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Corporate Social Responsibility and Sustainability in For-Profit Industry

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Walden University

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Walden University

College of Management and Technology

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Rasheed Olasimbo Kazzim

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Walden University
2020

Abstract

Corporate Social Responsibility and Sustainability in For-Profit Industry

by

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MSc, Walden University, 2019

MBA, Ogun State University, 1998

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

May 2020

Abstract

Corporate social responsibility (CSR) has been recognized as a standard business practice. However, many companies give little attention to nontraditional stakeholders, which includes the community and the environment. The purpose of this qualitative phenomenological study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in the for-profit industry of the Warri region of Delta State area in Nigeria. The research question addressed the lived experiences of corporate leaders in the profit-making industry and the key elements that pertain to community expectations, interpretations, and understanding of the characteristics of CSR. Data were collected through face-to-face interviews with a sample size of 20 participants. Interviews continued until saturation took place. I collected data from different organizations for valuable empirical analysis to enhance generalizability for more excellent, in-depth explanation and understanding. The findings were: (a) most of the participants advocated for transparency/communication, impartiality, relationship building, and responsibility; (b) the participants noted that the idea of being a competent leader involved personal skills, organizational skills, and industry knowledge; and (c) some of the participants would prefer to emigrate because of the low quality of life and the health situations affecting the community. Practitioners, executives, and managers can use the findings to evaluate their organization's social position, develop strategies to address gaps, and undertake actions to enhance their firm's social performance, thereby creating positive social change in the community.

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Dedication

I thank God for affording me the intelligence, enthusiasm and passion for education that have been so crucial to completing my doctoral journey. I dedicate this priceless work to my loving children, Dammy, Enny, and Tomiwa. Your encouragement and mere presence have motored me through this difficult journey. I also dedicate the study to my grandsons Kaiden Dimeji and Korbin Femi and my loving parents Adenike and Atanda.

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Chapter 1: Introduction to the Study

My objective in this phenomenological qualitative study was to describe and interpret the general problems of business leaders of many corporations that have failed to adopt the necessary competencies to confront the sustainability challenges in profit-making industries (see Galpin, Whittington, & Bell, 2015). Specifically, the study is designed to help organizational leaders in Nigeria who lack the core competencies for implementing sustainability initiatives successfully, particularly concerning the well-being of the Warri region of Delta State.

In Chapter 1, I explain the background of the study with a definitive statement of the purpose of the study, and how the problem aligns with the research question. The conceptual framework guiding the study was relevant to the scope, assumptions, delimitations, and limitations that set the study parameters. The significance of the study section offers insights on how the research could lead to the creation of social change for specific segments of society. I conclude the chapter with the definition of particular terms that have contextual meanings in the study.

Background of the Study

The term *corporate social responsibility* (CSR) refers to businesses' responsibilities to act ethically and consider the impact of their corporate actions on the community at large (Filatotchev, & Nakajima, 2014). The following studies were salient to these issues:

- Goel, and Ramanathan, (2013), discussed how business organizations are an integral part of the economic, social, and environmental systems in which they

operate. Leaders of such businesses need to be made accountable to stakeholders and society.

- Adeyemo, Oyebamiji, and Alimi, (2013), saw CSR as a construct with four main components: government legal obligation, societal ethical responsibility, investors and consumers economic duties, and community discretionary responsibility.
- Grant Thornton International, (2013), and Frynas, and Yamahaki, (2016), asserted that many companies have confidence that CSR can be a competitive advantage with customers, suppliers, and others if done well. Leaders can be more proactive, instigating a business-integrated goal using the CSR approach.
- Belu and Manescu, (2013) discussed the first step toward a sustainable project stems from the desire of project owners to act on their values and their commitment to their corporate social responsibilities. Owners tend to pursue sustainability objectives for their projects and, consequently, make a set of decisions to meet the sustainability targets of their construction projects to materialize this desire.
- According to Maximilian, Alexander, and Mathias, (2016), stakeholder collaboration was suggested as the appropriate strategy of engaging significant stakeholders.
- Adewole (2018) posited that the principle of CSR makes organizations most responsible for the well-being of people whose resources they exploit. Social

responsibility is a doctrine that asserts that every social entity, even be it a village, town, state, corporation, organization, government, or individual, has a responsibility to society.

- Dhaliwal, Li, Tsang, and Yang, (2014), stated that many researchers had viewed CSR from different perspectives, such as disclosed information to the stakeholders on common business ways of acting, to conform to various stakeholders' perceptions on business social department and as a reputation of the corporate body.
- Akpan, (2014), wrote about the long neglect of host oil-bearing communities lacking provision for necessary development infrastructures and non-compensation by oil-producing companies for oil spillages, gas flaring effects, and polluted sites, conditions which often generate confrontations between oil companies and their host communities.
- Abubakri, Ogodo, and Adedowole, (2014), claimed that in addition to a company's economic and legal obligations towards their owners, host country governments need to take proactive roles regarding their corporate social performance. They further said that social responsibility is a business' intention beyond its legal and economic obligation to do the right things and act in the right ways that are good for society.
- Inyang (2013) argued that business is outstanding in social responsibility when all resources are engaged in activities that may increase the organization's profit and participate without deception or fraud in an open and

free competition. Society expects business organizations to undertake CSR, a practice that goes beyond the legal obligation and profit maximization of business to include economic, and environmental sustainability, and social development.

- Michael, Min, Ling, and Kai, (2015), agreed that national and local context defines expectations of CSR.
- Enuoh and Eneh (2015) posited that despite increased attention given to the issue of CSR, choosing the right form of CSR and successfully implementing it has been a difficult task. This difficulty is particularly challenging for a company with diversified interests of the parties involved.

CSR is a social concept that highlights the need to bridge the expectation gaps between major stakeholders who control the affairs of an entity and the community in which the company operates. This study raises visibility and awareness of CSR issues of an organization in Warri, Delta State, in Nigeria.

Problem Statement

In the 21st century, business leaders must be proactive in the implementation of sustainable development methods (Galpin et al., 2015). Developing and implementing practices that can aid decision-making for business leaders would be based on the mission and goals of the organization (Yin, 2016). Organizations are expected not only to be efficient and profitable but also to keep both stakeholder and shareholder expectations and interests in mind. The successes of businesses depend on the societies in which they are established with certain obligations, or accountabilities, which are incumbent on

corporations to carry out as part of their implementation of CSR (Farrington, Curran, Gori, O'Gorman, & Queenan, 2017).

Studies have shown that two-thirds of business leaders knows that CSR and sustainability issues are significant (Kiron, Kruschwitz, Rubel, Reeves, & Fuisz-Kehrbach, 2014), and about 20% integrate sustainable leadership strategies into their organizations, and 10% of sustainable organizational action for creating competitive advantage (Kiron et al., 2014). The general problem was that business leaders of many corporations have failed to adopt the necessary competencies to confront the sustainability challenges, including the implementation of effective social responsibility initiatives in profit-making industries (Galpin et al., 2015).

The specific problem was that leaders in Nigerian organizations lack the core competencies for implementing sustainability initiatives successfully, particularly concerning the well-being of the Warri region of Delta State area of Nigeria (Adedayo, Olanipekun, & Ojo, 2016). This gap specifies either a total lack of presence of CSR, or inadequacy of knowledge about CSR (Olufemi, 2010). Addressing stakeholder's interests and well-being through CSR leadership may mitigate problems triggered by the organization in that region.

According to Held (2003, p.10), the "phenomenology method is the attempt to provide evidence for evidence" focusing it on real experience. Using transcendental phenomenology to explore leadership will ensure the descriptions of the phenomenon are grounded in actual experiences. Moustakas (1994) indicated that transcendental phenomenology is a qualitative research design that is used to create understandings of a

given phenomenon through the description of each person that lived experiences of the event.

The identified problem in this study is that Nigerian leaders lack the core competencies for implementing sustainability initiatives successfully, particularly concerning those that impact the well-being of the Warri region of Delta State area. The problem, as noted by Galpin et al., (2015), has not been studied, creating a gap in the literature. Developing and implementing practices that can aid decision-making for business leaders would be based on the mission and goals of the organization (Papagiannakis, Voudouris, & Lioukas, 2014). Transcendental phenomenological data express the perceptions, perspectives, feelings, and understandings of the people who have experienced or lived the phenomenon. Understanding the meaning may develop the leadership knowledge of the transcendental phenomenon and provide insight from the attributes of ethical leadership.

People in Nigeria during the 1960s were 95% self-sufficient, even though oil production accounted for 80% of the total national revenue (Idemudia, 2011). Warri, has become one of the most ecologically-impooverished regions in Nigeria as a result of oil production (Idemudia, 2011). The social concept of CSR holds business leaders accountable for meeting the needs of stakeholders, which includes the community in which the business operates (Uzoagu, 2015).

Purpose of the Study

The purpose of this qualitative study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability

initiatives in a for-profit industry in the Warri region of Delta State area of Nigeria. In this research I explored the perceptions, perspectives, feelings, and understandings of the people who have experienced or lived the transcendental phenomenon. Understanding the meaning of people's lived experiences is the focus of phenomenology, examining the subjective experience of each person for purpose and understanding (Berson, Waldman, & Pearce, 2016).

According to Giorgi (2014), phenomenology centers on the participants' experiences without regard to traditions, cultural norms, or preconceived ideas around their experience. Individuals involved in the research study are referred to as participants. Each participant must be enthusiastic about sharing their experiences openly and truthfully.

This research was a medium for hearing participant's voices on their life experiences. There was no attempt to engage in problem-solving during data collection. The phenomenological questions were clear and easily understood by the participants. This study may challenge established beliefs by listening to previously unheard voices (Giorgi, 2014).

Research Question

RQ: What are the corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in for-profit industry of the Warri region of Delta State?

Conceptual Framework

The purpose of a conceptual framework is to identify and define the concept or phenomenon that grounds the study (Miles & Huberman, 2014). Miles and Huberman (2014) described a conceptual framework as a written or visual product, that one use “graphically to study the key factors, concepts, or variables and the presumed relationships among them” (p. 18). Leadership competence theory, strategic planning theory, leadership theory, sustainability theory, social responsibility theory, and stakeholder theory provided the theoretical and the contextual underpinnings of the study.

Leadership Competency Theory

The leadership competency theory emerged from the industrial and organizational psychology field in the 1970s to explore the behaviors of successful leaders (Stevens, 2013). According to Day, Fleenor, Atwater, Sturm, and McKee (2014), researchers sought to understand predictable behaviors of skills, knowledge, and ability (SKAs) of successful leaders. Industrial and organizational psychologists and other organizational researchers began to develop competency models by the 1980s, based on the skills, knowledge, and ability for numerous types of work in the modern organization (Stevens, 2013).

Strategic Planning Theory

Business leaders used strategic planning processes during the 1960s to improve competitiveness on both policy decisions and profitability (Mainardes, Ferreira, & Raposo, 2014). Strategic management or business concept strategy evolved from the coming together of economic theory and necessary resource allocation under the

conditions of scarcity. In principle, an organization's approach represents a roadmap that shows where a business is and the direction where the business is heading in the future (Hörisch, Johnson, & Schaltegger, 2015). In a world with diminishing natural resources, strategic planners need to consider sustainability as part of resource allocation decisions.

Leadership Theory

The origins of leadership dated to antiquity; however, the theory of leadership from a current research perspective dates to the 1840s, which paralleled the rise of the industrial era (Northouse, 2016). Practitioners and leadership scholars continuously explored multiple facets of leadership and its application in organizational settings as ideas evolved. Researchers of leadership theory provided a valuable perspective relevant to the primary research question of this study.

Theory of Corporate Social Responsibility

The CSR concept has its roots in moral philosophy, specifically from ethics (Proiakaki et al., 2018). The modern idea emerged in the 1960s that managers and owners of the business need to express their moral responsibility to society in ways that goes further than corporate profits (Cordeiro & Tewari, 2015). Corporate responsibility encompasses all stakeholders who have the establishment's interest in mind.

Stakeholder Theory

Stakeholder theory affirms that those who are touched by a corporation possess the right and obligation to participate in directing the affairs of the organization. Westrenius and Barnes (2015) mentioned that business owners may no longer focus

merely on profit returns on investment but on the promotion of social justice and shareholder activism.

According to Westrenius and Barnes (2015), stakeholders include vendors, local communities, stockholders, employees, cross channel partners, and other primary groups. In a modern-day active business environment, the concept of stakeholders now includes any person or group affected by the decisions of the organization leaders (Bundy, Shropshire, & Buchholtz, 2013). Leaders make decisions concerning allocations of resources and the best way to operate for sustainably in the 21st century.

Sustainability Theory

In the 1970s, sustainability theory began to evolve because of a growing environmental movement that addressed, among other aspect of ecology, the exhaustion of nonrenewable resources at alarming rate (Chang, 2016). Although there are numerous definitions for sustainability, political leaders, and business owners now recognize the limitations of finite resources in the natural environment (Bateh, Horner, Broadbent, & Fish, 2014). Sustainability is the socially responsible action of assuring the necessary resources are available for future generations.

Leadership should have the right balance of skills and experience to ensure transparency and sustained long-term growth. The organization's CSR framework must reflect their values and how they intend to conduct their daily work, with three focus areas being people, community, and a sustainable environment (Harrison, Freeman, & Sa de Abreu, 2015).

The meaning of CSR has been debated across various schools of thought, including the terminologies used to explain why organizations should see beyond making a profit (Safwat, 2015). Leaders' attitudes toward CSR indicate how receptive management is to implementing CSR policies associated with social well-being and sustainability (Li, Okoroafor, & Gammoh, 2014). Many leaders have viewed CSR as a strategy to control adverse effects of company practices (Ogula, Rose, & Abii, 2012), thereby, failing to engage social responsibilities that may effectively benefit all stakeholders.

According to Costa and Menichini (2013), CSR is the universal remedy for solving global environmental degradation, poverty gaps, and social exclusion in today's dynamic environment. Carroll (2015) asserted that CSR is a corporate act, by which the impacts of organizational activities on society are considered. According to Miles (2012), effective stakeholder theory is not complete in the absence of CSR from business organizations. The key underlying concept of stakeholder's theory is that managers can maximize a firm's value by meeting the needs of all stakeholders through CSR (Chan, Watson, & Woodliff, 2014). CSR is a commitment by the organization to act ethically and improve the quality of life of the workers and their families (Pasricha, Singh, & Verma, 2017). The goal is to promote economic development in the local communities in which the company operates (Rolston, 2015; Yakovleva & Vázquez-Brust, 2012). The conceptual framework adopted in this research was important for the development of the core themes of the research associated with CSR and the sociocultural needs of the Warri area of Delta State in Nigeria. According to Opoku, Ahmed, and Cruickshank (2015),

leaders who implement sustainability are those who can respond urgently and effectively to the social, environmental, and economic challenges that organizations face today. The judgements and the abilities of the leaders' in adapting changes are critical to the organization's overall success.

Scholars and researchers have looked at the definitions of CSR from different angles, and, CSR guides decisions to improve the social and economic activities of companies (Dhaliwal et al., 2014; Sobhani, Amran, & Zainuddin, 2012). While CSR is a strategic tool for promoting profitability, it extends beyond the firms to impact all society members (Reed, Vidaver-Cohen, & Colwell, 2011). Global corporations use CSR as a tool to connect to the environment, socially and economically, as part of their value and culture, as it provides the basis of effective decision-making strategies and operations to create wealth and serve larger social needs.

Nature of the Study

In a phenomenological study, researchers investigate the lived experience of participants with a phenomenon (Giorgi, 2014). I conducted detailed face-to-face interviews with a sample size of 20 participants until saturation took place to gain a better thematic awareness of the transcendental phenomenon. Saturation is reached when no new concepts or categories emerge during interviews. Indication of saturation depends on the specificity in the responses. At the point of saturation, data collected during additional interviews does not contribute any further to knowledge development. In this study, saturation began at approximately the 18th interview. While saturation occurred, which

means that themes tended to be repeated, I nonetheless decided to complete the remaining two interviews.

The meetings were audio-taped and lasted 25 to 50 minutes. In phenomenological research, interviewees, having granted informed consent to participate, are the primary unit of analysis (Bless & Higson-Smith, 2000). The interview questions were limited to 4 or 5 broad and opened-ended questions regarding the participants' experience within the transcendental phenomena.

In this research, I used pseudonyms to protect the participants' identities. I analyzed the interview transcripts for codes and themes, and the specific procedures for analysis followed a modification of Stevick's (1971), and Colaizzi's (1973) methods, as described by Moustakas (1994). In phenomenological research, the researcher collects significant statements from participants in an attempt to understand the details and meaning ascribed to the phenomenon (Wisdom, Cavaleri, Onwuebbuzie, & Green, 2012). Wilson (2015) posited that the important aspect of phenomenology is that the researcher significantly captures the insights of the phenomenon from the inside.

