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[The Role of Ethical Leadership in HRM-driven Corporate Social Responsibility (CSR)]

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ABSTRACT

This study looks into how ethical leadership impacts CSR in managing people with regard to employee care, diversity, and environmental considerations across various countries and cultures. Because businesses want to become more socially responsible, ethical leaders are called to guide CSR activities in human resource management. Using a case study approach to gather data based on interviews with HR leaders, CSR managers, and employees of multinational companies. It also reads CSR reports to know how ethical leadership is going to frame the CSR strategy. Ethical leadership makes the HRM practice CSR in fair, transparent, and accountable ways. It assists to bring CSR practices into conformity with company values so that global standards are met. Findings of the study showed that, without ethical leadership, CSR practices can never achieve success at anyplace globally.

Keywords: Ethical Leadership, Human Resource Management (HRM), Corporate Social Responsibility (CSR), Organizational Ethics, Leadership Development

Introduction

CSR Corporate social responsibility is one of the latest strategies business organizations have adopted lately. The concept refers to respect for ethical, environmental, and social issues (Pudjiati et al., 2024). Contemporary companies owe it to integrate CSR into their lives and provide to the needs of stakeholders, be they consumers, employees, investors, or the local communities (Fernando et al., 2024). This involves responsible leadership, sustainable practices, and contributions to social welfare. Ethical leadership forms and guides the CSR initiatives in a company. Ethical leaders support truth, transparency, and accountability as guiding principle and a foundation for proper standards regarding CSR strategies and activities (Hossain et al., 2024). These types of leaders contribute to the organization by maintaining an ethical culture and, therefore, supporting employee's participation in CSR activities. Ethical leaders play a significant role in connecting CSR with a company's broader goals. They also integrate social and environmental issues into decisions made (Triantari et al., 2024). Such leaders focus on open communication, treat all as respectable, and make decisions that are ethical over the long term rather than the short-term profitability. They help manage tough ethical dilemmas, ensure that CSR efforts are authentic, and measure their impact accurately. Setting good examples enables the ethical leader to establish trust and credibility in his organization, thereby attracting customers, investors, and business partners (Rane et al., 2023). It may be true that ethical leadership and CSR can inspire innovation and encourage employees to work on meaningful projects (W. Gao et al., 2021). Those companies that make ethical decisions and support social causes help solve important problems, including inequality, environmental damage, and poverty (Böhm et al., 2022). They are part of the solution by making a positive impact on society because their goals are aligned with bigger social issues. This approach benefits the company and contributes to creating positive change in the world.

Human Resource Management is a crucial tool for (CSR) since it helps link ethical leadership to effective (CSR) programs within a company (Saudin, 2024). Ethical leadership in HRM relates to leadership actions that focus on integrity, openness, and moral values in order to influence the entire organization (Lim & Lianto, 2024). This,

hence, leads to creating a work culture based on honesty, fairness, and responsibility that contributes to better decision-making for both companies and society. HRM ensures that ethical practices are built inside the organization so that employees may behave responsibly with their choices that favor the interests of the business and its community. According to researchers, HRM activities like recruiting, training, performance appraisal, and employee involvement can be aligned so as to help a company in its efforts toward CSR (Islam, Rabiul et al., 2024). For instance, when recruiting people, the company can hire individuals who are sensitive toward social and environmental issues. Training programs are conducted wherein employees learn about CSR and are equipped with the tools to be involved. Performance management systems include the recognition and appreciation of those working in CSR activities. Employee engagement programs can also help provide opportunities for employees to participate in CSR activities, which was enhance their involvement in contributing to the organizations CSR activities (Sekar & Dyaram, 2020). Thus, through such practices, HRM can contribute significantly to promoting CSR in the organization and supporting it in CSR practice. Companies can, therefore, establish a sustainable culture with the inclusion of ethical values as well as social responsibility in HR policies, motivating employees to engage in CSR activities (Malik et al., 2021). When the HR practices are aligned with company culture, and when CSR is authentic and in accordance with laws, it has a positive impact on employee behavior, commitment, and overall company success (Boutmaghzoute & Moustaghfir, 2021). Ultimately, ethical leadership joined with (CSR)-driven HR helps both the company and society.

