to be engaged and committed. A culture of trust fosters a positive work environment, enhancing employee satisfaction and productivity. This, in turn, contributes to the overall success of the organisation by ensuring a motivated and dedicated workforce.

Researcher

In your opinion, does responsible leadership mean avoiding doing harm?

Interviewee 4

Responsible leadership transcends mere avoidance of harm; it encompasses a proactive commitment to enhancing the well-being of both stakeholders and society at large. At its core, responsible leadership demands a conscious and ethical approach to decision-making. Leaders must consider not only the immediate consequences of their actions, but also the broader and long-term impacts on the community, environment, and all relevant stakeholders.

It requires ethical decision-making that considers the broader impact of actions on society as a whole.

Researcher

Does responsible leadership imply an ethical perspective on decision-making?

Interviewee 4

Absolutely. Ethical decision-making is at the core of responsible leadership. It ensures that choices align with values, promoting a positive impact on both the organisation and its stakeholders.

Researcher

Does accountability mean building a mutual vision?

Interviewee 4

Accountability involves taking responsibility for actions and outcomes. Building a mutual vision contributes to shared accountability, aligning the organisation and its stakeholders towards common goals.

Researcher

Now, let's explore the third theme: Responsible Leadership.

In your opinion, how important is credibility in leadership communication?

Interviewee 4

Credibility is paramount. Without credibility, communication lacks impact, and trust erodes. Leaders must consistently demonstrate honesty, transparency, and competence to maintain credibility.

Researcher

Is credibility a reflection of the future standing your organisation in society?

Interviewee 4

Certainly. Credibility is a long-term asset that influences the organisation's standing in society. It shapes public perception, affects partnerships, and contributes to the overall reputation of the company.

Researcher

Do leaders with a we/they attitude widen the credibility gap with stakeholders?

Interviewee 4

Yes, a we/they attitude creates a division between leaders and stakeholders, widening the credibility gap. Collaboration and inclusivity are essential for maintaining credibility and building a positive organisational culture.

Researcher

How important is it to have open dialogue with stakeholders?

Interviewee 4

Open dialogue is crucial. It fosters understanding, addresses concerns, and builds trust. Without open communication, misperceptions may arise, potentially harming relationships with stakeholders.

Researcher

In your opinion, does openness include being "open" to alternative opinions from stakeholders?

Interviewee 4

Absolutely. True openness involves actively seeking and considering alternative perspectives. It promotes innovation, helps identify blind spots, and ensures a more comprehensive decision-making process.

Researcher

In your organisation, would greater openness increase development and innovation?

Interviewee 4

Yes, openness is integral to fostering a culture of innovation. Embracing diverse perspectives and ideas contributes to creative problem-solving and drives continuous improvement within the organisation.

Researcher

In your opinion, does CSR communication encourage two-way dialogues with stakeholders?

Interviewee 4

Yes, CSR communication should be a platform for engaging in meaningful two-way conversations. It allows for feedback, input, and collaboration with stakeholders, contributing to the overall success of responsible leadership.

Researcher

Could CSR communication have a negative impact by working in reverse, with the organisation's license to operate being revoked?

Interviewee 4

Certainly. If CSR communication is perceived as insincere or misleading, it can lead to a loss of trust and damage the organisation's reputation, potentially jeopardising its license to operate.

Researcher

Do you think that transparency helps erode stakeholder cynicism?

Interviewee 4

Transparency is a powerful tool against cynicism. By openly sharing information and being accountable, organisations can dispel scepticism and build trust with stakeholders.

Researcher

Is it necessary to secure ongoing support for operating procedures from all stakeholders?

Interviewee 4

Absolutely. Ongoing support from all stakeholders is crucial for maintaining the organisation's license to operate. It requires a continuous effort to understand and address their concerns and expectations.

It extends beyond legalities. A license to operate is a social contract that requires the organisation to act responsibly, ethically, and sustainably. It reflects the organisation's commitment to being a responsible corporate citizen.

Researcher

Thank you for your insightful responses. Your perspectives on responsible leadership in the current challenging economic environment are valuable and provide a comprehensive understanding of the importance of authenticity, intrinsic value, responsible leadership, organisational integrity, collaborative action, and the license to operate in the context of a FTSE 4 food company in the UK.

Interviewee 4

My pleasure. I appreciate the opportunity to discuss these critical themes, and I believe that responsible leadership is not only a moral imperative but also a strategic advantage in today's complex business landscape. Thank you for having me.

ADDENDUM K: ETHICAL CLEARANCE

UNISA | university of south africa

COLLEGE OF HUMAN SCIENCES RESEARCH ETHICS REVIEW COMMITTEE

24 August 2021

Dear Mr David Walsh

Decision:
Ethics Approval from 24 August 2021 to 24 August 2026

NHREC Registration # :
Rec-240816-052

CREC Reference # :
58529934_CREC_CHS_2021

Researcher(s):	**Name: Mr David Walsh** **Contact details:** 58529934@mylife.unisa.ac.za
Supervisor/s:	**Name: Professor Y. Botha** **Contact details:** slabby@unisa.ac.za

Title: Towards a Corporate Social Responsibility Communication framework: A responsible leadership perspective in UK FTSE4 Good companies.

Purpose: PhD

Thank you for the application for research ethics clearance by the Unisa College of Human Science Ethics Committee. Ethics approval is granted for five years.

The *low risk application* was reviewed by College of Human Sciences Research Ethics Committee, in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the

confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.

7. No fieldwork activities may continue after the expiry date **(24 August 2026)**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **58529934_CREC_CHS_2021** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

Signature : pp

Prof. KB Khan
CHS Research Ethics Committee Chairperson
Email: khankb@unisa.ac.za
Tel: (012) 429 8210

Signature : PP

Prof K. Masemola
Exécutive Dean : CHS
E-mail: masemk@unisa.ac.za
Tel: (012) 429 2298

ADDENDUM L: TURNITIN REPORT

ADDENDUM M: CONFIRMATION OF EDITING

10 Jack Nicklaus Drive

Pecanwood Golf Estate

Hartbeespoort 0216

26 February 2024

TO WHOM IT MAY CONCERN

Please be advised that I, EM (Lucia) Geyer (ID Number 580425 0023 082), edited the Master's dissertation of **Mr David Walsh (Student Number 58529934)** entitled

> *TOWARDS A CORPORATE SOCIAL RESPONSIBILITY COMMUNICATION FRAMEWORK: A RESPONSIBLE LEADERSHIP PERSPECTIVEIN FRSE4GOOD ORGANISATIONS*

The editing exercise included the following:

- Language editing and correcting;
- Structuring;
- Formatting; and
- Bibliographic control: checking of text references and bibliographic entries.

I edited this dissertation to the best of my ability, based on my extensive experience as an academic in Information Science and an academic editor.

I take no responsibility for the suggestions and changes that I made to the manuscript that the student has not accepted.

Sincerely

EM (Lucia) Geyer

lgeyer@gmail.com

Mobile: 081 368 9014