Transcendental phenomenology, based on the work of Moustakas (1994), is a philosophical approach to qualitative research to gain understanding of the human experience; it is an appropriate tool for exploring and describing shared experiences associated with the phenomena (Moustakas, 1994). The appropriate methodology chosen for this research was transcendental phenomenology, as I was searching for an understanding of the participants' experiences regarding transcendental phenomenology.

The process is called transcendental because the researcher sees the phenomenon and is open to its totality.

As outlined by Moustakas (1994), the detailed steps of data analysis and systemic procedures are ideal for assisting less experienced researchers. Using a systemic process, for balancing both the objective and subjective methods of the transcendental approach, can provide detailed knowledge and the opportunity for rigorous data analysis. The use of “how” and “what” questions provide a solid framework for interviewing participants and recording their answers. With this approach, individual experiences directly from the participants are paramount and not the researchers’ thoughts and opinions.

Transcendental phenomenological designs help researchers focus on the real experiences of participants (Moerer-Urdahl, & Creswell, 2004). Rather than use the tools of a quantitative inquiry that is focused on statistical values, using a qualitative method allows the researcher to dig deep into the participants’ experiences via in-depth, semi-structured personal interviews for data collection and analysis (Silverman, 2011; Walters, 2011). Such conditions indicate that a quantitative method was not appropriate in this case, as the purpose of this study was neither to test theory nor to conduct statistical analysis (see Mengshoel, 2012; Petty, Thomson, & Stew, 2012).

An approach of mixed-methods research is often used to gain a holistic view of a subject by combining qualitative and quantitative methods (Mertens, 2012). Mixed-methods procedures cost more time and money and were not appropriate to answer the research question for this study.

Grounded theory and ethnography are qualitative methods that I did not choose for this study because the latter focuses on the observation of cultural groups over a long period of time while the former used to construct a theory from the data collected, neither of which were the best approach for this study (see McCormack, 2014). From the qualitative method designs, I found the phenomenological approach to be most useful for this study because qualitative data implies rich, and holistic features (Miles & Huberman, 2014).

Definitions

Every word or term is vulnerable to different interpretations, and it is vital to know different connotations in a research context. A precise definition prevents vagueness, aids clarity, and gives a holistic personal interpretation of the phenomenon of interest.

Transformational leaders: Leaders who inspire positive change and stimulate followers to achieve extraordinary outcomes and, in the process, develop their leadership capacity (Yahaya & Ebrahim, 2016). Transformational leaders are generally passionate, enthusiastic, and energetic.

Ethical leadership: A leader's ability to serve altruistically, consciously utilizing their power and authority to promote dignity, protect rights, and act with fairness and justice (Babalola, Stouten, & Euwema, 2016).

Stakeholders: Those directly or indirectly affected or potentially affected by the decisions of the leaders in the organization (Miles, 2012). Business stakeholders are both internal and external.

Internal stakeholders: People who are significantly impacted by the outcome of a business such as employees, management, and shareholders (Orlitzky, 2013).

External stakeholders: People or organizations affected by the operations of the business, such as customers, suppliers, government, trade unions, and community (Orlitzky, 2013).

Corporate social responsibility (CSR): The practice of integrating ethical practices, and social, moral, philanthropic, and environmental responsibilities with the society in which the company operates (Okpara, & Idowu, 2013). The CSR concept is also sometimes referred to as corporate citizenship, and it is a measure of how the business practices affect employees, suppliers, customers, the local community, local, state, and federal governments, environmental groups, and other special interest groups.

Corporate sustainability: Companies' efforts in meeting present needs without compromising the opportunities of future generations to meet theirs in regard to the environment and economies in which they will operate (Blake, 2016). Corporate sustainability has three main interlinked pillars; (a) economic, (b) environmental, and (c) social sustainability, which are informally referred to as people, planet, and profits, or as the triple bottom line framework. In this study, I defined each component of the triple bottom line as follows:

Social sustainability: A company's commitment to gender equality, and diversity, that has the support and approval of its employees, stakeholders, and the community in which it operates (Eizenberg, & Jabareen, 2017).

Economic sustainability: To be sustainable, a business must be profitable, handling job creation, expenditures on outsourcing, and management of human capital in ways that will make it possible to remain fiscally viable into the future (Eisenbeiss, van Knippenberg, & Fahrbach, 2015).

Environmental sustainability: Companies' efforts to reduce their carbon footprints, by decreasing, for example, packaging waste, and water usage, to minimize their overall negative effect on the environment (Hahn, Pinske, Preuss, & Figge, 2015).

Assumptions

Assumptions are statements accepted as factual that are unproven. If care is not taken, failure to acknowledge assumptions may affect the integrity of the research (Marshall & Rossman, 2016). This research contained numerous assumptions about the nature of CSR leadership competencies, planning, and strategy implementation, and how environmental sustainability initiatives transpire within an organization. One assumption was that the data and analyses of this research may be transferred across industry sectors (Jansson, 2013). Another assumption was that CSR leaders who have implemented a successful initiative for environmental sustainability in their organizations possess specific competencies.

If a researcher understands and acknowledges, assumptions, they may help to emphasize prospects (Yin, 2016). For this study, I assumed that small business leaders who have been successful in implementing sustainability initiatives would have had some planning mechanisms in place. I further assumed that companies that do not engage in annual business planning on some level are less likely to be successful. I assumed that the

participants who agreed to be part of the research would participate straightforwardly, understand the quests, provide authentic responses, and relate their experiences without personal bias.

Delimitations

According to Patton (2014), delimitations of a doctoral study are conscious researcher decisions that set the boundaries for the study. Because of time and limited resources, lengthy research of CSR leadership implementation and growth from a beginning to end stage was not feasible. The main interest was in the prerequisite competencies of the 21st-century leaders to implement CSR strategies in their businesses.

Limitations

Limitations involve events, shortcomings, influences, or conditions that are uncontrollable by the researcher (Marshall & Rossman, 2016). Limitations for this study derived from the choice of population and data. Some respondents may decline interviews due to recording problems, while others may not want to talk in detail. I tried to educate the community members on why the study is essential. One of the limitations of this study was possible researcher bias and the participants' subjective preferences (see Merriam & Tisdell, 2015). Another limitation of the research study was the potential lack of generalizability. The sample was limited to organizations operating in the Warri area of Delta State, Nigeria. The outcomes of this research may not be able to be generalized to other organizations in other localities or states in Nigeria. Nevertheless, the limitations mentioned in this study provide an opportunity for other researchers to build further studies on the outcome of this research.

Significance of the Study

The beginning and rise of phenomenological study set aside preconceived assumptions and biases about human experiences, feelings, and responses to a particular situation. Wang (2014) posited that the ability to find the solution to a future problem is low if the present issue is not analyzed and understood. These studies may potentially contribute to professional leadership knowledge of CSR and the field of management in profit-making companies (Farrington, et al., 2017). This research study may correspondingly create a positive impact on both organizational and social change through the implementation of any holistic management practice (Idemudia, 2011).

The outcome of the results inferred from data collection may allow multinational corporations to gauge their commitment levels to their CSR objectives and their dependency on the environment as the source of inputs and market for organizational outputs combined with their profit-making goals.

Importance to Theory

Phenomenology is broadly known in research areas that deal with human experiences that cannot easily be larger-than-life. From a phenomenological point of view, the individual experience of participants was examined for meaning and understanding and was not statistical data quantified. Phenomenological research studies are deep-rooted into making a difference and caring about the experiences of participants (McKenna, Flower, Kim, Ciullo, & Haring, 2015).

The results of this research may be beneficial to the participants on how they view the world as they experience the studied phenomenon (Giorgi, 2014). The results of the

reviews are most valuable to the researcher when the data speak to the reader. A phenomenology study is very significant and may create hope. Additionally, these studies may be a guide to liberation from established beliefs that cut-off the unheard participant's voices that lived experience (Giorgi, 2014). This study command interferences to make a difference and aimed at a viable change (Haugh, 2012).

Importance to Practice

Phenomenologists' technical-know-how includes how people gathered the phenomena they experience in a manner that identifies and light up the species that make sense of the world and develop a worldview. In the human sphere, this usually translates to 'deep' information gathering and inductive perceptions, qualitative methods such as interviews, discussions with participants, and demonstrating it from the research participant(s) perspective.

They assume commonality in human experience and focus on meaning-making as the essence of human experience. The reality is the core meaning of phenomenology that focuses more on people's lived experiences (Patton, 2002). Most of the phenomenon under study could be a program, an organization, a culture, a relationship, or emotions (Patton, 2002). Bracketing is one of the central ideas in phenomenology. It means that the researcher set aside all of his prejudgments and his previous experience about the phenomena and approach the field with an open mind, imagination, and intuition. Although essential, bracketing is often said to be a difficult task.

Finally, phenomenological approaches are useful in making voices heard and bringing out deep issues. It is uncomfortable for clients, especially when the research

uncovering those taken-for-granted assumptions or challenges an at ease status quo. On the other hand, many organizations value the insights with the phenomenological approach bringing the terms of cutting through all those assumptions, prompting action, or challenging contentment.

Importance to Social Change

Many businesses of every size and in every sector, have a social purpose: this speculates that not all operations of activity outcome result in positive social change (Andre & Pache, 2016). The way a business treats its people is defined by the attention paid to delivering and benefiting from positive social change. Firms have learned methods of operating in an environmental and socially sustainable way over the past two decades. The result of this philosophical transformation is the CSR movement. CSR now appears to be the new benchmark for corporate citizenship. But as times change, businesses must move beyond CSR. For any business to promote this new pattern, its leadership must be proficient in advancing transformative social change.

The benefits accrued by company intent upon a corporate citizen identity include increased customer loyalty, retention of valued employees, establishing strong partnerships with local government, improved employee leadership skills, sustainable credibility with strong community visibility, and goodwill with other businesses (Andre, & Pache, 2016). Corporate leaders lead who guide their organizations on the path of becoming better corporate citizens realize such visionary leaders can lead this charge toward the CSR movement. I anticipated that the outcomes of this study stand to

contribute to the knowledge base of CSR and positively-impact social and organizational change as applicable and indicate improved management practices.

Summary and Transition

Understanding the meaning of people's lived experiences is the focus of phenomenology, the individual experience of participants was examined for purpose and understanding (Giorgi, 2014). In spite of the volume, the research surrounds the participants' experiences without regard to traditions, cultural norms, social, or preconceived ideas around their experience. Furthermore, leadership may help fix the rising problem of leadership objective nature that focused more on profit-making while neglecting the social responsibility of the organization. According to Adewole (2018), CSR is now the essential principle for top management and entrepreneurs in Nigeria. Corporate leaders can integrate CSR into their business strategy by reexamining their patterns of behaviors and start a new direction towards a sustainable approach to the presence of a corporation as a part of rather than separate from- the overall ethical environment of their communities.

Chapter 2 presents a comprehensive, analytical, and proportional description of current knowledge related to the studied phenomenon as laid down in existing literature. Chapter 3 makes available the methodology, a comprehensive presentation of the suitability and method categorization, data collection, design, and analysis of the data used in this study. Data collected and results obtained cohesively reported in Chapter 4 and essences of the CSR leadership phenomenon, bring together from the lived experiences of participants in this study. The final chapter showed the demanding

analysis of the outcomes, with practical inferences, the contribution of knowledge, and to identify possible areas for a future research opportunity.

Chapter 2: Literature Review

Introduction

The successes of businesses depend on the societies in which they are established (Allio, 2016). The implementation of CSR involves certain obligations or accountabilities that are incumbent on corporations to carry out (Jegoo, & Sang-Joon, 2017). The purpose of CSR is to improve the well-being of stakeholders (Enuoh, & Eneh, 2015). The literature indicates there is a lack of knowledge by corporate leaders about the implementation of CSR in their organizations (Wickert & de Bakker, 2015). The general problem is business leaders of many corporations have failed to adopt the necessary competencies to confront the sustainability challenges in profit-making industries (Galpin et al., 2015). The specific problem is that leaders in Nigerian organizations lack the core competencies for implementing sustainability initiatives successfully (Adedayo et al., 2016), particularly concerning the well-being of the Warri region of Delta State area.

The purpose of this qualitative study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in for-profit industry of the Warri region of Delta State area. The scope of this study was to significantly cover perceptions, perspectives, feelings, and understandings of the people who have experienced or lived the phenomenon of implementing such initiatives. Understanding the meaning of people's lived experiences is the focus of phenomenology; the subjective experience of each person is examined for purpose and meaning (Farhadi, Elahi, & Jalali, 2016). Most importantly, the phenomenological study may allow participants to challenge established beliefs invoicing their lived experiences

(Giorgi, 2014). The outcomes of this research may be beneficial to the participants by clarifying how they view the world as they experience the studied phenomenon (see Lizar, Mangundjaya, & Rachmawan, 2015) as well as other leaders seeking to better understand strategies for implementing CSR.

This chapter provides a narrative background of the CSR leadership concept, its definition, the unique features that distinguish it from other leadership approaches, the different elements it entails, and how some leaders can go about implementing it. I review the practical implications as they affect leadership behavior, organizational change, stakeholder satisfaction, and organization success, in line with positive social change on individual, societal, corporate planes (Goswami, Nair, Beehr, & Grossenbacher, 2016). I follow these analyses by identifying how the current study may play a role in filling a gap in the existing literature.

Literature Search Strategy

A literature review critically captures the body of knowledge in the existing literature in a particular research area. The review links existing research to real-world ideas relating to the topic (Olhager, Pashaei, & Sternberg, 2015), providing a look at the available knowledge of a topic from the current research. A literature review helps researchers identify pertinent trends of study and knowledge in the research area.

I conducted the literature search for this study using EBSCO and ProQuest databases, as well as the Google Scholar search engine. Search terms used for literature relating to key variables included *corporate social responsibility, leadership theory, leadership components, transformational leadership, ethical leadership, corporations,*

and *stakeholder theory*. Each of these terms is paired with *corporate social responsibility*. Each search covered at least the past 5 years; most searches extended further back than 5 years to look for relevant works. The searches focused on scholarly peer-reviewed literature as well as dissertations.

Furthermore, I sought literature based upon references found in readings, adding breadth to the review. The literature was selected for inclusion based upon my interpretation of its value as related to this study. There is a large volume of CSR related literature, but some did not apply to this study, add to this dissertation.

Conceptual Framework

Transformational leadership theory, ethical leadership theory, stakeholder theory, corporate sustainability theory, social change theory, and different concepts and models in CSR constituted the conceptual framework of this research. A theoretical framework provides a deeper understanding and insight into a phenomenon (Harrison et al., 2015). In this research, transformational and other attributed theories enabled exploration the CSR leadership phenomenon. The conceptual framework of leadership theory helped me to see the CSR leadership phenomenon from different perspectives of all stakeholders in a way that augments up-to-date knowledge about the phenomenon. Many researchers have written more about leadership, but little is known from the viewpoint of communities as stakeholders (Yang, 2014). According to Patton (2002), the perspective from which a researcher approaches a study has a direct impact on the research outcome. Undertaking this study from a CSR perspective led to articulating an understanding of CSR leadership characteristics based on the lived experience of business leaders and of how those

experiences shaped the leaders' behaviors aimed at accomplishing organizational goals (Hope, 2016). CSR leadership concepts augmented the conceptual framework of this study. The emphasis on individual wellbeing was relevant to the leadership concept in this study as possible ways of promoting the welfare and dignity of Warri people and their environs. Organizational leaders serve their followers by enabling them to reach their fullest potential while accomplishing the agreed upon mission of the organization. Leaders become the cheerleaders, facilitators, and supporters for making achieving the objectives through their efforts and the efforts of others. A leader needs to consistently attend to the primary responsibility of taking care of those who are engaged in this process.

Most organizations begin with a traditional pyramid structure with the leader at the top of the pyramid because it is the leader who started the organization. When it comes to setting and maintaining the vision for the organization, the pyramid must have the designated leader at the top. Input into the vision, mission, and the organization's goals and values, however, must be sought from others in the organization, who must come to own them. Once this has been accomplished, the pyramid reverses. Things change from looking at leadership as sole decision-makers (Hope, 2016). Instead, leadership becomes a collective enterprise that occurs alongside and through many people who think and act together throughout the entire process. The outcome is a cross-functional teams whose decisions, designed to enhance the mission of the institution, bringing together a more extensive range of interests and leading to more creative solutions than would likely come from an individual leader.