Ethical leadership in HRM emphasizes the need for moral values, integrity, and responsibility as guidelines for organizational decisions and actions (Saudin, 2024). These impacts CSR activities across cultures, politics, and economies worldwide (Boubakri et al., 2020). Ethical HR leaders serve as role models in the entire organization: good behavior, clear ethical expectations, and ensuring that HR practices support CSR goals. Ethical leadership is characterized by respect for values, dignity, treatment of employees, and inclusion in decision-making (Mansour et al., 2022). This generates a work atmosphere where CSR goes beyond mere adherence to rules but becomes a core part of the company identity. It is through prioritizing fairness, openness, and accountability that the leaders build employee and other stakeholder trust; This increases the morale of workers to accept and involve themselves in CSR (Malik & Ayesha, 2024). This increases support and participation in CSR activities irrespective of the cultural or regional background. Ethical leadership fosters responsible behavior, loyalty to the organization, and better performance (Wu et al., 2021). For this reason, by focusing on ethics, a company can strengthen its commitment to social and environmental responsibility for both employees and society.

Ethical leadership is pivotal in the contributions of human resource management to the corporate social responsibility of multinational corporations (Stahl et al., 2019). CSR and its contributions to the activities of CSR are recognized, but there is ambiguity on the mechanism through which ethical leadership has an influence over the CSR activities implemented through the HRM systems (Wibowo, 2024). Ethical leaders make CSR initiatives more effective and credible, but there is a need for much research to clarify how they influence CSR outcomes across global contexts worldwide (Nguyen et al., 2021). This transmits a lot on to how we may interpret whether, and exactly, moral HRM

innovators may impact CSR activities in diverse international settings and cultures (Khan, et al., 2022). This research explores the link between ethical management and HRM-led CSR activities in global operations, especially the way through which it inspires CSR objectives differently in different countries around the globe. It helps bridge this gap in extant research that addresses how responsible HRM ethics leaders develop an organization's CSR culture, invite the workforce to be involved in CSR practices, and address resistance during the application of CSR within diverse cultures and geographical locations. An ethical leader outlines the values of an organization while also setting out the ethical landscape of the said organization. There exists a significant link between ethical leadership and the outcome of CSR implementations.

This examination explores how moral administration in HRM is a significant determinant of CSR practice in organizations across the globe (Firdos, Khan, & Atta, 2024). It discusses how ethical leadership in HRM can enhance (CSR) strategies, enhance employee engagement, and foster sustainable business practices (Zik-Rullahi & Jide, 2023). This way, it enables organizations to make better decisions that are both good for business and society. It is expected that findings from this research was be a source of very important insights for academics, business leaders, and policymakers interested in encouraging ethical and responsible business practices at the international level Khattak et al. (2011) support that results are expected to point out how ethical leadership in HRM becomes a driving force for CSR. This, as a result, may lead to beneficial outcomes in terms of performance for businesses, society, and the environment. This study underlines the way in which HRM can help guide organizations toward more socially responsible practices, which may be beneficial for not only the business itself but also the communities and systems within which they are part (Marfo, 2024). By focusing on the link between ethical leadership and CSR, the paper inspires more businesses to adopt the principles that have led to such long-term sustainable results. Ultimately, this research would demonstrate how HRM can be a leader in the development of CSR initiatives for positive change both at the organizational and global levels.

Research Objectives

1.   To investigate the connection between ethical leadership and implementation CSR in organizations worldwide.

2.   To investigate the impact of ethical leadership in HRM on employee engagement, organizational culture, and CSR results.

