

BUSINESS ETHICS & PROMOTING SUSTAINABLE SOCIAL INITIATIVES (LEADERSHIP, CULTURE AND SOCIAL RESPONSIBILITY)

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**Business Ethics & Promoting Sustainable Social Initiatives
(Leadership, Culture and Social Responsibility)**



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Summary

The aim of this thesis is to investigate the impact of transformational, transactional, and laissez-faire (Full Range Leadership Theory) and authentic leadership style on corporate social responsibility (CSR) and organizational culture as a mediator variable in the relationships between them.

Data were collected from 254 respondents in 12 investment corporations in 4 industries (oil and gas, construction, telecommunications, and foods) in Erbil, Kurdistan Region of Iraq. Both the MLQ and ALQ scales were used and the statistical appropriateness of the EFA was examined for testing the theoretical model and proving the reliability of the study constructs.

Multiple and simple linear regression analysis with ANOVA analysis of variance techniques were applied to examine the study hypotheses and verify the relationships among leadership styles, CSR, and organizational culture.

The study's findings revealed that most of the behaviors of transformational and authentic leadership have a positive effect on the dimensions of CSR as well as the dimensions of organizational culture.

Summary

Also, organizational culture dimensions showed a positive effect on the dimensions of CSR. While transactional leadership results showed most dimensions had a negative effect on the dimensions of CSR and a positive effect on the dimensions of organizational culture, laissez-faire results indicated a negative effect on all dimensions of CSR and a negative effect on all dimensions of organizational culture.

The results of mediation indicated a partial mediation impact of organizational culture in the relationship between transformational and authentic leadership styles and CSR. Also, it was revealed that organizational culture had a full mediation in the relationship between transactional leadership, laissez-faire, and CSR.

Lastly, the study concluded by offering several implications and recommendations for concerned parties and future research.

CHAPTER ONE

INTRODUCTION

CHAPTER ONE: INTRODUCTION

“There are many stories and instances in the business world about corporate leaders or executives who failed to reach greatness because they didn't comprehend the context in which they were working” (Bennis, 2004).

This chapter provides context for the study by reviewing the literature on leadership, social responsibility, and organizational culture as it pertains to the present situation in businesses.

Then outline the study's goals and research questions, draw attention to relevant research gaps, emphasize the importance of the study, and conclude with the dissertation's organization.

1.1. Background of the Problem

Today, many corporations aim to maximize revenues and make profits in the marketplace in order to raise shareholder value and grow their economies, regardless of the obstacles they may encounter along the way (Barnett & Salomon, 2012).

Business corporations were first created as economic actors to provide goods and services to society, and the profit motive was the fundamental purpose and motivation for entrepreneurship (Carroll, 1991).

The organization and their stakeholders in society have a symbiotic, dynamic connection; furthermore, the changing nature of the corporation's world makes it impossible to remain independent and unaccountable in providing goods and services without returning to their legal and ethical obligations to meet stakeholders' expectations (Davis, 1967; Friedman, 1970).

Through the impact of the increase in waste and various damages on our world, this led to the fears of many people in the world about how companies and businesses perform on humanity and the natural environment, and it was raised pressures on the multi-industries performance.

1.1. Background of the Problem

Especially in the middle of the last century, the activities of environmental conservation associations, consumer movements, and civil rights organizations have reflected fundamental changes in societal values and individuals' perceptions and thus can be seen as a moral bell for legislation for firm laws, and these modern emerging values and norms society requires from entrepreneurs to achieve and fulfill them (Schwartz & Carroll, 2003).

Not only has society given its blessing for businesses to be run for profit, but the rules and regulations enacted by national, state, and municipal governments also serve as the framework within which these enterprises must function. Due to these conditions, the government cannot cover all of society's requirements on its own, it has enlisted the assistance of the business community's leadership to play a good role in society.

Consequently, corporations should not only consider their financial and economic success but also their environmental and social performance (Turker, 2009). According to a review of scholarly and practitioner definitions, corporate social responsibility can be linked to social, economic, ethical, environmental, and voluntariness dimensions, and then to the sustainability dimensions (Carroll 1979, 1991).

1.1. Background of the Problem

CSR was defined as a; “Corporate practice and behavior driven by the acceptance of moral obligation and accountability by management for the consequences of corporate activity for all of the stakeholders and society at large” (Ararat & Göcenoğlu, 2005, p.2).

Many organizations today are looking for leaders who can protect their corporations from administrative and financial scandals. and from appearing on the front pages of the media as suspects in corruption cases or as the outcomes of their businesses as influences that harm the natural environment and human future (Strand, 2011).

Friedman (1970) contends; “Managers exploit CSR to further their own social, political, or professional agendas at the cost of shareholders”. For the effectiveness of an organization's performance in the current turbulent business environment, especially in the 21st century, which is full of constant change and uncertainty, it is necessary to find a benevolent leader (philanthropist) working for the common good through their virtuous deeds and moral behaviors, making the right decisions, and inspiring hope for others that is suitable in all organizational situations and contexts (Bryson & Crosby, 1992; Karakas & Sarogollu, 2011).