Literature Review

Academic and professional literature reviews serve to position the reader on how the place the current study in the existing literature. Olhager et al., (2015) posited that a literature review is the starting point in the development of any research topic.

Furthermore, the literature review enables researchers to appraise the quality of the sources of information available regarding the research problem. Dissecting the literature may assist the researcher in identifying and justifying a choice of a conceptual framework distilled from extensive information (Yin, 2016).

CSR is no longer a vague ideology; instead, it has become a reality and a vital part of business strategy for the leaders of many organizations all over the world (Engelbrecht, Heine, & Mahembe, 2017; MacLean & Webber, 2015). Company owners are increasingly facing pressure from shareholders, employees, vendors, suppliers, civic community representatives, and competitors to become socially and environmentally responsible (Dufays & Huybrechts, 2015).

Shields and Shelleman (2015) disclosed the fundamental premise that people and communities expect companies to be socially responsible. Smith (2002) indirectly defended the concept of profit maximization, stating that profit maximization should serve as a motivating factor for owners to use their capital to contribute to society. Smith advanced the market system as an ethical one that may serve the common good. Christopher (2018) argued that CSR focuses more on profit increase and creating shareholder wealth.

The concepts of Schaltegger, Lüdeke-Freund, and Hansen (2016) enlightened the idea of separation between management and ownership within organizations. That became the standard instead of the exception; it was evident for separation of duties, and the advocacy of the shareholders' theory was used as ways to champion their causes (Tangaraja, Rasdi, Samah, & Ismail, 2016). The outcome of separation of duties brought in the appointments of Boards of Directors to guide and monitor executive management team members accountable for attaining business goals and objectives (Adanri, & Singh, 2016; Daspit, Holt, Chrisman, & Long, 2016).

When business leaders engage in socially responsible activities (Balabanov, Balabanova, & Dudin, 2015; Humberd & Rouse, 2016), there is significant potential for extending the scope of CSR. The concept involves social responsibility orientation, which defines individual beliefs and tendencies concerning the concept of quality to conform with expectations in a socially responsible manner when possible (Mencl, Wefaild, & Ittersum, 2016).

According to Filatotchev and Nakajima, (2014), CSR often includes activities or programs that give back to the community as well as promote environmental sustainability. Babalola et al., (2016) viewed CSR as when companies comply with ethical obligations to consider employees, customers, communities, shareholder interests, and all aspects of the ecological influence of their organization. The perceptions of stakeholders on CSR tend to influence the extent of organizational engagement in socially responsible activities (Stouten, Rousseau, & De Cremer, 2018).

The economic, legal, ethical, and societal discretionary expectations at any given time are related to business social responsibility (Ahmed, Shahzad, Aslam, Bajwa, & Bahoo, 2016). This view gained support for research purposes for two and a half decades and is considered appropriate for use due to its lasting application in CSR research. Jegoo and Sang-Joon (2017) asserted that businesses' commitment to behave with ethical responsibility is a contributing factor to economic development even though it also improves employees' quality of life, their families, and the community at large.

Corporate responsibility has produced mixed results according to some empirical research (Humberd & Rouse, 2016). Some results from the studies have put forward a positive outcome, while others concluded that the effects of CSR are adverse or insignificant (Mencl, Wefaild, & Ittersum, 2016). One setback relative to the above-mentioned empirical studies was that they failed to make a distinction between past, concurrent, and after implementation regarding the economic performance of CSR, creating difficulty in making reliable inferences about the causatives of direction.

Leadership Theory

Managers, consultants, and academics have become conscious that transforming organizations are demanding (Stewart, Courtright, & Manz, 2019), and it has been deeply divided into various segments of subjects over the past three decades (Cascio, & Montealgre, 2016). Management of any firm requires excellent leadership skills irrespective of size. Leaders need to develop and display different skills necessary to manage complex dynamic systems, within all the vibrant changing and now and then vague competitive environments (Shah, Irani, & Sharif, 2016). Effective leadership

through shared vision is part of the requirement to make a successful change in an organization. The fundamentals of transformational change are to have leaders who can explain, understand, support, and move the organization to commit to it (Shah et al., 2016).

We should not tendentiously assume that leadership is the same everywhere. Although the leader's performance may be similar, their functions are in different contexts, and these similarities are not to be misinterpreted as the notion of leadership universally. Management is more of the harnessing of resources to achieve organizational goals, and the success of the organization depends on how they managed this vital resource. The realization of organizational goals cannot be underrated with the leader's role in an organization. According to Muchiri and Kiambati, (2015), giving credible impervious analysis to cultural consideration and understanding of leadership, compare to show differences to the universal conceptions of leadership.

According to Harrison et al. (2015), the capability to earn the trust of followers and other stakeholders is an essential key for effective management leadership. Employees' supremacy as stakeholders' centers on the service and productivity of employees of the organization as the contact point between other stakeholders and management. The increase in awareness that the days of profit only is gone, leaders need to integrate individual egocentric goals with values that focus more on stakeholders' needs. Most leadership definitions concentrate more on normative behaviors of leaders in the direction of employees, neglecting other stakeholders of the organization (Harrison, et al., 2015). The importance of ethical leadership and the wellbeing of others will shift

because as the profitability for the organizations' CSR increases (Marouf, 2016), the organizations will move toward CSR initiatives. Consciousness and liability of community may strengthen leaders' disposition to get on more CSR initiatives projects that may expand and benefit the immediate community.

Work environments-change rapidly, so the ability of employees to learn new skills and adapt to various contexts becomes a crucial factor in the attainment of organizational objectives. A leader needs to know how to offer the right people the most significant opportunities that will, in turn, bring empower effective leaders who can perform leadership activities and tasks globally (Hoover & Harder, 2015). Researchers have regularly signaled global leadership as the fundamental to sustainable competitive advantages for an organization. Ethical leadership behavior and qualities are requirements for any individual attempting to make progress in their careers (Long, 2016).

Leadership Styles

According to Srivastava (2016), identification of individual leadership style is the key to evaluating leadership effectiveness and quality about organizational goals. Experts in management theory have revised leadership definitions with an explanation of their approach towards moving from a classical autocratic approach to a creative participative approach. According to Mauri (2017), leaders need to tap into different styles of leadership with quick turn-around and able to adopt the influx of changing world.

Different leadership styles can function in all kinds of organizations, depending on various features like leaders' traits in conjunction with the context, industry, size,

activity, and proficient team formation (Fazzi & Zamaro, 2016). Furthermore, styles of leadership may be influence or be influenced by recognized changes within and among organizational cultures, corporate patterns or competition goals, group orientation, open communication channels among employees, identifies values and professional roles (Fazzi & Zamaro, 2016). Leadership style has traditionally been construed to the extent that individual emphasizes particular types of leadership measured by the strength of specific leadership behaviors using multiple items and Likert scales (Li, Gupta, Loon, & Casimir, 2016). A brief examination of each typical leadership style, the strengths and weakness, coupled with a discussion of each style's potential impact on a group as well as its relative usefulness for any organization.

Leadership style engages subordinates to become more responsible, increases on job performance, adaptability improvement, and reduces obscurity (Northouse, 2016). Leadership is about engagement and creating a commitment to appropriate behaviors. The key to leading CSR is more of an interest in the past and present interactions within the society and the organization, including learning by engaging with critics.

Transformational Leadership

Effective societal interface management requires effective leadership. Leadership refers to the consultations between managerial control and individual ability to influence a group to realize a set of goals and objectives (Yahaya & Ebrahim, 2016). Leadership differentiates itself from the 'normal management' in several essential ways; leaders ensure that people want to do things, whereas managers try to ensure that people do things. According to Burns (1978), transformational leaders appeal to better ideal and

moral values that may empower their followers in profound and fundamental change. Most leaders are good managers, but good managers are not always good leaders. Leadership styles have emanated from autocratic, to more democratic, motivating, participative, consultative leaders, or a more agreeable manner like laissez-fair (Samad, Reaburn, Davis, & Ahmad, 2015).

Transformational leadership provides a useful and pragmatic roadmap for implementing CSR and environmental sustainability by keeping in mind both the internal and external restraints facing such actors (Eliophotou-Menon & Ioannouz, 2016). Transformational leadership is found to be amongst the best leadership styles for implementing CSR practices, according to Ashikali and Groeneveld, (2015), Eliophotou-Menon and Ioannouz, (2016), and Quintana, Park, and Cabrera, (2015). According to Wu, Kwan, Yim, Chiu, and He (2015), in their study, emphasized that leadership style plays a vital role in socially responsible organizations, as transformational leaders are more effective leaders than transactional leaders. Transformational leadership is about implementing new ideas, promotes latitude, fairness, and equality in work teams that generated a certain level of creativity and proactive behaviors and continually improving relationships with individuals or groups (Pandey, Davis, Pandey, & Peng, 2015).

Transformational leadership benefits individuals, teams, and the organization (Pandey, et al., 2015). A large-scale field survey of managers confirms that organizations with more significant transformational leadership are in a better position to engage in institutional CSR practices than firms with transactional leadership. According to Wu et al. (2015), demonstrate a healthy relationship between transformational leadership and

follower beliefs about CSR in their study. Followers are more likely to accept the notion that socially responsible actions and the engagement of multiple stakeholder groups are essential for the success of an organization that adopts transformational leadership (Crossan et al., 2016). Transformational leadership is associated with deontological ethics, such as altruism and universal rights. In contrast, transactional leadership linked directly with ethics, especially that branch dealing with duty, right action, and moral obligation.

There are several reasons for choosing transformational leadership to implement CSR continuously in meetings. Transformational leaders are especially useful in driving change by being strong role models for their followers. According to Osagie, Wesselink, Runhaar, and Mulder, (2017), an essential element of CSR is in driving change. It is, therefore, an assumption of this study that this type of leadership is applicable for CSR implementation. They involve themselves in shaping the organizational culture. Since the recent development of CSR embedded in the business structure and culture of organizations, it is of advantage if CSR leaders apply transformational leadership because such leaders are competent at working with people in whom they build trust and foster collaboration.

Effective leadership styles, such as transactional and transformational leadership, have been shown to have a positive influence on organizational culture (Ashikali & Groeneveld, 2015). Transformational leadership shows a positive correlation with secondary outcomes, while the contingent reward component of transactional leadership showed a positive relationship with the results of subordinates adding extra effort,

organization commitment, and managerial effectiveness (Quintana, et al., 2015). Studies have also shown that organizations with transformational leadership styles are more effective than those with transactional or laissez-faire leadership styles (Pandey, et al., 2015). Babalola et al. (2016), however, observed that the behaviors of African leaders are far from being transformational.

The four essential characteristics of transformational leadership are as follows: (1) motivational, (2) inspirational, (3) intellectually stimulation and (4) individualized approach towards leader/employee relationship (Rawung, Wuryaningrat, & Elvinita, 2015). A transformational leader needs to be transparent with followers; this type of leader is concerned about the progress and development of followers (Eliophotou-Menon & Ioannouz, 2016). Transformational leaders challenge followers by coaching them through thick and thin of complex problem solving to become more innovative (Ashikali & Groeneveld, 2015; Eliophotou-Menon & Ioannouz, 2016). Intellectual stimulation still counts as part of transformational leadership components (Northouse, 2016).

Transformational leadership is the most outward-oriented type of leadership, and it focuses more on formulating and implementing the new organizational vision, which includes a broader vision of society and the active external stakeholder's involvement. Building a transformational relationship will allow leaders to understand the needs of others, stimulate, motivate, and provide attention for individuals or groups (Xueli, & Mian, 2014). The key to real transformational leadership lies in the effectiveness of their actions.

Transactional Leadership

According to Eliophotou-Menon and Ioannouz (2016), transactional leadership style focus is more of benefit, compensation, and exchange. Transactional leaders are particularly good at CSR by specifying in-active and re-active of the goals, roles clarification and responsibilities, and motivating their followers to achieve organizational goals (Braun, Schweidel, & Stein, 2015). This type of leader showcases a substantial similarity to 'ordinary' managers, paying more attention mostly to inward operations of the organization (Masa'deh, Obeidat, & Tarhini, 2016). Transactional leadership is by nature, primarily efficiency-oriented, and these leaders will be principally interested in corporate self-interest.

Transactional leadership, on the other hand, emanated from an exchange between the leader and the follower (Crossan et al., 2016). Transformational leaders' stand for change and transactional leaders maintain the status quo (Eliophotou-Menon & Ioannouz (2016). Taylor, Psozka, and Legree, (2015) reiterated Bass's (1985) suggestion that these three types form a continuum, with transformational leaders being the most active and productive, laissez-faire leaders being the least intense and effective, and transactional leaders falling in the middle. The central leadership challenge is to combine the will for transformation with the capacity for the transaction (Afsar, Badir, Saeed, & Hafeez, 2017). In other words, transformational leadership augments transactional leadership to obtain higher levels of performance from subordinates within the criticality of the process by which the leader motivates subordinates and in the set types of goals and objects (Bass, 1985; Vito, Higgins, & Denney, 2014).

Laissez-Faire Leadership

This type of leadership style refers to a leader's characteristic behaviors when managing groups of people, motivating, directing, and guiding them. Great leaders can motivate other people to perform, create, and innovate. According to Cherry (2016), laissez-faire leadership, also known as delegation leaders, is a kind of leadership style wherein give no guidance to group members and leave the decision-making up to group members' choice. Researchers have found that this leadership style lacked direction whereby each member blamed themselves for mistakes, refused to accept personal responsibility, and produced the lowest productivity among group members. According to Allen, Smith, and Da Silva, (2013) stated that because laissez-faire leaders are avoidant in their role as leaders, it often leads to poorly defined roles and a lack of motivation, members do not see them as credible, or trustworthy. As a result, these types of leaders create a psychological environment in which followers are resistant to rather than show cooperation.

According to Allen et al. (2013), laissez-faire leadership is passive and shows little guidance and direction; they are not fully involved in decision-making, and many a time leaves decision to their team. Laissez-faire leaders are not concerned about employee's development or provide support to their employees; they delegate the responsibility of work objectives and decision-making power to their employees. This type of leadership failed to create a better environment that can encourage fresh ideas and suggestions. They also failed to provide the resources needed to accomplish business objectives (Allen et al., 2013). The problem with laissez-faire leadership is that the

leader's converse only when necessary, the leader deferred decision-making and avoidance of communication. As a result, laissez-faire leaders are not concerned about employee's development; the employees determine how they will achieve the goals and objectives (Wong & Giessner, 2016).

Leadership Component in Relations to Corporate Social Responsibility Process

The first organizational requirement for the implementation of the CSR process is to know how to find and develop global leaders to take advantage of significant opportunities that will, in turn, bring into existence effective leaders that can perform leadership activities and tasks globally. CSR activities revealed in those programs of an organization that protect and improve the welfare of people, ranging from community outreach, cause-related employee benefits, or sustainable business practices. Donaldson and Walsh (2015) described in their work, "business works both in and for society" (p. 182). Activities of CSR are evident in arbitrary decision-making by leaders of the organization. The relationships between institutional CSR and leadership styles thus warrant theoretical investigation.

Transformational Leadership in Relations to Corporate Social Responsibility

Researchers noted that in the field of leadership research, it revealed a problematic, multifaceted process involved to define this essential term. According to Bass (1990), several of these views established leadership as the center of group procedures. To meaningfully discourse leadership, we must include leadership styles and outcomes (Mauri, 2017). Going by the description from Pardesi and Pardesi (2013) and Xueli and Mian (2014), leadership is the relationship among a group of people or an

individual with share common interests, where the individual promotes and guides the group to act positively. Leadership is an act of influencing a group coming together with a drive on how well an organization will perform and achieve set goals (Pardesi & Pardesi, 2013; Singh, 2015). Leadership not only includes influencing an individual or a group of people to operate successfully, but it also involves organizational cultural change whereby people are motivated and well pleased (DuBois, Koch, Hanlon, Nyatuga, & Kerr, 2015). Based on these definitions, the social aspect of leadership was the reason people are accepting to take on the roles and responsibilities of being a leader (Molinaro, 2015; Pardesi & Pardesi, 2013).

Further definitions described leadership as a personality trait, or act of collection of skills, conditions of power relations that can positively impact the organizational environment (Northouse, 2016; Pucic, 2015; Singh, 2015). Another definition characterized leadership as a method wherein an individual can influence a set of individuals to attain a mutual objective towards the achievement of stated goals (Kanyandekwe & Boateng, 2013; Northouse, 2016). The understanding of the concept of leadership assigns a pivotal role, which includes having confidence in the possibility of success, with empathy, enough energy, excellent communication skills, and sound decision (Pardesi & Pardesi, 2013). Leader behavior changes as the tasks of the organization change; it is a process of social interaction, where the leader may influence the action of the followers, which may improve performance (Aritz, Walker, Cardon, & Li, 2017).