3.   To recognize cultural variation and challenges in implementing HRM-focused CSR initiatives in various regions.

4.   To evaluate the effect of ethical leadership on the long-term sustainability of CSR activities.

Research Questions

1.   In what ways does ethical leadership in HRM impact the execution of CSR strategies in international companies?

2.   What significance does ethical leadership have in fostering organizational dedication to CSR initiatives?

3.   In what ways do cultural and regional variations influence the effectiveness of HRM-driven CSR programs?

4.   What are the social, environmental, and economic impacts of HRM-driven CSR guided by ethical leadership?

Literature Review

Ethical Leadership and CSR

According to the line of thought under the head of ethical leadership, all decisions are based on moral values, and with this line of thought, a certain paradigm of exemplary conduct that must be imitated is put forward (Fan et al., 2021). This can sometimes be done by setting the right behavior by demonstrating it through personal actions and interaction with other people and encouraging others to take similar actions through communication and decision-making. Some of the characterstics of ethical leadership include honesty, accountability, openness, and transparency. Corporate influence over groups happens in the form of Corporate Social Responsibility. CSR is the efforts a business makes to influence employee groups, community groups, and environmental groups (Sattayapanich et al., 2022). CSR is no longer only a matter of charitable giving but rather a commitment to serious ethics, transparency, and responsibility (Siltaloppi et al., 2020). Presently, CSR includes environmental protection, social equity, and good governance. Working through CSR, organizations try to contribute toward positive social impacts while maintaining responsible and ethical operations. HRM practices are associated with CSR through leaderships involvement in making ethical decisions and generate strong values in the organization (Alizadeh et al., 2021). Ethical leaders set an example by creating a culture of honesty and trust, encouraging employees to act responsibly. Their focus on doing what is right helps guide the company toward good business practices. CSR, or corporate social responsibility, is a strategy through which businesses react to challenges in the external environment, especially in environmental matters, human rights, and activities supporting local society (Shayan et al., 2022). Through leadership that is socially responsible, challenges are overcome along with a positive environment.

Cultural Dimensions of Ethical Leadership and CSR

Cultural beliefs and values also determine how firms practice CSR and exercise ethical leadership in HRM (Zhao et al., 2022). The way CSR is practiced varies across regions and, at times, creates drastic differences between the West and the rest of the world (Waheed & Zhang, 2020). An important point is understanding the connection between ethical leadership and CSR since it guides the corporate manager in making ethical decisions while also promoting CSR efforts (Nguyen et al., 2021). Through this, companies can better encourage responsible business practices in their operations. In this manner, the bond between leadership and CSR is one way of boosting trust and instilling ethical practices in organizations.

Challenges in HRM-Driven CSR Implementation

The actual performance of CSR programs might thus depend on aspects such as limited resources or lack of support, varying across regions (Wirba, 2023). For instance, for a HR-driven way to deal with CSR to be powerful, HR should really oversee associations with key partners and explore troublesome moral choices (Esan et al., 2024). It is in such regions that the partnership must be imaginative and track down creative ways of including CSR inside a more prominent in general business system. This is tracking down sharp arrangements and adjusting to various conditions to put forth certain that the attempts of CSR are viable and lined up with the organization's objectives (Sarfraz, Raju, & Aksar, 2018).

Impact of Ethical Leadership on Employee Engagement in CSR

Moral indications in HRM are basic to molding how representatives see their organizations CSR (Mansour et al., 2022). Representatives are bound to be locked in and encouraged when they accept that their association is moral and makes a positive commitment to society. This brought about higher work fulfillment, lower representative turnover, and better generally speaking efficiency. Research shows that both CSR and moral initiative perspectives connect with a lower plan to leave the association according to the representative's point of view (Nejati et al., 2020). Work fulfillment additionally assumes a significant part here since it makes sense of the connection between CSR, moral authority, and representative's inclinations to remain with the association (Memon et al., 2021).

Global Perspective on Ethical Leadership and CSR

Corporate Social Obligation (CSR) is turning into a worldwide pattern, and moral administration is assuming a critical part in organizations all over the planet (L. Zhao et al., 2022). Many companies have shown that when leaders focus on doing the right thing, it leads to positive results not only for their business but also for society (Malik, Sarfraz, & Seemal, 2021). Following ethical practices, taking responsibility for social and environmental issues, improving profits, engaging employees, building strength in their brand, and making the world a better place at large are what companies can achieve (Nguyen et al., 2021). Successful examples around the world describe the benefits of ethical leadership concerning CSR. Organizations that focus on ethics in their leadership are more likely to succeed both in business and social impact (Alkhadra et al., 2022). This approach is a win-win for companies and communities, demonstrating that doing good can also lead to long-term business success (Firdos, Khan, & Atta, 2024).

Methodology

Research Design

This study used the qualitative case study methodology to examine the way ethical leadership influences HRM-driven CSR practices in multinational corporations MC. The researcher selected the case study approach as it is capable of understanding CSR practices in the real-life organization setting, thus focusing on the role of ethical leadership and its relationship with HRM strategies. This empowers serious examinations of CSR practice in different enterprises and societies (Azizi et al., 2025).

Participants and Sampling

They contained HR developers and supervisors of CSR and workers at different levels, as well as senior leaders working in global firms relating to the areas of innovation, assembling, and money from assorted locales like Europe, Asia, and North America. Direct experience was looked for involving the deliberate testing strategy in CSR and HRM practice. It included HR supervisors and CSR administrators to comprehend how moral authority was make into these practices. Representatives at assorted levels, from lead laborers and center chiefs through to senior developers, gather alternate points of view on CSR and administration. These members would make a comprehensive perspective of the issue from various parts of the graded viewpoint.