Masa'deh, et al., (2016) depicted that it is paramount to understand and demonstrate how organizations can improve the fundamental of leadership, which includes self-development, personality, intrapersonal experience, and learning, skills, interpersonal social mechanisms, and authentic leadership. Anything contrary to these fundamental attributes may make it difficult to know the purpose and set goals for leadership development and growth. It may make the adopted outcome of the leadership style to be less valuable to organizations, with the leaders inclusive (Batool, Khattak, & Saleem, 2016). Leaders can attain success through leadership principals (Christensen, Mackey, & Whetten, 2014).

According to Gandolfi and Stone (2016), leadership refers to leader attributes, which include skills, strategies, and knowledge towards positive impacts on its people and the organization. As suggested by Gandolfi and Stone (2016), the definition of an operational leader entails involving followers, has one or more leaders, and must be action-oriented with an excellent course of action and clear objectives and goals. Leaders offer focus, support, direction, uses their intuition to make a solid business decision, and help the organization reach its goal. Leaders play a significant role in the effectiveness of an organization, possess behavioral knowledge, must be professional, and radiate leader's attitude with the possibility that the organization will obtain lasting accomplishments (Batool et al., 2016).

Effective leaders influence and initiate the vision of the organization, bringing about and maintaining quality, improve social, economic, and environmental aspects of sustainable development. The perceptions of social norms are a way that society

understands the organization (Babiak & Trendafilova, 2011). Management in an organization needs to have a strong understanding of leadership, organizational change, and effectiveness. Effective leadership is a strong signal that can strengthen the connection between businesses and society that can improve social futures (Baumann-Pauly, Wickert, Spence, & Scherer, 2013). Organizational leaders can exercise effective collaboration within the organization (Kruschwitz, 2013). Corporate leaders play an essential role in CSR but excel in partnership with community groups and other businesses (Guthey, & Morsing, 2014).

Remarkably, leaders of businesses understand the significance of government, other organizations, and businesses working together to face complex societal and environmental challenges (Babiak & Trendafilova, 2011). Stakeholders, which include the community, are empowered by CSR efforts in such areas as health, environmental, and social justice (Andre & Pache, 2016). The collaborative of a leader in an organization will aid CSR efforts and encourage CSR in social well-being, environmental fortification, and humanity (Kruschwitz, 2013).

Ethical Leadership in Relations to Corporate Social Responsibility

Pasricha et al. (2017), in their study, define ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making.” They also investigate the role of ethical leadership in their article “Ethical Leadership, Organic Organizational Cultures, and Corporate Social Responsibility: An Empirical Study in Social

Enterprises” (Pasricha et al., 2017). They found that ethical leadership has a direct rather than a moderating effect on CSR. This different approach focuses more on a subset of business and social enterprises in which ethical leadership is more predominant than in conventional companies. Their research also shows an indirect relationship/indirect effect of ethical leadership on CSR, which involves the mediating role of nurturing in-group and cultures of management that responds to urgent problems rather than planning to avoid them, which in turn influence CSR.

Bonner, Greenbaum, and Mayer (2016) posited that ethics refers to standards of behavior and moral judgment differentiating between right and wrong. Therefore, ethics set rules as to what is good or bad in organizational conduct and decision making (Warren, Peytcheva, & Gaspar, 2016). Also, Zhu, He, Treviño, Chao, and Wang, (2015) defined managerial ethics as standards of conduct and moral judgment that managers' use conducting their business. In the long history of business, ethics and social responsibility concept are vital in today's business as society is increasingly focusing more on how the organization practices their ethics and social responsibility. There is a high expectation from their customers, sponsors, and stakeholders, to achieve sustainable development in the economic dimension, social and environmental aspects (Knights, & O'Leary, 2006).

Strategic planning and CSR is a form of management in which companies take the ethical aspects of their business operations into consideration. For a long time, companies believed their only duties were to make as much money as possible and maximize value for their shareholders. Typically, an organization approach to CSR should consist of social investments that include education and non-profit organizations,

employee's improvement, environmental sustainability, and governance activities. They need to incorporate these social concerns into their business strategies and are more conscious of their roles in society and their communities outside of the business (Smith, & Osborn, 2015). Linking business and social needs requires more than good intentions and strong leadership, CSR is now a requirement from the corporate world.

One of the fundamental beliefs is that business organizations need to look beyond how their decision-making affects society and take proactive steps to improve the quality of life for its employees and community (Park, Kim, & Song, 2015). More than just obeying the law, CSR involves a business takes; Godfrey Adda, Azigwe, and Awuni, (2016), focus more on ethical, legal, philanthropic, and economical as the four different social responsibility strategies of ethical aspects of business. Organizations have many reasons supporting social responsibilities sustenance, and ethical behavior is in high demand within the organization, and to create an ethical culture within an organization not only requires a leader but an ethical leader.

Many socially related issues, for instance, respect for employees, community's relationship, environmental responsibilities and developing nations trade with. Some organizations, based on their view, may take the advantages and importance of social responsibilities action. Social responsibilities include suppliers, business associates, and customers having confidence in the organization, which may lead to an increase in the productions and services of the organizations, thereby increasing profit margin. Ideally, this is a sustainable model that may become an integral part of the wealth creation

process. If managed appropriately, it may enhance business competitiveness and maximize the value of wealth creation to society.

Economic social responsibility: In present-day's socially conscious environment, employee's customers, and the public prefer working for and spending their money with companies that promote CSR. The socioeconomic model on CSR shows that companies need to encourage and uphold shareholders' interests and the entire stakeholders, which include employees, customers, the public, and suppliers. Economic, social responsibility strategy starts by making sure that a company is sustainable, maximize its profitability, and contribute to the progress of the economy (Eisenbeiss, van Knippenberg, & Fahrbach, 2015). The ethical framework of social responsibility is to gratify each member of society to act and behave in a manner that benefits the entire environment (Demirtas, 2015).

People believed that profitable organizations contribute directly or indirectly to communities where they operate via job creation, which contributes to the economic benefit of raising the standard of the living economy (Eisenbeiss, et al., 2015). CSR improves employee engagement, customer loyalty, and brand reputation, which in turn positively impacts long-term financial performance. Apart from the organization's employees, economic, social responsibility involves paying appropriate business taxes and meeting other financial commitments.

Similarly, corporate economic responsibility includes inefficiencies businesses finding in the company operations that waste capital and implement processes that improve efficiencies and reduce this waste. It is pertinent to note that if a business is

unable to produce profitable products and maintain sustainability, it is impracticable to attend to other succeeding social responsibilities.

Ethical social responsibility: Values and ethics in strategic management are essential, before making informed ethical decisions, it is necessary to know that an ethical situation exists (Heidelberg, 2015). For companies to practice ethical standards, it means the company must be aware of societal values, the standards, and the company operates in a manner that is conducive to both the community and the company (Knights, & O'Leary, 2006). Inside the workplace, it is vital to consider the ethical forces at work in any situation, that is, respect for the community, honesty, fairness, concern for paying a living wage, ensuring safe working conditions, and be law-abiding. Organize meetings within the communities to ensure a balance between the choices made so that individuals involved are aware and participate in the ethical dimension's issues. The final choice consistency must be in line with the company's goals, the system's value, and the community culture (Zhu et al., 2015).

An organization needs to develop an ethical business system of social responsibility that is tailored to the company's environmental impact and conducting its business to limit any forms of waste (Zhu et al., 2015). As environmental concerns grow on a global scale, it is gradually more essential that companies are aware of how they contribute to these issues. Companies should analyze their processes and proactively do their best to reduce environmental impact. A change in this collective mentality is imperative to survive this threat, and to do, hence, pandemic social responsibility is essential for companies that dispose of waste, leaving a carbon footprint.

Legal social responsibility: CSR in the legal industry has enormous potential to have a positive impact on the lives of many individuals as well as the broader community. The legal segment of CSR circles around making sure that companies ensure, monitor, and abide by local, state, and federal laws. Companies must act per safety and labor laws, promote and encourage community growth and development, eliminating practices that will be a detriment to the public sphere, regardless of legality. The organization must ensure they remain well-informed about any changes to the laws.

Being mindful of legal obligations can protect a company's reputation and limit the amount of time and money it has to spend on potential legal fees. Parts of these legal responsibilities are always making sure the company meets its tax obligations, maintain the integrity of business practices, and protect the interest of the public. It is no secret that some of the world's largest and most successful corporations are incorporating good corporate citizenship into their culture. For the survival of this planet, people need to do their part to improve the world.

Philanthropic social responsibility: Corporations are moving above and beyond the requirements given to corporate governance. In recent years, philanthropy in the corporate world has been on the increase in many countries. Corporate philanthropic responsibility includes using a company's resources and time, taking up responsibility while boosting a positive impact on the communities where the business operates. The primary area includes donations, and contributions, grants; giving of products; services; salary-sacrifice programs, and investments. Corporate philanthropy is an engagement that does not go beyond writing or handing out donated goods. Social is a unique form of

corporate philanthropy, in which a company invests in organizations or programs that have broad social appeals, such as road reconstructions, or housing projects. Corporate philanthropy and social investing can be classified as global corporate citizenship. Any participation by the corporation may be known as practicing both social investing and global corporate citizenship. The investments could be in the form of and other educational assistance or other notable local causes. Measures include the degree of executive, or several expenditures, the process of implementation, and the outcome of CSR to objectives. In a broader sense, creating economic value is by creating societal value.

Previously, corporate philanthropy was the only way for firms to give back to society. Nowadays, organizational leaders duly recognize that companies can efficiently contribute to the community through active engagement. By embracing CSR, organizations seek to make a positive impact on the environment, their communities, and society in general. Many organizations promote their CSR solely to generous donations or employee volunteer programs, attracting customers, and building goodwill with stakeholders. It is in the best interest of the corporations to have in-house departments that manage and coordinate the company's philanthropic efforts. CSR means addressing the broader, environmental, and social impact of all that a company does. CSR is the new baseline for corporate citizenship. But as times change, the role of corporate citizenship must change as well. All these changes have had a dramatic effect on our CSR philosophy. While philanthropy continues to be a significant area of focus, CSR goes well beyond writing checks.

Environmental sustainability initiatives: Businesses establish a CSR policy that includes enabling a sustainable environment. Generally, Sustainability refers to the company's capacity to endure over the long term through renewal, sustenance, and maintenance (Hahn, Pinske, Preuss, & Figge, 2015). Looking at it from an organizational perspective, it involves stewardship for sustaining for the organization, and various stakeholders that benefit from the initiative.

Environmental sustainability initiatives include the use of technology, managing energy, and reducing greenhouse gasses used in operations (Hahn et al., 2015). In today's world, there is an increase in environmental awareness issues, and businesses need to improve on how to reduce land, water, and air pollution, which will become benefits to society. Additionally, the organization may use innovative packaging designs, sponsor recycling programs, or reduce its carbon footprint.

Social investments: To be in a competitive advantage, corporate social investment helps to become a responsible business operator and earn a good reputation. Today, many companies are getting involved in community activities; show commitment within their surroundings with both employees and customers. When organizations give their resources and time to economic, social, and environmental causes, that is called corporate social investments (Park et al., 2015). Companies that invest in CSR and ethical leadership are practicing and improving the social, ecological, and economic well-being of the society at large. At times, the organization may give scholarships to the community for education and other non-profit development that benefits the whole society at large. For example, an organization offering a scholarship or stimulate its employees to

volunteer at local community centers, during paid business hours, such as homeless shelters or donate supplies directly to people in need.

Employee support: CSR motivates employees; by social integration, change in environment and economic improvement leads to better environmental workplaces. Employees are the most valuable asset of any company (Babalola et al., 2016). Handling employees with respect and dignity brings out positive relations with the employee concerning recruitment, morale, retention, and productivity (Godkin, 2015). Companies should maintain diverse workforces that are loyal and dedicated to the global marketplace by implementing fair hiring practices and promoting cultural awareness. Inspiring employees about maintaining a healthy balance between their private lives and their job guarantees workers peace of mind without any distractions while on the job (Afsar, Badir, & Kiani, 2016).

Corporate governance and CSR: Some definitions of corporate governance have been stated as the systems and processes used by a corporation to optimize operations that may bring the best financial results for company financiers and shareholders. The relationship between CSR and corporate governance (CG) displeased, yet a vital, one for each of these regulatory logics. They are inter-related, overlapping, potentially mutually tempering, or reinforcing (Bagdasarov, et al., 2016). Leaders want to ensure that the companies that they represent run effectively, the commitment of causes align with the company's mission and values, which signify that the company operates with integrity, transparency, and accountability.

The buck stops with the board of director's role and the management, which is critical to the action of the companies since they are the final arbiters (Shin, Sung, Choi, & Kim, 2015). The company's core values include accountability, integrity, and respect, which lead to self-governance and prevent long-run problems. The next aspect is that all the stakeholders, including the employees, shareholders, and the communities have an essential function to perform that will incorporate the objectives of good corporate governance, and the practice of CSR is concerned.

Stakeholder Theory and Corporate Social Responsibility

Stakeholder theory is another development theme of CSR. The theory counts on and defines those individuals and groups that may be affected by (or affect) the firm's actions and further look into what are their legitimate claims on the business, their responsibilities and obligations which may justifiably impose on a particular business (Garriga, 2014). To summarize this sentence, the stakeholder theory affirms that those lives are touched by a corporation to possess the right and obligation to participate in directing the affairs of the organization entirely. According to Westrenius and Barnes (2015), stakeholders include vendors, local communities, stockholders, and employees, cross channel partners, stockholders, employees, and other primary groups.

Some researchers have stated the notion of considering the interests of all stakeholders as overemphasized to an impracticable extent, and practitioners and corporate managers need to determine where to draw the line (Arenas & Rodrigo, 2016; Perrault & McHugh, 2015). Andre and Pache (2016) differentiate between stakeholders who are without resources and those that provide resources to the firm (suppliers,

partners, and customers). The two types of stakeholders require equal but separate treatment by firms (Andre & Pache, 2016). The theory of stakeholder obligates corporate directors appealing to all sides and balances everyone's interests and welfare in the name of maximizing benefits across the spectrum that the business touches lives.

Macaulay, Richard, Peng, and Hassenhutl (2017), in their paper on "Alliance Network Centrality, Board Composition, and Corporate Social Performance," examine Stakeholder Theory to explain the relationship between the composition of board members and corporate social performance. Their study also employs alliance learning and a resource-based perspective to help explain how the centrality alliance network affects the organization's corporate social performance. While Reimer, Van Doorn, and Heyden, (2017) include different dimensions to examine CSR in a multidimensional construct; Macaulay et al., (2017) used an aggregate measure to examine corporate social performance. Both studies use CSR objective measure analysis at the organizational level.

Benefits that come with the stakeholder's interests in a company include managers who provide timely and accurate information relating to the affairs of the organization (Conyon & He, 2017; Sendya, Pekerti, Hertel, Hirst, & Butarbutar, 2016). All managers and employees need to think of how their actions and decisions at all levels may affect the stakeholder in the organization (Sendya et al., 2016).

A firm's corporate image is affected by how a stakeholder is treated fairly. Opinions held by the company's partners affect the relationship with stakeholders and how they participate in the firm's activities. According to Shen and Gentry (2014) posited

that an organization's strategic decisions have an impact on corporate governance through its ownership structure. It furthermore becomes conceptually problematic and difficult to argue that organizations need to consider the interests of all persons when setting and executing corporate strategy.

Businesses coexist in a different environment; these companies are either directly or indirectly affected by many factors. Irrespective of the organization's size, nature, structure, and purpose, there are stakeholders in every organization. The stakeholders may be an individual or entity that can influence or be influenced by the activities in the organization. In a business setting, stakeholders are in two categories; they are external and internal stakeholders (see following figure 1). Internal stakeholders refer to employees, owners, the board of directors, managers, investors that are within the organization. While the external stakeholder has no direct financial stake in the company, they do have an interest in the success, failure, and direction of a company. They are critical to the overall success of businesses growing in any community.



By Surbhi, S dated April 28, 2017.

Figure 1. Difference between internal and external stakeholder.

Because of the intricacy of some business environment, it is difficult to identify which stakeholder factor is considered an external and internal. I am presenting the following differences between internal and external stakeholders (see the following table).

Table 1

Difference between internal and external stakeholders

Basis for comparison	Internal stakeholders	External stakeholders
Meaning	The individuals that are part of the organization are known as internal stakeholders.	These groups are not part of the entity, but directly affected by its activities and decisions.
Nature of impact	Direct	Indirect
Who are they?	They work for the organization.	They are influenced by the organization's work.
Employed by the organization	Yes	No
Organization's responsibility towards them	Primary	Secondary
Includes	Board of Directors, Owners, Employees, Investors.	Competitors, Creditors, Suppliers, Intermediaries, Customers, Society, and Government.

Internal stakeholders- are those groups or individual that engages in economic transactions with the business. They can influence and can be affected by the success or failure of the entity because they have a conferred interest in the organization. They are also called primary stakeholders. These groups of people are devoted, and they provide services to the company. Internal stakeholders are profoundly affected by the productivity, performance, and decisions made by the organization. The survival of the

organization in the long run depends on the internal stakeholders. That is why they have a significant impact on the organization. Additionally, this group of people knows more about the internal matters of the entity (see table 1).

- *Owners:* They are individual or group that owns the organization. They are called shareholders or partners.
- *Board of Directors:* These are a group of people or individuals that governs the incorporated entity. They are members of the company elected during the yearly general meeting.
- *Managers:* They are individuals that manage the entire department in the organization.
- *Employees:* The entity employs an individual or group of people and their paid remuneration.
- *Investors:* They are individuals or groups of people who are straightly and financially invest in the operational process of the organization.

External stakeholders are not directly affected by the performance and do not engage directly with the economic exchange of the business activities. These people have an interest in the business being successful but may not be directly affected by it. These include customers, suppliers, creditors, the government, and society at large. They also call them secondary stakeholders; they operate from outside, and they are part of the business environs. They use the company's financial report to know about the liquidity, performance, and profitability of the company. External stakeholders are not participants of the daily accomplishments of the company, but the company's actions influence them.

They have less information about the internal operations of the organization (see Table

1). The following are combinations of external stakeholders:

- *Suppliers*: They provide inputs to the organization like raw material, equipment.
- *Customers*: They are the consumers of the product.
- *Creditors*: They can be a bank, financial institution, or individual that provides the funding to the entity.
- *Clients*: In some cases, they are customers, they provide services, and they are exposed to risk related to performance.
- *Intermediaries*: They are the intermediary link between the company and customers, such as distributors, retailers, or wholesalers.
- *Competitors*: They are rivals, and they compete in the same market as well with the organization.
- *Communities*: Organizations that engage individually in one way because the enterprise uses the valuable resources of the society.
- *Government*: Organizations are guided and controlled by government regulations like consumer protection, environmental stewardship, competitions, health and safety, and taxes levied on the business.

In conclusion, every enterprise operates with some factors in that environment.

The organization must deal with those issues, fulfill their tasks to the communities without any discrimination between employees, and pay fair wages to the workers.

Similarly, the company must pay taxes timely to the local authorities, pay suppliers for goods, and deliver products to customers.

Gap in the Literature

As a review of the existing literature revealed, several gaps are evident in the current literature. Regardless of considerable CSR research, many studies like those by Frisch and Huppenbauer (2014), and Resick, et al., (2011), they conducted their studies with leaders as participants in the research mainly on qualitative studies. It could exaggerate the ethical leadership meaning in their favor by using leaders, which slanted the understanding of the phenomenon (Heres & Lasthuizen, 2012). First, the traditional inconsistencies in research findings indicate the inadequacy of studies conducted into the CSR (Wang, Tong, Takeuchi, & George, 2016). Till a common ground is found, more studies are mandated to find a resolution to the observed inconsistencies accredited to the shortcomings of the methodology in the prior studies. According to Sheehy (2015), CSR implementation is still in peril, whereby understanding the consensus is not yet reached. The difference between real-life practice and CSR concept may have contributed partially to the corporate leader's struggles with the implementation of CSR (Glavas, 2016). Corporate leader's limited knowledge about how to implement CSR programs in their organizations still exists (Wickert & de Bakker, 2015).

Second, the observed predominant use of composite combined measures of CSR in most studies is fundamentally flawed. The individual imperfect correlation components of CSR ratings reduce the use of composite measures as inappropriate with the potential outcome of inaccurate results (Wickert & de Bakker, 2015). Given this

limitation, the studies in which the individual components of CSR are tested lean towards reliability than those tested with aggregate/composite measures (Wickert & de Bakker, 2015; Wu & Shen, 2013). Notwithstanding, just a handful of studies of the components that researchers tested indicate a significant gap in the current literature.

Third, what is more, prevalent in the literature is the mixed approach, whereby the different study data in multiple countries combined to test the study models. The inconsistency stakeholder theory is contextually diverse as interests and expectations of stakeholders; they are divergent across the geographical settings and the industries (Baird, Geylani, & Roberts, 2012; Soana, 2011). The dearth of studies of specific industries and specific countries on CSR establishes a weakness in the current literature that needs to be addressed.

To redress this apparent gap, according to Heres and Lasthuizen (2012) and as recommended by Yang (2014), that future research must explicitly aim at the followers because the research populace will make more extensive leadership understanding. The use of transcendental phenomenology and qualitative method assisted in understanding CSR and ethical leadership phenomenon as a lived experience.

The significant difference between this study and others is that this study gives an insight into how proper management practice of CSR maybe use to ease the worn nerves in and around the Warri region of Delta State. Ideas arising from this study may contribute to efforts to address the enumerated gaps, thereby helping managers in decision making in corporate organizations by allocating scarce resources to social performance in a manner that will be more effective. However, CSR should not stand as

mere philanthropy, but rather as a right channel to sustainable development (Moyeen & West, 2014). CSR should be more systemic and responds to the priority needs of the community where the organizations operate. The key findings were as follows:

- The community has give-and-take links and a sense of rootedness. But, if some of the interviewees could emigrate, they would do so because of the low quality of life and the health situation affecting the commune. Because of the culture of resistance and a lack of other real job opportunities, people hope to continue living in the village more out of necessity than a desire.
- There are community demands for multinational companies in their community for crude oil extraction. People recognized that the jobs generated by the multinational companies are necessary but are not willing to accept the situation so easily and at the expense of environmental pollution and health deterioration. Community demands focused on more hiring opportunities for locals of Warri, diversification of jobs, education, public health, and improvement of the green areas of the village.
- The perspective of the top-down can be summarized as follows: The community perceives that the CSR policies and practices do not fulfill their social demands and are currently more focused on public recreation and entertainment events, rather than on promoting social change, positive social impact, and sustainable social development.

This research finding is consistent with my analysis of several authors found in the literature I reviewed. Balabanov et al., (2015) and Filatotchev and Nakajima, (2014)

stressed the need for closing the gap between community demands and multinational companies' initiatives. According to Shields and Shelleman (2015) highlighted the need for a modern leadership style enforcing a productive dialogue with the entities that emerge from conflict and adversity, as there is a growing demand from local associations about the unavoidable need to mitigate conflict through dialogue. The communities demand respect, and because of that, corporate leaders must know how to handle such reality, since it is consistent with a new corporate identity with a marked emphasis on social change (Zu, Li, Zhao, & Li, 2014).

Henceforward, there is a need for continuous study on leadership to keep it in the purview of academic discourse and organizational application. Future researchers should focus more on using followers as study participants to understand the characteristics of leadership for possible replication. In line with Yin (2009) advice, in this study, I gave a detailed description of the methodology and data collection process so that future researchers can apply this method where applicable. The replication possibility increases the range of available knowledge on a particular phenomenon.

No monolithic view exists on the characteristics of leadership. Promoting social change, positive social impact, and sustainable social development will enhance the robustness of existing knowledge on the phenomenon of leadership and added to scholarly discourse to emphasize its importance. The understanding, interpretation, and application of the attributes of leadership may be affected by cultural diversity from the multinational companies from those in Warri, Delta State. There may be a need for further research that will highlight the importance of the impact of culture on leadership

phenomenon. The significance of understanding the cultural leadership in the context of today's globalized business environments will prove indispensable and will better appreciate in global leadership.

The findings from this study may further be assessed quantitatively in future studies to improve the possibility of generalization. There may be a need for further research that will highlight the importance of the impact of culture on leadership phenomenon. The significance of understanding the cultural leadership in the context of today's globalized business environments will prove indispensable and will better appreciate in global leadership.

Summary and Conclusions

In this review, I identified, appraised, and highlighted the relevant literature. It lights up the evolved knowledge within the area, emphasizing what other researchers have already done the general acceptability, what is developing, and the current state of thinking on the topic, putting the authors in conversation with each other. Previous research has demonstrated more about CSR, whether it is meaningful for organizations to concentrate on societal demands (Martinez & Franks, 2014). This focus has been more on making a profit for the shareholders, while the business community was not overly alarmed.

The present findings in relation to literature review of chapter 2, demonstrate that in no small extent a need for a paradigm change in CSR policies and practices aimed at balancing power relations, improve community participation and encourage social sustainability (Alstine & Afionis, 2013; Brew, Junwu, & Addae-Boateng, 2015;

Hinojosa, 2013; Martinez & Franks, 2014). Some scholars and experts who notice the importance of CSR to corporate organizations focus not only on profit-making but also on how to be socially responsible to the host environment.

Chapter 2 briefly reviewed the CSR conceptualization process from the integrated strategy, stakeholder relations, and perspectives of leadership. Although it is long-term development, CSR theory continuously remains ambiguous and controversial and has not yet fully matured. In chapter 3, I discussed the research design and methodology. I provided a review of the research design and methods of research concerning sampling strategy and population, including specifics process of data collection, the data analysis plan, and finally, the threats to validity.

Chapter 3: Research Method

The purpose of this qualitative phenomenological study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in the for-profit industries of the Warri region of Delta State area of Nigeria. I chose to look into Delta State in Nigeria because of the presence of multinational corporations in the area, and also to illustrate how diversity in culture and development can negatively-impact implementation of CSR.

Chapter 3 includes the research design used and its rationale. I also discuss the rationale for using a purposeful sampling technique to select participants and justify the modality for data collection. I discuss and emphasize ethical issues, the issues of credibility, dependability, reliability, and trustworthiness in defending strategies for data collection and data analysis.

This chapter describes the steps taken to conduct this study. It includes a detailed description of the research methodology and population sampling technique, instrumentation, data collection protocol, and data analysis procedure. The design section describes the type of research conducted in the study. The sample population characteristics describe the nature of the population from which the sample was selected.

I discuss the data collection instrument's reliability, validity, credibility, trustworthiness, and ethical concerns. Saha (2014) posited that a firm does not report to only the shareholders; it must include other stakeholders such as employees, customers, suppliers, and the communities in which the company operates. This study used one

source of data collection, interviews, and, when necessary, supplemented it with phone calls.

Research Design and Rationale

Transcendental phenomenology research design comes with a detailed understanding through a given phenomenon description of who have experienced the phenomenon (Moustakas, 1994). According to Held (2003), phenomenology as a method is an effort to provide evidence by eschewing a universal concept of shared intellectual understanding and basing meaning on real experience. The purpose of this qualitative phenomenological study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in the for-profit industry of the Warri region of Delta State area.

After due consideration of qualitative, quantitative, or mixed methods methodologies and based on the strengths and weaknesses of each, I identified that the goal of the study was not to generate answers to an inquiry via numerical evidence, and I therefore, excluded the quantitative and mixed methods methodologies. According to Patton (2015), evaluation and exploratory studies use one of several qualitative designs, whereas quantitative investigations are better suited for research seeking to generate a theory from fieldwork, which was not the objective in this case.

I found ethnography to be inappropriate for this study because understanding a culture was not the main goal of this study. The application of a grounded theory was irrelevant for this study because my objective was not about theory generation that explains an event, interactions, or a process. I determined that determined that

transcendental inquiry is likely to be best suited for this study because it unveils the “why” of human behavior and action. This approach gave the participants opportunities to narrate data in their words.

The researcher's view cannot be entirely excluded from the findings, but it can be reduced to keep the primary focus on the opinions of the participants. The results of the transcendental phenomenon were relevant because this research was based on lived experiences. The specified method was rapt to the essential structure that identifies the phenomenon studied (Moustakas, 1994). I focused on participants' lived experiences using transcendental phenomenology to indicate the perspective of the participant.

Research Design Type

Moustakas (1994) indicated that transcendental phenomenology is a qualitative research design that is used to explore a given phenomenon through the experiences of persons who have lived it. This research design allows for identification of common themes that emerge from the data. The data are the lived experiences of the participants. In this case, the participants' views and actions were only meaningful within the context of the host community problem. It is from the individuals' lived experiences, that the themes, emerge.

Yin (2016) asserted that the researcher was a mediator to interpret and analyze the meanings described in the participants' experiences. The phenomenological study aligns with a specific sociocultural context, as the researcher pursues face-to-face interviews with participants to reveal concepts, themes, and patterns relevant to the phenomenon, in this case, regarding CSR initiatives (Webster, Lewis, & Brown 2014). The fundamental

characteristics of a qualitative approach are an in-depth exploration of a phenomenon in a natural environment, with data collection from oral depositions and rigorously reported verbatim narratives (Patton 2015).

Researcher's Role

In a qualitative study, the researchers' role is as an instrument of data collection, which means, data did not occur through inventories, questionnaires, or machines but were mediated through human interaction (Brewis, 2014). The human element requires that the research study runs smoothly, and the participants are safe and fully informed. The researcher should not create excess familiarity with the participants because it may lead to them holding back information that could result in vital issues remaining unexplored. Building a friendly relationship with the participants is critical, however, to create the trust needed for pertinent information disclosure. Brewis (2014) posited that research participants might generate more valuable data as they tend to divulge more details. Yin (2016) asserted that qualitative researchers carry out investigations in workplaces or field settings to preserve the participants' experiences for analysis and data interpretation. Direct interaction with the participants can create the potential for ethical issues to arise. I excluded friends and family members from partaking in the study but retained the affability needed for productive participation and meaningful outcome of the study.

A researcher who uses qualitative research methods must go the extra mile to make sure transparency prevails to protect the study contributors (Houghton, Murphy, Shaw, & Casey, 2015). Webster, Lewis, and Brown (2014) posited that the responsibility

of the researcher is to develop an ethical approach that protects those affected by the outcomes of the investigation. Ethical issues were resolved when I gave consent form to the participants to ensure consent was voluntary without pressuring participation, and participants were protected as I maintained total confidentiality. I used a validation procedure to enhance the quality of the findings of this research.

Giving of any financial incentive to research participants before participating in a study has become a controversial issue. Undoubtedly, when a researcher accurately articulates the rationale and research purpose to participants, the rate of participation would not be compromised due to a lack of financial incentives (Patelli, & Pedrini, 2015). The financial stability and educational attainment of the participants used in this study inclined them to participate from the principle of unselfish concern for the welfare of others. For this study, I conducted detailed face-to-face interviews until saturation was attained to gain a better thematic awareness of the phenomenon (Denzin & Lincoln, 2011). The sample size was 20 participants, the interviews was audio-taped, and they lasted for 25 to 50 minutes.

With the approval of the Walden Institutional Review Board (approval number 12-24-19-0569153), I conducted a study that was considerate and responsible. Providing an incentive to participants in research can risk issues of credibility that can affect the outcome of the study. Addressing vulnerable populations by providing gifts or inducements could considered an unnecessary pressure or a gratuitous influence (Matheson, Forrester, Brazil, Doherty, & Affleck, 2012). A research grant from any organization did not fund this study, nor was any remuneration of any type given to

participants in this study. However, after the interview, I sent a thank you card to each participant's articulating my appreciation for their effort and time.

Methodology

Selection of Participants

A letter of introduction, including a consent form, was sent before starting the study to all potential participants requesting their participation and assurance of commitment to maintain trust and integrity. There was a brief explanation in the letter and a brief conversation with the participants to determine eligibility for the study. There was a conversation advising the participants of the mechanisms put in place to assure their utmost confidentiality of their information and to emphasize that no names or personal information would be used in the study. The issue of trust is vital to establish a relationship between the participants in the study and the researcher.

The sample size for this study was 20 subjects until saturation took place to gain a better thematic awareness of the phenomenon (Denzin & Lincoln, 2011). The participants' conversations that identify commonalities/themes in the lived experience of these respondents are indicated tools for this research. Participants were purposefully and carefully selected from the selected organizations to make sure they have experienced the phenomenon under investigation. This qualitative study showcased the participants' experiences via in-depth semi-structured/personal interviews for data collection and analysis (Silverman, 2011).

For identification and selection of information, purposeful sampling is broadly used in qualitative research for cases related to the phenomenon of interest. An

opportunity of purposeful sample is where a researcher selects a sample based on their knowledge about the study and population, theoretical diversity of the papers being included, which could make the results more conceptually aligned with the purpose. It involves identifying and selecting individuals that are knowledgeable about the phenomenon of interest.