Data Collection Methods

Interview

HR inventors, CSR supervisors, and the workers of chosen MNCs multinational company were evaluated with semi-organized interviews. In such manner, their viewpoints and

encounters in regards to the effect of moral administration on CSR drives and the joining of those qualities into the HRM system were tried to be perceived. The semi-organized interviews permit members to portray their bits of knowledge thoroughly.

Focus Groups

The CSR practice and its associated ethical leadership issues were discussed with the staff in different regions of Europe, Asia, and North America through focus groups. These discussions enabled the study to capture the diverse cultural views of CSR practices and to look into how the values of leadership were perceived and practiced in different contexts.

Observations

The researcher observed how people in the organization behaved and the kind of leadership in place during CSR related events or meetings. They focused on how leaders interacted with employees and the level of visibility and clarity regarding CSR initiatives within the organization. This helped them to understand actually what ethical leadership looked like in practice.

Document Analysis

We evaluated corporate CSR reports, and internal HR documents and policies for an understanding of how ethical leadership was part of the organization's strategies. This gave us evident examples of CSR practice along with how their associated leadership styles, CSR goals, and HR strategies worked together.

Data Collection Procedure

The data was collected over a number of months. All participants were informed of the purpose of the study, their rights, and that their responses remained confidential before obtaining consent from them. The interviews, focus group discussions, and observations were set at times convenient to the participants, leaving their different working schedules into consideration.

Data Analysis

This review analysis studied how ethical leadership at HRM brings impacts to Corporate Social Responsibility Actions. The present study applied a thematic approach along with coding and categorization in key ideas emerging from earlier work. In relation to that, this paper explored the theme about leadership values along with CSR difficulties, attendance problems of the staff, and organization culture as bases for further investigations.

Thematic Analysis

Thematic analysis was used with the objective of bringing forth relevant themes in the context of ethical leadership, CSR strategy, employee engagement, and cultural influence. This helped to further understand how ethical leadership impacts the practice of CSR and how such practices are viewed and enacted within different organizational settings.

Them : 1 Leadership Values

The concept of ethical leadership is an approach that influences the working behaviors of employees and addresses social responsibility in an organization (Sarwar et al., 2020; Shahzadi, Khan, Toor, & ul Haq, 2018). It is the style of leadership whereby leaders portray ethics, which influences everyone in creating a good culture at work. Such leadership makes people trust it, hence creating responsible behavior from employees and proper decision-making. According to researchers, ethical leadership also enhances

credibility in social responsibility, and they motivate their staff to practice environmentally favorable techniques and sustainable outcomes (Khanam et al., 2023). When values practiced by an organization are supportive of its CSR actions, they boost the perception of safety at work and promote greater trust in that organization amongst the employees, increasing engagement from within. It motivates a high level of connectedness through common values. In short, ethical leadership encourages both individual responsibility and effective corporate social responsibility, creating a stronger and more trusted organization (Coelho et al., 2023).

Them : 2 CSR Challenges

The implementation of CSR strategies by corporations is clearly beneficial but also create challenges (Siltaloppi et al., 2020). For it to be acceptable, company's efforts toward corporate social responsibility are supposed to show that they represent true essential values and not be a virtue sign. CSR with no true dents the corporation's reputation further and sends to the stakeholders' wrong messages that the company practices CSR (Husain et al., 2023). The second challenge is the balance of interests among various groups, such as shareholders, employees, and customers. Business enterprises are always torn between the quest to make profits and goals like environmental sustainability or social fairness (Irshad, Malik, & Sarfraz, 2023; Edwards, 2021). It becomes a tough challenge to balance that. A third challenge is measuring the impact of CSR efforts because CSR usually has long-term goals and cannot provide results in the immediate future or measure their effectiveness. This makes it tricky for companies to improve their CSR strategies and make sure they're having the best possible impact on society and the business (Fatima, Khan, & Kousar, 2024).