In addition to knowledge and experience, availability, willingness to participate, and the ability to express opinions, reflectively communicate experiences are essential. Each methodology, in turn, has different expectations and standards for determining the number of participants required to achieve its aims. I selected participants according to the needs of this study; the researcher rejected applicants who do not meet the profile.

The sampling objective is focusing on population characteristics that are of interest, which will allow the researcher to answer research questions. The sample used in this study was not representative of the population, but for the researcher pursuing qualitative research design. This study helps the researcher to make decisions related to purposeful sampling more systematically and transparently.

Data Collection Instruments

In this research study, I formatted the questions for collecting qualitative data along with a narrative plan founded on an interview guide (instrument) that will establish the basic inquiry guidelines and allow the topics to explore relatively to the objective of the research (Norris, Hecker, Rabatach, Noseworthy, & White, 2017). The recommendation from Merriam (2016) was that the questions from the researcher must be constructed in such a manner that will keep participants focused on their responses to

the issues organized in a sequence. The interview protocol with followed-up questions is prompted to make sure optimal responses have been obtained.

An interview protocol used contained the essential topics that reflected the sense of the objectives of the research. The research study elaborated on the interview protocol using comprehensive elements to connect with the community members in a straightforward way; the interview protocol was validated later since it need not any additional refinement or adjustment.

Procedures for Recruitment, Participation, and Data Collection

The research pattern for this study was to allow the researcher to make use of semi-structured personal interviews and a face-to-face meeting in a favorable environment for the participants. An initial email was sent to the pre-selected participants, specifying the intention to speak with the members of the community. In the email, the researcher explained the objective of the research, company selection reasoning, and the entrepreneur's requirements.

As soon the participants agree to participate in the research, there was an exchange of Skype addresses and we decided on mutually convenient interview time. The planned duration of each meeting is expected to take between 25-50 minutes. Face-to-face interviews, documents, and other relics containing other data analysis were recorded (Saldaña, 2016).

Participants

In the phenomenological approach of inquiry, the qualitative researcher identifies the essence of the human experiences of a phenomenon as narrated by the participants

(Salewski & Zulch, 2014). The sample size for this study was 20 subjects until saturation takes place to gain a better thematic awareness of the phenomenon (Denzin & Lincoln, 2011). An organization needs to satisfy both environmental and social dimensions, by allowing this researcher to explore real-life experience in a practical business sense. This procedure promises to reveal salient insights of sustainable entrepreneurship theory and how the practice of CSR promotes accountability of corporate goals to a broad range of stakeholders, shareholders, and investors. I forwarded an initial email to the companies that are in-line with this theoretical background and research objective.

Data Collection

The objective of qualitative studies is to illustrate a phenomenon from the perspectives of participants' through face-to-face interviews. A researcher should make a solid attempt to listen to participants and observe them in their natural environment to be able to gather holistic and detailed information concerning complex phenomena. Researchers embarking on a qualitative interview project should keep in mind their abilities to hear stories that may be difficult to understand. Robinson (2014) listed the advantages of qualitative interviews as catharsis, self-acknowledgment, and a sense of purpose, self-awareness, empowerment, healing, and providing a voice for the disenfranchised. At the beginning of every interview session, the participants reviewed and signed the consent form, and I reemphasized the purpose of the interview with the participants. I began the data collection process according to Walden University's Institutional Review Board approval.

In this study, I maintained research integrity and accurate data collection—errors in data mitigated by selecting suitable data collection instruments. The primary rationale behind preserving data integrity is to support the detection of random or systemic mistakes in the process of collecting data.

Data Analysis Plan

Regardless of the field of study, it is necessary to collect data and ensure that it is both accurate and defined while maintaining integrity. In that way, succeeding decisions based on the point of view embodied in the findings are valid (Norris, White, Nowell, Mrklas, & Stelfox, 2017). Selecting suitable data collection instruments will probably reduce re-occurring errors. I collected data from different organizations for valuable empirical analysis to enhance generalizability for more excellent, in-depth explanation and understanding (Merriam, 2016). The primary rationale behind preserving data integrity is to support the detection of random or systemic errors in the process of data collection.

Rodham, Fox, and Doran, (2015) study referred to quality control and quality assurance as to the best two approaches for preserving data integrity and ensuring the scientific validity of the research results. I continued the data collection until data saturation took place, or at the point at which no further new data emerges from the interviews or documents reviewed (Bell, & Waters, 2014). A variable-oriented strategy theme was used that went through cases and found recurrent themes. The data was collated into a manageable form to construct the narratives. The task of the researcher

was to interpret multiple sources of data and develops evidence-based recommendations and conclusions.

Issues of Trustworthiness

Trustworthiness qualitative research, according to Gunawan (2015), can be assessed through the following four criteria: credibility, transferability, dependability, and confirmability. Qualitative researcher's uses trustworthiness as a degree to measure the utility of their approach and to show the confidence of the method used to collate their sources of data.

Credibility

In ensuring credibility, the researcher used triangulation (Merriam, 2016), and persistent observation (Merriam, 2016). Triangulation uses different sources to check the origin of a claim. This study used themes inducted from face-to-face interviews for cross-examinations by the combinations of two different data collection methods that showed the weakness or biases of using a single source (Miles & Huberman, 2014).

Dependability

The concern with dependability is whether or not the same thing maybe twice observed for the same results. The concept of dependability emphasizes the need for the researcher to account for the ever-changing context within which research occurs. The researcher is therefore responsible and should account for the changes that occur in the setting by explaining how the changes affected how the researcher approached the study.

Transferability

A researcher uses full descriptions to achieve transferability (Merriam, 2016). Transferability means that the results of the research study can apply to similar situations or individuals. The information is intended to help the reader to make sense of those elements surrounding the research study; from the participants' daily activities to the way implied biases might affect their responses. Participants are allowed to express the context of the surrounding social and cultural environments framed around the research study. Other researchers and readers come to an independent conclusion about transferability. It is intended to present a sufficient description of the setting so that the informed application of the findings may be made.

Confirmability

The use of audit inquiry ensures confirmability and dependability, according to Morrow (2005). An inquiry audit shows a detailed account of the data collection process traceable to research findings. I presented a detailed report of decisions made in the process of data collections and how the data was analyzed, categorized, and themed in this study.

Threats to Validity**Validity**

According to Boesch, Schwaninger, Weber, and Scholz (2013), it is significant to conduct an inquiry that may enhance credibility to the internal validity of a research study. In this regard, a detailed evaluation of the descriptions may meaningfully coherent with the internal findings, and the results relate to the research concepts. Furthermore,

validity enhancement in research findings should reflect the participant's perspective of the phenomenon without any bias from the researcher that could compromise the data integrity (Morse, 2015). In ensuring the validity of a qualitative study, it needs to show credibility, transferability, and confirmability of the research data (Yin, 2016).

The validity of the data gathered from the interviews comes from the participants that are members of the community where the companies operate. No other group can lay claim to management and administration of CSR from a company that operates on a global magnitude. The authenticity of a case study comes from collecting data from different sources and, after that checking the data points, categories, and themes with one another (Onwuegbuzie & Byers, 2014; Yin, 2016). The data was triangulated to confirm the validity by using peer-reviewed articles about sustainable leadership, the participants' semi-structured interviews, and results from the organizations.

External Validity

Feitosa, Lacerenza, Joseph, and Salas (2017) explained how a researcher could apply external validity to their study results for new or other groups. Furthermore, factors that are external validity threats include the setting of the study, selection of participants, and research procedures. However, since this study focuses on people, maturation is likely to threaten the internal validity of the research findings. It has to do with time and the effect that time has on people. Because of time, people change, and the impact of the change may affect the findings.

This study is nonexperimental; one of the most significant threats to external validity was participant selection; in this case, the population from which the sample

emerged. To reduce participant threat and potential bias in the sample, the sample population, should be possible heterogeneous (Loannidis, Greenland, Hlatky, Khoury, Macleod, & Moher, et al., 2014). The participant requirement for this study ensures heterogeneity of the sample population with the possibility of generalization to many organizations showed some reduction in threat to external validity.

Internal Validity

Internal validity establishes a relationship level of confidence, if any, does exist between the independent and dependent variables. The main concern for this study is the possible impact of maturation. Maturation is the process within subjects that act as a function of the passage of time. i.e., if the project lasts an extended period, most participants may improve their performance regardless of treatment.

It deals with time and the effect that time has on people. It means over some time, whether days, weeks, a few months, or in some cases, years. During such periods, people change, and such change can affect your findings. In light of the strong reputation and credibility of the data source, there were foreseeably limited threats to the internal validity of the study.

Construct Validity

Construct validity is used to translate or transform a concept, idea, or behavior. Construct shows how well a test measures what it is supposed to measure into a functioning and operating reality (Westen, & Robert, 2003). Construct validity is usually verified by comparing the analysis to other tests that measure similar qualities to see how high the two measures are correlated.

The real value, transferability, and the consistency of the study are the pivotal consideration of the validity and reliability of this study. As viewed by Newman, Joseph, and Feitosa, (2015), the extent of one's findings matches reality is the truth value or internal validity and the transferability or external validity of the study. The fact showed in terms of participants' experiences without regard to traditions, cultural norms, social, or preconceived ideas around their expertise. Reliability is numerous sets of mental, social, and constructions of context-specific (Marshall & Rossman, 2016).

A researcher may adequately represent the various constructions and aim for credibility and confidence in the honesty of the data (Silverman, 2011). I employed triangulation, validation of the respondent and holistic descriptions to present fundamental findings that are believable and convincing. If the project has an extended period; most participants may improve their performance regardless of treatment.

Validity as an element of my research design consists of strategies used that may eliminate threats. I guided the study against engaging in distortions through the use of interview transcripts, audio tapes, and running field notes to capture data. It was essential to use this approach for any person assessing my investigation could have free access to the accuracy of the accounts given and the evidence to authentication. I focused on the question; do I measure what I intend to measure? It includes all beliefs, understandings, thoughts, feelings, and respondents' perceptions (Marshall & Rossman, 2016). I respected the participants' verbatim accounts. In this study, the emic aspects of a report were in the philological of those studied, as consciously experienced by people living those experiences, in the Warri region of Delta State area.

Ethical Procedures

Ethics is more about doing well and avoiding harm to both the participants and the community at large. Damage can be reduced or prevented by applying the appropriate ethical principle. Protecting human subjects or participants in any research study is imperative; therefore, a researcher should consider ethical issues at all phases of the interview process (Feitosa, et al., 2017). That means, before participating in the interview, the participants must sign an informed consent to participate. It is an area that researchers should adhere to during the research project.

No material ethical issues from the study as all the data is publicly available institutional data, and no animal subjects of any fashion used. No ethical issues involved during the data collection, and no confidential data was used in the preparation of this dissertation. Sensitive data was not used in this research. Presently, I am not aware of any other ethical issues related to the preparation of this dissertation.

Summary

In this chapter, the audience, philosophical assumptions, and research questions were among the reasons for using a qualitative method for this study. Qualitative researchers should report the incidents and ethical issues encountered during the reviews to ensure discussion, analysis, and prevention of future occurrences. The orientation of this phenomenological study gears toward understanding the meaning of people's lived experiences to examine the subjective experience of each person for purpose and understanding (Giorgi, 2014).

The transcendental phenomenological approach makes the feelings, emotions, of the people that have experienced the characteristics of ethical leadership. Confidentiality, privacy, informed consent, and anonymization reduce the potentiality of ethical concerns. For more efficient, robustness and richness, data was collected by means of an interview via open-ended questions. In this study, the issues of credibility, dependability, transferability, and confirmability, were addressed that gave emphasis to trustworthiness. Any anticipated concerns on ethical were efficiently alleviated to reinforce the overall acceptability and quality of the outcomes using phenomenological analysis on features of ethical leadership. The next chapter shows how these measures benefited the data analysis collection.

Chapter 4: Results

In Chapter 4, I report the results of the analysis of the data gathered for the study. The purpose of this qualitative phenomenological study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in the for-profit industry of the Warri region of Delta State area of Nigeria. This chapter includes modalities for data collection and analysis. The information provided in this study may benefit potential future researchers. Chapter 4 closes with the data collection context, data collection procedure, demography, data analysis, credibility, transferability, dependability, confirmability, and summary, and transition to Chapter 5.

The phenomenon of ethical leadership set in the daily shared experience of the participants' work lives reveals the shared understanding (see Robinson, 2014). I used standard face-to-face interviews to accrue data, and to ensure fairness in the presentation of questions to the participants, I used an open-ended interview format and a supplemented interview protocol with probing questions that lead to robustness in the data generated (see Appendix-A). I interviewed in a private area to safeguard the privacy and confidentiality of the participants.

Demography

Individual participants shared their different experiences in detail on what transpired in the organizations, based on their observations, experiences, and expectations. Freeman, Gergen, and Josselson, (2015) posited that phenomenology gives voice to the oppressed. The in-depth expertise the participants brought heightened to the

credibility, transferability, dependability, and confirmability of the study. Below are the participants' demographic characteristics relevant to the study:

- **Ethnicity:** I considered ethnic groups (e.g., indigenous) as appropriate and desirable during the participant selection process because of the study's sociocultural approach, and my interest in aspects related to their community cultural heritage.
- **Age distribution:** The participants' age suggested mature minds and life skills able to offer in-depth understandings of their experiences in the community and organizations. Balancing the range of age intervals was necessary; I excluded participants below the age of 18. All others were allowed to participate because the mission was to understand how individuals at different age intervals respond to CSR initiatives.
- **Educational level:** Most participants had first degrees in various disciplines. With their educational backgrounds, participants could understand the reason behind the study and give informed opinions about the phenomenon studied. This was relevant because participants with a higher level of education responded to the interviews in an articulate and elaborate way with a greater motivational interest. Participants' educational achievements further strengthened the insights they offered. All the participants had a more open attitude and a greater motivational interest.
- **Origin:** This was a relevant and fundamental demographic variable because it concerns participants' thoughts about and commitments to the community in

the Warri area of Nigeria. Understanding participants' origins permitted me to understand and uncover beliefs, values, traditions, and, more importantly, their sociocultural perspectives as a "real" active community member.

- **Belonging:** Participants with active social networks were relevant to the study due to its qualitative design; therefore, it was pertinent to identify the inner groups in which participants are opinion-makers and in which people acquire socialization and information exchange, between either family members or social circles.
- **Household Income:** Relevant for the selection process as indicative of the different spectrums of the social levels, it was an important demographic factor that sheds light on the differences in the answers and discourses.

All the above-mentioned demographic factors show participants in their status and role in society, and it was essential to understand the way of life and expectations of the participants at different social levels within the community, because it permitted an efficient analytical process and helped the interpretation and understanding of the participants' way of life, expectations, and reactions to the CSR initiatives implemented in the community. The following demographic table showed the classification of participants' information.

Table 2

Demographic Information

Classification	Participants
Gender	
Male	16
Female	4
Age range	
31-40	9
41-50	4
51-60	4
61-70	3
> 70	0
Educational background	
Bachelor's degree	13
Master's degree	6
Doctorate degree	1
Years served with the organization	
5-10	6
11-15	8
16-20	4
Ethnicity	
African	20
White	0

Data Collection

The data generated for this study were from twenty participants contacted with an initial e-mail querying interest in face-to-face interviews and personal conversations that I sent to all the participants. The goal of face-to-face interviews was to collect individuals' lived experiences that identified aspects of leading organizations in continuous engagement in CSR initiatives. All the participants cooperated and responded to every question. From the plan described in the Chapter 3, there was no variation in the collection of the data. I encountered no unusual circumstances in data collection because no participant declined to answer any question, and no one prohibited the interview from going forward.

Of the data collected from the participants, one was through Skype because that participant was on annual leave at the time. All participants in this study were from the same community in Warri, Delta State. The participants had a minimum of a GED or high school diploma and had been living in that community for over 10 years. I determined their leadership role to make sure they all had adequate lived experience of the studied phenomenon. Blank, Harries, and Reynolds, (2013, p. 300) posited that phenomenological research approaches have a core obligation to explore the lives of individuals through their personal experiences.

Bloor, and Wood, (2006) emphasized the role of the researcher as a mediator between concerned people of the community and the respondent experiences. The written post interview comments and the interview sheet I noted the informant's apparent feelings, interpretations, facial expressions and body language that transpired during the

interview. I approached all 20 participants individually with discretion, assuring their privacy. I kept confidential all participants' identities. I adopted an overall sample size of 20 subjects.