Them : 3 Employee Involvement

It is apparent that HRM practices have a significant role to play in the well-being of ethical behavior and employee involvement in CSR (Jaskeviciute et al., 2021). According to the researcher, If a company manages to incorporate current HRM practices into its own values of the business and supports real CSR efforts, its employee's behavior is guided to improve their commitment and build a positive work environment (Fawehinmi et al., 2023). According to the Ali, Javaid, Ali, Akram, and Haq (2019) properly aligned HRM practices and CSR efforts make workers behave more ethically, ensuring that the firm has a stronger success outcome, along with heightened social responsibility. Participation in CSR activities also gives employees a sense of purpose, as this promotes job satisfaction and motivation (Cunha et al., 2022). Where the company's values align well with the individuals, people are more open to contributing fully to CSR efforts. This not only benefits the company but also the community and makes the employee feel more attached to his or her work.

Them : 4 Cultural Influences

The way in which a company operates, such as its culture, values, and the rules it must adhere to, also plays a great role in connecting ethical leadership and employee behavior with Corporate Social Responsibility (CSR) (Kongjue & Yuxiang, 2024). The company culture and values drive the direction leaders at the company take in governing workers actions and the company's move towards social responsibility. A company's culture influences the way employees view CSR and ethical leadership and can significantly impact both the effectiveness of CSR projects and an employee's sense of engagement (Muralidhar et al., 2024). Government regulations and specific industry-driving forces also

influence CSR efforts, either positively or negatively (Zhang & Yang, 2021). These factors together make the relationship between ethical leadership, employee behavior, and CSR more complex. In general, the firm's environment, the rules followed by the company, and pressures from the external environment all influence how ethical leadership affects employee behaviors and the company's CSR practices.

Discussion

The relationship of ethical leadership with HRM is essential in driving CSR and succeeding in both business and society. According to (Orozco, 2023), Ethical leadership is anchored through honesty, openness, and an unyielding commitment to doing what is right that forms the foundation for the culture and approach of the company when it comes to CSR. HRM turns these ethical values into practical actions and strategies concerning CSR (Alizadeh et al., 2021; Haq, 2012). Combining ethical leadership and HRM shapes how people behave, perform their work, and contribute to society through the practice of CSR (Mansour et al., 2022). It then helps companies reap the benefits that come with producing a positive outcome while also maximizing business objectives. Ethical leadership is a source of influence by which CSR policies and HRM practices are conducted in global businesses (Lythreatis et al., 2020). Yasmeen, Khan and Imran, (2024), Ethical leaders create responsible, accountable, and open responsibility cultures that enhance the success of CSR efforts; they set great examples of those behaviors they expect their followers to emulate; they are always honest and equitable. This makes for a great work environment, fosters a good company reputation, and makes for intelligent and responsible choices. Ethical leadership makes the company do well but also do so responsibly in the world. Ethical leadership positively influences the many facets of Corporate Social Responsibility, including employee engagement, company reputation, and social contributions (Nejati et al., 2020). Employee involvement in CSR activities is most likely to happen when leaders appear to be truly committed to doing the right thing. Amir Alvi, Hussain Chughtai, and Ul Haq (2015) found that further results in high job satisfaction and motivation and more attachment to the values of the company. Besides, ethical leadership enhances the reputation of the company by building stakeholders' trust, such as employees, customers, and investors (Ughulu, 2024). This way, CSR activities start to become successful as the company achieves the desired long-run results. Therefore, through ethical leadership, a better work environment and strengthening of the relationship of the company with the community as well as stakeholders can be made easy (Siregar et al., 2024).

A dominant role in Corporate Social Responsibility across the world and its understanding would be played by cultural norms in different parts (Sparacino et al., 2024). The way to approach ethics and prioritize CSR across regions may alter with the cultures of a specific region (Raja, Raju, & Raja, 2021). For instance, in some locations, businesses would be more concerned with environmental protection, whereas in other locations, the main thrust would be to enhance social welfare and promote the local community (Ganesh & Venugopal, 2024). Therefore, depending on cultural values and priorities, Sarmad, Iqbal, Ali, and ul Haq (2018) CSR may be different in various regions. Thus, companies that are looking forward to establishing a successful CSR at the global level need to know the cultural differences. As reported by researchers, ethical leaders should be aware of the values and expectations that exist in the regions where they operate (Zahari et al., 2024). Their leadership style and CSR initiatives must be adapted to