The interview was conducted between 10:00am and 4:00pm in a secured room at the community center located at the center of Warri town in Delta State of Nigeria that provided a good privacy for each participant. The average timing for each participant interview was 38.5 minutes with the shortest being 20 minutes and the longest was 55 minutes. I used two digital audio recording units to record the interviews to prevent lost data. Three participants answered concisely, but convincingly, which made those meetings shorter than was anticipated. As a follow-up, I sent the summary of the responses to the interview questions to each participant. Member checking performed by the participants, and data collected are validated. Hays, Wood, Dahl, and Kirk-Jenkins (2016), and Nobahar, Ahmadi, Alhani, and Khoshknab, (2015) posited that member checking confirms the accuracy of the collected data regarding a participant's symbolic views and connotations.

During the data collection I was open to whatever information emerged, and I recorded findings on paper (i.e., interview notes) and by electronic media (i.e., interview tapes, transcriptions files, and scanned files) and stored and managed in a project file. By listening, re-listening, and transcribing the interviews myself, I immersed myself deeply in the perspectives of the participants, which helped me familiarize myself with their lived experiences. There are no set rules on how concepts should be presented in data to become a theme, according to Ravitch and Carl (2016).

Data Analysis

To expedite data analysis, a transcription professional who was sworn to confidentiality, transcribed one by one of the recorded interviews. As suggested by Rodham et al., (2015), I listened to the recorded meetings several times to increase my understanding of the data content. Going through the transcripts step by step increased the chances of visually catching and correcting mistakes that could have compromised the meaning and interpretation of the data. Combining both and computer-aided software and hand-coding served as a triangulation, with the generated codes from one method, used to validate another method. By listening, and re-listening, I was able to transcribe the interviews, and become familiar with the participants' lived experiences and in-depth perspectives from the discussions.

As a researcher, I used this process to develop categories, conceptualized into broader themes. After each interview, I had the audio-recorded conversations transcribed, and sent them by e-mail to the participants for member checking. I started coding the first transcript, moved to the second, and so on through to the final coding. When codes with the same meaning and attributes came together, they become categories that gave rise to the theme.

The analysis revealed 10 themes of characteristics of leadership: (a) transparency, (b) humanity, (c) impartiality, (d) exemplarity, (e) honesty, (f) relationship building, (g) responsibility, (h) stakeholders' well-being, (i) knowledge, and (j) democratic decision making. The themes supported the current knowledge about leadership, which partly overlapped in the literature review. However, these characteristics are made distinct in

this study as essential perspectives based on participants' views on the attributes of leadership.

Table 3.

Final Themes

Themes	Group compound meaning
Transparency/communication	Information concerning developments in the organization and community needs to be attainable by the community, and the leaders should accept and work on input and relevant feedback.
Stakeholders' wellbeing	Leaders should be sincerely concerned about stakeholders' wellbeing.
Impartiality/fairness	Leaders should have nothing to do with partiality in all its consequences.
Relationship building	CSR leaders should build cordial working relationships among different stakeholders and employees of the organization.
Responsibility	A leader needs to exhibit competence and ability to oversee and take care of organizations' resources, which includes personnel, and direction-finding to the path of organizations' goal accomplishment.
Honesty	CSR leaders must be truthful and forthright.
Democratic decision making	Leaders need to engage others in the decision-making process.
Exemplarity	CSR leaders need to be exemplary and should lead by example.
Knowledge/competence	CSR leaders should be trained, knowledgeable, and expertise. It is equally essential for leaders to exhibit the ability and skill to handgrip positional duties.
Humanity/respect	A leader should respect the individuality and values of others and also humble.

Evidence of Trustworthiness

Credibility

Credibility refers to the acceptance of the research findings as plausible by the public (Hays et al., 2016). The respective sources of data collection, such as field notes, and participants' responses, made it possible for me to obtain a holistic view of the subject, with each canceling out any characteristic weakness in the others (Agbigbe, 2016). IRB approval and full devotion to Walden University's terms established the credibility precedence for this study. The researcher detailed the research process and an in-depth description of the outcomes, to further the credibility of this study. In an attempt to avoid biases and lessen researcher's subjectivity:

- I incorporated triangulation methods by carrying out participant observations during the interviewing processes.
- I used reflexivity and bracketing to monitor the process.
- I sent a data summary to participants for member checking.
- I ensured intellectual and analytical rigor by using inductive analysis and holistic thinking.
- I followed Der Pan, Deng, Shio-ling, Jye-Ru Karen, and Yu Jen, (2016) peer debriefing benefit from the independent expert opinion, which supported credibility.

Transferability

Transferability in qualitative research is identical to the external validity or generalizability of the study. Establishing transferability is possible if the researcher

shows the readers evidence of the findings that the research studies could apply to other situations, times, populations, and contexts. I enhanced transferability through thorough descriptions of the process and conclusions of this research study. Elaboration of methodology reporting, collection of data, analyzing the data, the outcomes, and triangulation suggestions were useful in this respect. These were all done to ensure the transferability of the results of this study to similar studies. I ensured that there was an adequate level of an audit trail in the data collection and processing procedure being an essential part of ensuring trustworthiness (Miles & Huberman, 2014). All these may allow others in similar contexts to replicate the study.

Dependability

The steadfast adherence to the same principle and possibility for utter in reproducing the words of the study findings highlight its dependability of the research. The research reliability is a pivotal consideration in keeping a thorough interview, recordings, transcripts, keeping of notes, and data analysis of various stages. I ensure a detailed interview script matrix for all sample categories making sure that the in-depth interviews addressed the key themes emphasized in the research questions. I make sure that all the interactions are within the context where the interviews took place. The data triangulation consistency is in line with the methods triangulation strategy by providing coherent and valid data analysis and interpretation. Any anticipated changes that may have occurred in the course of the research study were documented to enable me to capture how they were likely to impact upon the outcomes and affect other similar studies to ensure absolute dependability and reliability in the results of this study.

In case of any person or independent body wants to review the research process for pertinent information on research effectiveness for dependability, and data would be readily available to the readers. The raw data collected in the process of this study will be kept in the safe for the minimum requirements period by federal regulation and Walden University. This process ensured member assurance, thereby enhancing trustworthiness.

Confirmability

In a qualitative study, bias is a continuous source of concern; Moustakas (1994) recommended the use of bracketing. I used data triangulation previously discussed in chapter 3 to reduce bias incidence in this research. The phenomenological analysis of natural reflex gave me an opportunity to monitor and do away with any form of data analysis biases regularly. Member checking was used in this research to reduce bias to the minimal. To further ensure confirmability, I recorded the document procedures for confirming, corroborating, and substantiating the research findings of the study (Patton, 2015). In furtherance of my desire to avoid the potential for bias or misrepresentation, I made use of data audit to inspect the data gathering and analysis procedures of the study.

Results

The central question for this research was: RQ: What are the corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in for-profit industry of the Warri region of Delta State? In this study, I analyzed 10 themes that emerged.

Table 4
Final Themes with Supporting Participants

Themes	Total supporting participants (N = 20)
Transparency/communication	20
Stakeholders' wellbeing	16
Impartiality/fairness	18
Relationship building	19
Responsibility	18
Honesty	16
Democratic decision making	12
Exemplarity	14
Knowledge/competence	12
Humanity/respect	10

Theme 1: Transparency/Communication

Open communication is essential characteristic leaders should possess; all (100%) participants supported this position. The transparency theme classified within the conceptual framework of stakeholder theory.

Finding 1. Organizational cultures' moral improvement is necessary to promote transparency where employees are involved, and they are committed towards the realization of organizational goals (Niculescu, 2015).

Theme 2: Stakeholders' Wellbeing

Leaders should be sincerely concerned about the stakeholders' wellbeing. The stakeholder's wellbeing theme is categorized among the stakeholder theory conceptual framework and was embraced by 80% of participants.

Finding 2. Leaders that have shown welfare concerns of stakeholders' have been found to affect employee's performance (Bouckenoghe, Zafar, & Raja, 2015).

Theme 3: Impartiality/Fairness

Leadership characteristic on impartiality and fairness was well-thought-out as significant as stakeholders' wellbeing, with 90% of members voicing support for fairness. Social learning theory categorized among the theme of fairness in the conceptual framework.

Finding 3. According to Long (2016), ethical leadership and fairness in organizations cannot be overstated, which is also coincides with current findings in management (Pucic, 2015).

Theme 4: Relationship Building

Leadership contains fostering and building pleasant-sounding relationships within various stakeholders and workers in the organization. 95% of participants sustained this theme of relationship building falls in the conceptual framework of stakeholder theory.

Finding 4. Building a relationship component mentioned in this study aligns with existing studies.

Theme 5: Responsibility

Out of 20 participants, 18 members found this theme of responsibility relevant to leadership characteristics. Stakeholder theory is the conceptual framework that applies to this theme.

Finding 5. A leader needs to exhibit competence and ability to be in charge of taking care of organizations' resources, which includes personnel, and direction-finding to the path of organizations' goal accomplishment.

Theme 6: Honesty

Honesty was another essential leadership characteristic identified by participants used in this study; 80 % of participants supported the theme tune of honesty.

Finding 6. In the theoretical framework of social learning, leaders need to be forthright and truthful.

Theme 7: Democratic Decision Making

The views of 60% of participants expressed here signified the need for a leader to get others involved in decision-making. The democratic decision-making theme is assigned under the stakeholder theory conceptual framework.

Finding 7. It means leadership should include others in the decision-making process and not be autocratic. The democratic decision-making theme in this study is distinct and contrast to prior studies reviews where decision-making might have been under another category.

Theme 8: Exemplarity

The exemplary theme can be categorized in the social learning theory as appropriate for this study. These study participants considered leading by example as an independent characteristic with 70% support.

Finding 8. A leader should lead by example and be model. The theme exemplarity is deviance from current tendencies of ethical leadership phenomenon. Undeniably, as obtained by Lawton and Paez (2015), being a model is a subtheme of leadership characteristics.

Theme 9: Knowledge/Competence

From 20 research members, 12 participants believed that leaders should be competent and be knowledgeable of his/her environment.

Finding 9. Competency and being knowledgeable is another new leadership characteristic that was not clearly defined in chapter 2 literature review of this study.

Theme 10: Humility/Respect

In this research, 10 participants supported humility as a characteristic of leadership. The underpinning in this issue is the social learning theory of the conceptual framework.

Finding 10. Leadership involves a leader showcasing humbleness, respect individuality and values of others.

Summary

Chapter 4 of this study showcased the process used to address the research questions which include the review and analysis of the information collated during the

research process. The research purpose was to explore and describe the sustainability efforts in organizations in the Warri area of Nigeria. A profound understanding of corporate sustainability and the impact on the Warri people in the Delta State of Nigeria, where the objective of the study took place. An understanding of the phenomenon may enable new ways to drive sustainability to create sustainable value.

The major themes that I derived from this study confirm that the people of the Warri region of Delta State of Nigeria have a good understanding of the meanings of experiencing the phenomenon of CSR in the area. The nature and styles of leadership were examined, and the positive consequences of CSR programs, as reflected in the participant's lived experiences and comprehensive analysis of the face to face interview conducted. One of the participants further added that it "has to do with human capacity building," i.e., providing projects to build and advance the community. Another participant shared his experience of CSR as industrialization in the area, which would give rise to new businesses, employment opportunities, and also education for the people.

Chapter 5 covers my interpretation of the meanings to the findings, limitations of the study, recommendations, implications, and conclusion to this research study. The chapter also explores likely areas where an extension to the knowledge achieved from this study can be possible with a view towards being a vista for opening up future academic and practical researches on this topic. This is the recommended approach in anticipation of filling any existing gaps in literature and application on the study of CSR in the Warri regions of Delta State and the multinational companies in the area.

Implementing the recommendations may improve the livelihood of the local people and the business practices of the oil company.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

An organization's CSR framework needs to reflect their values and how they intend to conduct their daily work, with focus areas of people, community, sustainability, and environment. I have used the research findings to develop recommendations for the improvement of a specific CSR development and program that will benefit the community. I considered the study as a narrative because I employed an empirical qualitative method (phenomenological). I also applied an inductive and interpretative process using thematic content analysis to explore emerging patterns of the phenomenon investigated. I selected the transcendental research approach because of its exploratory nature, that was in line with my objectives to explore a cultural group in its natural setting and to interpret its sociocultural needs and expectations. I intended to uncover and explain the worldviews of the community members and leaders, including corporate executives of multinational companies operating in those communities.

My research approach examined CSR and sustainability and involved social responsiveness, economic feasibility, and environmental integrity. These include activities, processes, programs, and products that will allow organizations to deliver long-term beneficial economic or financial returns, reformed social systems, and ecological improvements. Some aspects of this research cut across the public, community, and corporate sectors. This research may align business and financial performance strategy, and social, environmental, and organizational goals included in the integrated business performance concepts.

The research looked at suitable corporate governance policies, affecting external stakeholders, particularly the public, to build stakeholder engagement strategies for sustainable community investment in the company, and sustainable corporate investment in the stakeholders. In this specific case, I aimed to use CSR and sustainability as a lively and relevant field of study for potential higher degree researchers wishing to contribute to the current discussion on this topic.

Interpretation of Findings

The purpose of this phenomenological study was to explore and describe corporate business leaders' lived experiences with the implementation of CSR and sustainability initiatives in the for-profit industry of the Warri region of Delta State area of Nigeria. This study focused on developing a deeper understanding of what it means to experience CSR for the communities in Warri, Delta State, Nigeria. Carroll (2015) observed that CSR initiatives started as mainly philanthropic from the early 1800s as businesses donated to charities. Findings confirmed that CSR is still viewed as a philanthropic program by corporations, as many participants interviewed described their lived experiences of CSR as mainly helping the community and donating to charities for poverty reduction, and to improve health.

The key findings were as follows:

- The participants noted that the idea of being a competent leader involved personal skills, organizational skills, and industry knowledge. The study finding is like what Mitchelmore and Rowley (2013) and Garavan, McGuire, and Lee (2015) found that competency develops from the exercise of business

and personal skills, with knowledge of industry practices, and through practical organizational skills. The findings from this study may further be assessed quantitatively in future studies to improve the possibility of generalization. According to Venkatesh, Brown, and Sullivan (2016), the use of a quantitative method to evaluate the results of a qualitative study may reduce the inherent limitation in one approach. There may be a need for further research that will highlight the importance of the impact of culture on the leadership phenomenon. Understanding the cultural leadership in the context of today's globalized business environments will prove indispensable and will better appreciate in global leadership.

- The community has give-and-take links and a sense of rootedness. But, if some of the interviewees could emigrate, they would do so because of the low quality of life and the health situation affecting the community. Because of the culture of resistance and a lack of other real job opportunities, the people hope to continue living in the village more out of necessity than a desire. Other benefits to the community are the business connections through their policies and the products. There are company social initiatives like charitable contributions, employee volunteering, education programs, and homeless care activities. Leaders in corporate organizations may consider these study findings helpful as they are at an advantage positioned to understand, appreciate, and act according to the expectations of their followers. According to Fok, Payne, and Corey, (2016), the orientations of cultural differences

influence the way individuals understand and address leadership issues. There may be a need for further research that will highlight the importance of the impact of culture on leadership phenomenon.

- Most of the participants agitated for transparency/communication, impartiality, humility, relationship building, and responsibility. The ethical codes of conduct remain constant in human interpersonal relationships regardless of discernible changes in society over time and within different cultures (Fok, et al., 2016). Other studies conducted on leadership query leaders as participants, so there is a need for future researchers to follow the initial steps in this study by exploring leadership phenomena from the followers' perspectives. Understanding transparency/communication, impartiality, humility, relationship building, and responsibility will enhance the robustness of existing knowledge on the phenomenon of leadership and added to scholarly discourse. Henceforward, there is a need for continuous study on leadership to keep it in the purview of academic discourse and organizational application. Future researchers should focus more on using followers as study participants to understand the characteristics of leadership from that perspective for possible replication.
- There are community demands for multinational companies in their community for crude oil extraction. People recognized that the jobs generated by the multinational companies are necessary, but they are not willing to accept the situation uncritically and at the expense of environmental

degradation and health deterioration. Community demands focused on more hiring opportunities for locals of Warri, diversification of jobs, access to education, public health, and improvement of the green areas of the village. No monolithic view exists on the characteristics of leadership. The understanding, interpretation, and application of the attributes of leadership may be affected by cultural diversity separating the multinational companies from those in Warri, Delta State communities. According to Fok, et al., (2016), the orientations of cultural differences influence the way individuals understand and address leadership issues. There may be a need for further research that will highlight the importance of the impact of culture on the leadership phenomenon. Understanding cultural leadership in the context of today's globalized business environments will prove indispensable.