the local customs, traditions, and social issues. Leaders must interact with the communities and other stakeholders for their CSR activities to be respectful, relevant, and impactful, as indicated in the research by K. Singh and Misra. 2021. This helps companies achieve more long-term and positive impacts in the areas in which they operate. The most important factor that can involve employees in corporate social responsibility activities is ethical leadership. When leaders act honestly and maintain their ethical values, the employees feel more motivated to participate in CSR efforts (Lim & Lianto, 2024). This happens because employees trust their leaders, feel respected, and believe that their contributions matter. If good examples are set by ethical leaders, it means that a culture of trust, fairness, and transparency is nurtured in the workplace (Sheng et al., 2023). The employees had a sense of belonging and took responsibility for the CSR projects due to this type of culture. As employees realize that the values held by the organization are in agreement with their own personal values, they become connected to their job. Ethical leaders also support employees by providing opportunities for growth and learning (Lim & Lianto, 2024). It follows that employees would be satisfied in their jobs and stay in the company for many years. Thus, ethical leadership helps create a workplace that is engaging, valued, and motivated, and as such, there is a stronger commitment to CSR and higher overall job satisfaction (Sarfraz, Raja, & Malik, 2022). Organizations often face the challenge of trying to implement Corporate Social Responsibility initiatives, even though these programs have many benefits (Antwi et al., 2021). Some common barriers include limited resources such as money or staff, cultural resistance, and a lack of strong leadership. For instance, if there is not enough funding or people to manage CSR projects, it becomes hard to carry them out. Cultural resistance may arise when the employees or communities do not align with the values of the CSR initiatives (Shahzadi et al., 2023; Afzal, 2019). Another factor is when the leaders do not support CSR or lack the appropriate ethical orientation, which undermines the effectiveness of the initiatives. Also, there are a few ways to address these challenges (Afzal, et al., 2021). One way is through creating moral administration. Additionally, Associations can give preparing to chiefs. They can likewise focus on making a more moral corporate culture by empowering receptiveness, obligation, and steady direction. One more method for making CSR an achievement is by drawing in representatives in CSR exercises by looking for their feedback, permitting them to participate, and compensating their activities. Ultimately, coordinated effort with outside gatherings, like local area associations or government organizations, may offer extra assets and aptitude. Tending to the above impediments makes the CSR program of an organization more powerful and gainful to both society and the climate.

Conclusion

Ethical leadership in HRM is the pathway through which organizations can foster Corporate Social Responsibility (CSR). In fact, fair, transparent, and honest ethical leaders ensured that HRM practices were for the benefit of employees but also positively impacted the broader community. Sustainable practices and an increased culture of ethical decision-making at all levels strengthen CSR. Policies that support ethical leadership are very important for the effective implementation of CSR in organizations. Future studies should outline how various sectors and societies adopt ethical leadership in HRM and its long-term implications for CSR outcomes. These studies shed light on potential improvements to the strategies for how socially responsible organizations can

be created worldwide. Ethical leadership is crucial in the development of a companys values and behavior, especially with regard to the promotion of social responsibility. The manner in which the strategies of a company's HR can match its existing culture, which promotes authentic corporate social responsibility with alignments to government regulations, is positively related to the behavior of employees, commitment, and overall performance of the company. Lastly, the impact of ethical leadership on employee behavior and CSR practices is affected by the industry and business environment. In simpler words, when leaders act in a positive manner and ensure that what they do is in tune with the company's values as well as the law, then employees are inspired to lead to business outcomes. The industry also determines how effective ethical leadership is in inspiring employees to answer for their actions and behave ethically. It promotes trust among employees, customers, and investors since any CSR initiative requires integrity to be successful. Honest, transparent, and fair behavior from ethical leaders can set an example for an entire organization to be honest and ethical. They have a tendency to do what is right and establish a workplace where ethical choices are encouraged throughout the organization. This was, in turn, to support the company's CSR initiatives since employees are likely to be more involved in community and environmental-friendly activities. Generally, integrity and ethical leadership contribute to enhancing trust, a good company culture, and, ultimately, CSR program success. Ethical leadership often goes hand-in-hand with responsibility in Corporate Social Responsibility (CSR). When organizational leaders act as ethical leaders, it often prompts the organization's focus on matters of social responsibility and environmental causes. As organizations increase their scores in ethical leadership, CSR can grow by a significant margin. Ethical leaders encourage core values such as fairness and truthfulness, inspiring the company toward greater responsibility with regard to both society and the environment. This is a positive correlation, which means when leaders do the right thing, chances are the company follows through in being socially and environmentally responsible. Ethics has a significant influence on how committed a company is to doing good for the world. Ethical leadership is therefore crucial in linking CSR with psychological safety in the workplace. Leaders' actions in CSR set clear values behind the company's or enterprise's actions and match the personal values of the leader, which translates into trust and authenticity between them and the employees when they conduct their CSR activities. Consequently, the attitude and response of the worker toward CSR was positive since it applies to the moral obligations of the organization and comforts him at his workplace. Perceived CSR is directly related to the ethical and reflective behavior of employees. Ethical leadership and moral reflectiveness are important variables that connect perceived CSR to environmentally friendly behaviors by employees. In other words, if employees believe that their organization cares about social and environmental issues, it leads them to act ethically and reflect on their decisions. This shows that for companies to foster ethical behavior and encourage employees to care for the environment, integrating CSR into their daily practices is essential. When organizations focus on CSR, it improves the reputation of an organization and motivates employees to engage in behaviors that support sustainability and social good. Thus, focusing on CSR can lead to a more ethical workplace and contribute to environmental responsibility.

Implication of the Study

The global CSR strategy needs to be created by the organizations to ensure effective

implementation of CSR while taking into consideration the local cultural values of the regions in which they operate (D. R. Jamali et al., 2023). CSR strategies need to be flexible enough to be adaptable to the local needs yet still aligned with main ethical principles and commitment to social responsibility (Alshukri et al., 2024). This balance ensures that the work of the companies was be related and meaningful for the communities where they operate ethically. Besides, establishing a clear policy of ethical leadership in HRM is important, as it was channel CSR efforts into the right perspective (Sarwar et al., 2022). This framework defines the specific roles and responsibilities that HRM plays in promoting ethical behavior within the organization by trying to ensure fair treatment of employees and CSR integration into the company policies (Malik et al., 2021). HRM also has to make the company's CSR activities reflect the values of the company and contribute to making a positive difference. The framework should include systems to monitor and assess how well ethical leadership and CSR initiatives are being carried out, making it easier to see what is working and what needs improvement (Zhou & Zheng, 2023). This kind of approach ensures that both the organization and its employees are following the right ethical standards and contributing to the wider community in a responsible and meaningful way.

Recommendation of the Study

1. The recommendation of the study is that companies should undertake training of leaders in ethics. Leaders should understand why ethics matters, and so have them learn on how to make fair choices. Also, train them to promote ethical behavior amongst their teams because clearly explaining the ethical values was go along in more effectively inspiring others to follow them. This kind of training was help the company run honestly and responsibly.

2. The study should be adopted in companies as they expand globally; it is crucial that leaders know and appreciate the various cultures they work with. This would be significant in developing the CSR strategy because, indeed, respecting local customs and values was make those efforts meaningful and successful in other parts of the world. Through understanding such cultural differences, leaders can develop CSR programs that are productive and effective and make a difference in some way.

3. Another suggestion is to make employees more engaged in CSR activities. In fact, whenever employees are involved in these CSR efforts, they become more closely connected with the goals of the company and would likely support those goals. Engage your employees by initiating a volunteering program, creating a CSR committee, or allowing them the opportunity to suggest ideas for CSR. This makes the employees feel included, helps the company's CSR efforts succeed, and creates a more engaged and responsible workforce.

Future Study

1. It might be interesting in the future if research could include how technology can influence ethical leadership and corporate social responsibility, as is the case with artificial intelligence and blockchain. For example, AI can spot and solve such ethical problems using large amounts of data and making suggestions for better solutions. This way, a blockchain technology system can improve transparency and accountability, especially regarding supply chains. The whole activity was being traceable using blockchain, thus reducing the ability to hide unethical practices. Through studying these technologies, researchers can find out where they could lead in facilitating businesses to

act more ethically and responsibly, which may, in turn, improve general practice in the industry.

2.   Long-term research is a necessity to achieve an understanding of the long-term effects of ethical leadership and CSR. It would entail a study about how this particular form of leadership affects a companys performance, employee attitudes, and even social and environmental outcomes in the long run. By studying companies for a long time, researchers can truly understand the true, long-term impacts of ethical leaders and commitment to CSR. These studies may potentially indicate whether or not ethical leadership indeed leads to better outcomes for employees, society, and the environment or if it helps businesses stay sustainable in the long term.

3.   This kind of research would benefit organizations greatly. It could enlighten them about the actual value of ethical leadership and CSR practices and how such approaches may help create positive and long-lasting changes in both business performance and society. Thus, companies would be more motivated to focus on ethical behavior and social responsibility in their daily operations.

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