- The perspective of the top-down can be summarized as follows: The community perceives that the CSR policies and practices do not fulfill their social demands and are currently more focused on public recreation and entertainment events, rather than on promoting social change, positive social impact, and sustainable social development. Promoting social change, positive social impact, and sustainable social development will enhance the robustness of existing knowledge on the phenomenon of leadership and emphasize its importance in scholarly discourse. Henceforward, there is a need for continuous study on leadership to keep it in the purview of academic discourse and organizational application.

- The findings of this research reveal the importance of developing partnerships with other companies and the government. Going into partnerships increases visibility to CSR activities and, consequently, to the firms involved. At the same time, costs are shared among the multinational companies, thereby helping to achieve CSR goals, and increasing tangible and intangible returns to the companies. Lankoski, Smith, and Van Wassenhove, (2016) found that CSR activities can generate a positive impact on corporate performance in the long-term. The benefits are more than environmental benefits. In addition, to material recycling, development of better product functionality, and durability through ecological practices that are cost-effective, such as eco-efficiency, may improve corporate bottom lines as well.

The effects of CSR for companies, may include higher productivity, lower operating costs, sales increases, and loyalty from customers, enhancing the company's brand image and increasing its CSR reputation. This study will be beneficial to the academic community, adding to existing knowledge on the phenomenon of leadership. The community of academics includes researchers, teachers, students in institutions of higher learning, and scholars. Instructors who have received organizational training, may find the results of this study relevant and beneficial. Leaders in corporate organizations may consider these study findings helpful as they are positioned to understand, appreciate, and act according to the expectations of their followers. In this study, I was able to reduce the gap in the literature identified by Heres and Lasthuizen (2012) and

Yang (2014) that leadership has been predominantly studied using leaders as research participants.

The corporate leader's point of view casts a vision that can well-defined as a personal perspective of means-results regarding CSR policies. Following what emerged from the corporate leaders during my interpretation, CSR characterizes itself as part of a strategy-oriented toward stimulating and engaging the community. From the worldview, although a dialogue around CSR as a necessary strategy, the communities should be less radical and more proactive in building a trusting relationship with the multinational companies. In the meantime, the social and the community agents indicated action strategies aimed at maintaining the logic of reciprocity, and social integration, as appropriate containment and protection measures against adverse advents. In line with the findings, the research of Muthuri, Moon, and Idemudia (2012) offered a consistent analysis of the processes involved in these interactions.

Conclusively, I confirmed the relevance of cultural relativism in this thematic topic. Participants projected the need for self-trust, and the need to move forward with their forces despite the uncertain scenario and a future full of uncertainties. The context that emerged was the conviction in the community; the participant's perspective had already explained its expectations by influencing oil and gas actors, but yet to receive any satisfactory responses. Corporate leaders and organizations should encourage and support social practices focusing attention on social capital as a critical component to channel and achieve the social-cultural needs of the community.

The study findings align with the sustainability nature of CSR. Popa (2015) assessed that CSR emphasized the importance of sustainable production to ensure the preservation of and availability of natural resources in the future. A participant identified that "Our financial health and how well we treat customers and community [CSR] cannot be separated." Chiang, He, and Cang-Fu, (2015) estimated high-quality financial reporting when firms engage in CSR. Krisnawati, Yudoko, and Bangun, (2014) also affirmed that CSR might lead to profitability if well managed.

Organization separates CSR benefits into three categories that firms can practice in several ways. Lots of standard policies in social information sections of companies include:

- Accounting and internal controls habits reform, the series of scandals escalated in accounting processes that brought about the Sarbanes-Oxley legislation.
- Inspiring workplace diversity policies while dispiriting any discrimination.
- Corporate thinking regarding employees, a change from seeing the employees as mere costs to seeing them as assets.
- The use of more natural resources for productivity, which may lead to ecologically cleaner products.
- Given more donations to the communities in terms of scholarships, charitable contributions, and employees volunteering.

Many companies are now applying CSR guidelines to their hiring process, engaging employees with ethical credentials, and ready to align with the company's moral

standards. For the maintenance of such employees, organizations have changed the way they treat their workforce, and the incentives they provide for performance and working conditions. Many of the same policies are being applied up and down the supply chain for external suppliers and distributors who share their ethical concerns.

As regards the leadership qualities, the participants are in favor of transformational or adaptive styles as prevalent. Hence, the results confirm Choudhary, Akhtar, and Zaheer, (2013) findings, but in contrast with Christensen, et al., (2014), who emphasized that the servant leadership style is preeminent when instructing a CSR program. Relevance to future research, leadership may derive its foundation from ethics, and the attribute characteristics to leadership will have some consistency. In spite of the slightly interpretation and application variations that are obvious in numerous cultures and social realities, the standard of ethics still the same norm of human behavior (Tamir et al., 2016). The moral ethics code of conduct remains constant in human interpersonal relationships regardless of discernible changes in society over time within different cultures (Fok, et al., 2016).

Limitations of the Study

I was cognizant that due to the nature of human biases and cultural differences, I could misunderstand and misinterpret both the participant's observations and interviews, leading to inaccurate conclusions. In order to counter-affect this issue and reduce research biases I analyzed data from multiple sources, collected by different methods, and founded on a sound and broad base of concepts.

The small sample size and the availability of resources to the researcher are the viable limitations of this study. However, sampling suitability is predisposed to bias and may not be generalized (Morse, 2015). The results from the research conducted might not be adequately representing the whole sector in Warri. However, the primary intention of this study is not to generalize as the research aimed to provide the full picture as consciously experienced by people living those experiences in the Warri region of Delta State area. Also, some peculiarities could limit the recollection of data about the life stories of the key informants and the systems used to put their environment in action. I conducted qualitative interviews within the communities with the people that agreed to share their practices and attitudes.

Consequently, other businesses that did not practice or implement any sustainable business practices and did not show concerns about sustainability are excluded from the study. In spite of this limitation, this study brings forth informative findings regarding the relationship between social performance and community commitments. The main focus of the research was business leaders of many corporations to adopt the necessary competencies to confront the sustainability challenges in profit-making industries.

Recommendations

The objective of this research was to explore a direct investigation and description of phenomena as consciously experienced by people living those experiences in the Warri region of Delta State area. Some participants believe it is an organizational responsibility to find solutions for better livings for people, and that is how other companies should be doing. It is attainable by proposing a simple and smarter solution implementation that

may not require expensive resources. Through the participants' lived experiences, the findings indicated that CSR has a significant way of increasing the organization's visibility amid stakeholders. Notwithstanding the fundamental techniques of implementing CSR programs, the consensus is that it manifestly a contributing factor to corporate's financial standing and presumed sustainable and positive future returns on investment.

The internal stakeholders (Board of Directors) are responsible for the policies relating to sustainability, social responsibility, and corporation commitments as to the integration of the socio-cultural needs for the communities impacted into the planning and implementation of CSR. In this sense, it is my opinion to recommend further research applicable to CSR studies exploring organizational change and leadership traits initiatives as change agents necessary to promote socio-culturally. The research findings support the recommendation to include socio-cultural needs in the design, planning, and implementation programs of CSR for multinational organizations operating in the area of influence of communities.

Furthermore, many firms can make available quantifiable CSR outcome results. Consequently, the sufficient and reliable data collected might worthwhile entrusting the CSR valuation models for wealth appraisals of corporate organizations. Further research on the topic will not only add to the knowledge base of the literature in the field with additional benefits that are valuable to all the stakeholders with a new balance to the system dynamics of CSR.

One of the participants stated that all organizations could contribute to CSR shared values even on a small scale, with redesigned products, social services, and smart solutions. I recommend a broader spread in participants' selection in future studies of CSR in the area, with some representation of 70% from the communities and 30% from the companies operating in the area. It may lead to a more rounded study with more encompassing results, even though; many organizations do not possess the financial potential in fulfilling complex CSR compliance reports.

The results of this study will be beneficial to the academic community, aiding in the growth and diversification of existing knowledge on the phenomenon of leadership. The community of academics includes researchers, teachers, students in institutions of higher learning, and scholars. Instructors are not left out because of their organizational training, as the results of this study are relevant and beneficial. Leaders in corporate organizations may consider these study findings helpful as they are at an advantage positioned to understand, appreciate, and act according to the expectations of their followers. Recommendations are necessary to identify areas in which future research may be needed, based on the outcome and possible limitations of this study. In this study, I was able to reduce the gap in the literature identified by Heres and Lasthuizen (2012) and Yang (2014) that leadership was predominantly studied using leaders as research participants.

Other studies conducted on leadership question leaders as participants, so there is a need for future researchers to follow the initial steps in this study by exploring leadership phenomena from the followers' perspectives. Understanding

transparency/communication, impartiality, humility, relationship building, and responsibility will enhance the robustness of existing knowledge on the phenomenon of leadership and added to scholarly discourse to emphasize its importance. Henceforward, there is a need for continuous study on leadership to keep it in the purview of academic discourse and organizational application. Future researchers should focus more on using followers as study participants to understand the characteristics of leadership for possible replication. In line with Yin (2009) advice, in this study, I gave a detailed description of the methodology and data collection process so that future researchers can apply this method where applicable. The replication possibility increases the range of available knowledge on a phenomenon.

No monolithic view exists on the characteristics of leadership. Promoting social change, positive social impact, and sustainable social development will enhance the robustness of existing knowledge on the phenomenon of leadership and added to scholarly discourse to emphasize its importance. The understanding, interpretation, and application of the attributes of leadership may be affected by cultural diversity from the multinational companies from those in Warri, Delta State. According to Fok, et al., (2016), the orientations of cultural differences influence the way and manner individuals understand and address leadership issues. There may be a need for further research that will highlight the importance of the impact of culture on leadership phenomenon. The significance of understanding the cultural leadership in the context of today's globalized business environments will prove indispensable and will better appreciate in global leadership.

The findings from this study may further be assessed quantitatively in future studies to improve the possibility of generalization. According to Venkatesh, et al. (2016), the use of a quantitative method to evaluate the results of a qualitative study may reduce the inherent limitation in one approach. There may be a need for further research that will highlight the importance of the impact of culture on leadership phenomenon. The significance of understanding the cultural leadership in the context of today's globalized business environments will prove indispensable and will better appreciate in global leadership.

In closing, I recommend additional studies aiming at exploring and describing the human experiences and worldviews of the individuals impacted by CSR discourse and practices. Not disregarding the views of the unheard participant's voices without any alterations to their life experiences, focusing on transformation, social processes development, and the promotion of social changes, not at the expense of the communities but instead favoring them.

Implications

According to Stephan, Patterson, Kelly, and Mair, (2016), researchers need to change their focus from the narrow-minded impact of their studies on internal organizational operations and increase their support on research implications to cover the whole society positively. Achieving positive change that will affect the community or the entire society requires development from the individual through to the organization, and ultimately, the societal side by side.

Improve communication between organizations and communities may foster more sustainable business practices. The top manager's attitude is essential for successful sustainability strategies implementation. Participants interviewed lamented that the communities might voice their recommendations, but how much weight perceived from their voices by the organizations cannot be measured.

A holistic understanding of sustainability includes both internal stakeholders and external stakeholders, such as employees and the communities. According to Bramoulle and Goyal (2016) argued that preference brings about ineffectiveness. Cadsby, Du, and Song (2016) posited that people usually show preference, even though the act may not directly benefit them. According to Aksoy and Palma (2019), they emphasized more on how leaders should build ethicality based on organizational culture. Additional characteristics indicated by participants in this study focuses more on formal training that can enhance the knowledge and competence of an ethical leader.

Understanding culture is crucial to good ethical leadership; therefore, society needs to play a role in the shaping of learning that is ethically centered. In societal units, the bases of every community are individuals and families. Fok et al., (2016); Akin, (2018), posited that ethical that is tolerated or acceptable in one culture might differ from another culture. According to Wu et al. (2015), we could build an organizational culture that relies on ethical values. Society, as a whole, can, over time and with their strength of mind, shapes the culture to mirror moral orientation. Abeler, Nosenzo, and Raymond (2019) defined culture as notable values and beliefs generally accepted in society over time that can set cultures.

The methodology applied in this study may bring real or actual improvements to the current knowledge base by proposing new constructs and concepts application of creating new management perspectives that focuses on CSR improvements. This research abides with methodological and empirical implications that will bridge the knowledge gap in CSR contemporary literature within the organizational theory and leadership theory field, revealed in the literature review. Additionally, the outcome of this study contributes to the body of knowledge in relation to work-based research on social responsibility and corporate sustainability.

The outcomes of my study also bear significance for the design of CSR policies and practices, which would reduce the understandings, feelings, perceptions, and perspectives of those people who have lived and experienced the phenomenon and foster organizational and social change. I embraced the thematic analysis as a method for identifying, organizing, analyzing, and providing for patterns from a careful reading and rereading of the information gathered from the interviewing process. I envisage that the research findings will contribute to CSR literature in the field of social change, leadership, and organizational change, with the objectives of knowledge improvement in sustainability and CSR fieldwork.

There is a need for communities involved in the participatory process related to socially sustainable needs. To further explore social needs, the community's perception and social values included in the relationship's community in the Warri region of Delta State area. This approach would open possibilities for positive social change at the organizational, societal, group, and individual levels in those communities.

I expected this study to expand knowledge, enhance professional practice, have a direct practical application, and positively influence social and organizational change. In addition, I hope that it will foster new management perspectives leading to improvements in CSR and contribute to the knowledge base of management practices.

The addressed research topic in my study comes with the possibilities of contributing to the dynamic and integrated social context, and to offer recommendations for future research relations to practices and policymaking of CSR. In summary, the potential benefits of the study as expected may spring up from individual, and community levels:

- Increasing dynamic relationships between community-organization.
- Reducing socio conflicts with result of a positive change that benefits the community.
- Helping socio-cultural heritage preservation.
- Increase productivity, boost sales income, within the community and the society.

Conclusion

This study contributes immensely to current research on the transcendental phenomenon of leadership by understanding the meaning of people's lived experiences is the focus of phenomenology, the subjective experience of each person examined for purpose, and understanding (Berson, et al., 2016). These features include honesty, responsibility, transparency/communication, humility/respect stakeholders' wellbeing, impartiality/fairness, and relationship building. Components like democratic decision

making, knowledge/competence, and exemplarity are incorporated into the existing literature review, which focused more on followers as participants in this study.

The research was to study and obtain the maximum knowledge on all the fundamental aspects and as consciously experienced by people living those narrative experiences. Furthermore, the objectives were to understand the subjective experience of each person and how people construct the meaning of things that happen to them. The importance of nature and structure can only be captured through the inside part of the individual who experiences them. It concluded with those strict and definitive truths and provided liberation from established beliefs that cut-off the voice of a person's lived experience.

Increase the ability of organizations to participate more actively in the CSR practices that may develop the core competencies for implementing sustainability initiatives successfully. Develop the understanding, community expectations, and interpretations of characteristics of CSR. Growth in the economy may be associated with ethical leadership benefits to society. Still, I hope this study will become a cradle for other authors and facilitate a successful outcome.

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Appendix: Interview Protocol

Title of Study: A Qualitative Study of Corporate Social Responsibility and Sustainability

Date: _____ **Time:** _____

Location: *Ishekiri/Ishan communities Warri, Delta State*

Interviewer: *Rasheed Kazzim*

Interviewee: _____

Research Question

What are the lived experiences of corporate leaders in the profit-making industry, and the key elements that can address community expectations, interpretations and understanding of characteristics of corporate social responsibility?

In addition, the study will involve exploring specific areas related to the project environment and leadership through the following two sub-questions:

1. What is the role of organizational leadership in managing the cultural and environmental complexities in these communities?
2. How can leadership contribute to project success in a challenging global multicultural impermanent project environment?

Interview Questions

Problem Sensing Questions:

1. What steps have businesses taken to ensure that they are acting as responsible members of society?
2. How would you describe the implementation sustainability initiative, particularly concerning the well-being of the people in Warri region?
3. In a simple form, describe how organizations address community expectations, interpretations and understanding of characteristics of corporate social responsibility?
4. How would you rate the maturity of the corporate responsibility program within/between your communities and the companies in the community?
5. Since the people in the community work with the companies, explain an ethical standpoint, what should the relationship between an organization and their employee consist of?
6. From your experience in the community, what actions you think the organization would have taken to improve the lives of people living in this community?
7. Start with a bit of self-reflection and analysis of your stewardship in these communities?
8. What do you think the leadership role in aligning various participating organizations activities in these communities should be?
9. Using your lived experience as a reference; how would you describe the level of CSR benefits derived from the companies in your area?

10. What advice would you give to the CSR officers in the region that would help to build a better and friendlier relationship between the communities and the companies operating in their respective areas?

Closing and follow-up:

1. Who do you recommend considering in this interview to know more about this problem and enhance the research?