1.1. Background of the Problem

Because the implementation of corporate social responsibility initiatives requires important and limited resources, they have to be dedicated in order to meet the requirements of stakeholders. Therefore, it is the responsibility of the corporate leaders who are at the higher levels to accomplish this mission by allocating the required resources, because the leaders play a fundamental and important role in defining and enhancing the company's strategies.

Therefore, it can be inferred that corporate leaders have a great influence on guiding CSR. So, employees, workers, shareholders, and other stakeholders are becoming less accepting and tolerant of inconsistent values espoused by leaders' principles and their actual behavior, and they anticipate that the corporate leaders or organizations' top executives will act with the utmost ethical character, and integrity (Avolio & Gardner, 2005; Mayer et al., 2009; Walumbwa et al., 2008).

As a result, there are numerous leadership styles that influence individual behavior and contribute to increased productivity and job performance, as well as the ability to overcome problems and challenges confronting organizations so that these various leadership styles can be integrated with corporate goals (Larsson & Vinberg, 2010).

1.1. Background of the Problem

Northouse (2010) Managers, as second-line leaders, were judged to have the ability to comprehend and apply the leadership behaviors required to improve employee engagement and satisfy stakeholders in the business. Organizational culture and performance require strong leadership development. (DeRue & Ashford, 2010).

Many previous academic studies and researches on the differences between national culture and leadership styles have found that leadership concepts are culturally accredited according to the culture of the country; the most important of these is the study the GLOBE project on evaluating the effect of culture and leadership that was conducted in (61) countries around world.

Moreover, the study's results in European nations with comparable cultural values support the conceptions of leadership, however the results were different for eastern countries, as well as in the middle east (Hofstede, 1983;1990). And the premise crosses is; “That effective leadership, is in the eye of the beholder”. (Javidan et al., 2006; Jacobsen & Andersen 2015).

Corporate behavior is ultimately determined by management (leadership) decisions, which are impacted by social culture, according to cross-cultural academics, is the people's collective mental programming (Hofstede, 1980).

1.1. Background of the Problem

Globalization maintains universal leadership behavior and leads to standardized practices of management techniques, yet companies and according to their own set of values and beliefs also constitute collectives leading to behavioral these factors (House et al., 1997).

Therefore, investigating the factors that influence business behavior requires understanding the effects of organizational culture and national culture, as well as the degree to which current globalization stimulates global values in order to try to bring countries together (Ararat, 2006).

For companies to succeed in doing business in this era, leaders must create an organizational culture that supports and enhances productivity and focus on shared values and beliefs through which to produce a positive organizational culture (Valentin, 2011).

Based on Kabasakal and Dastmalchian (2001) study, stated, “The special issues on leadership and culture in the Middle East, focus on beliefs and practices as well as effective leadership traits that are broadly shared in Middle Eastern societies” (p.479).

1.1. Background of the Problem

The traits of leadership that are specific to Western cultures, such as participation and counseling, differ from what is found in the cultures of Middle Eastern countries. These prominent leaders in Middle Eastern countries use involvement to elicit and induce feelings of group belonging in the first place, rather than improving decision-making quality and collective sharing of power and responsibilities.

As there are major similarities in the societal and organizational cultures of Iraq, Saudi Arabia, the UAE, Qatar, Kuwait, Iran, and Turkey, implicit leadership theories in these countries need greater performance and a forward-thinking attitude with a futuristic orientation.

In addition, they should use other universal traits of leadership styles, such as supportive and innovative behavior and charisma, in line with their organizational cultures in order to improve the work environment and avoid such things as the concept of obedience to authority, the counterweight to authoritarian rule, negative customs, and backward tribal values.

1.1. Background of the Problem

Since Turkey and Iran are non-Arab countries but placed in the same groups, he put Turkey in the boring neighboring groups like Greece and others, but they were all placed in the same quadrant. Because of their collective character, Arab countries, Iran, and Turkey have all emerged as having great power distance, strong avoidance of uncertainty, and masculine societies, patriarchal, showing similarities in terms of these cultural characteristics (Hofstede, 1980;1983;1990).

According to research studies conducted in the Iraqi business culture, it is represented by hierarchy, bureaucracy, and authority; the process of making decisions is due to the managers who are at the higher levels of the organization; and the placement of positions and roles depends largely on people outside the organization or the business owners themselves.

Individuals at the other levels bear all the responsibilities and consequences of any decisions the company makes. Women are rarely held in top management positions, and their input is generally ignored (Hofstede, 1983).

1.2 Statement of the Problem

During these two decades, the city of Erbil, has effectively reacted to international trade and opened its doors to large investment companies at the local and international levels, in addition to its geographical and strategic location, which has led to powerful economic growth.

In a highly competitive investment environment, companies seek to provide the largest number of products and services. As a result of the excessive expansion of businesses, it has created many cases of organizational and administrative collapse as well as the failure and bankruptcy of some of them after achieving success.

On the other hand, it has affected its human and natural resources. The majority of reasons may be due to the company' leadership style and business culture, as well as ignoring the needs and interests of stakeholders and focusing on maximizing revenues, rather than planning for societal goals and requirements.

This is what caused concern for all stakeholders associated with the company through the results of the business and the future effects of the company's activities. So, there is a big gap and significant disconnect between awareness and knowledge in the application of corporate social responsibility in terms of compliance with regulations, laws, and business ethics.

1.2 Statement of the Problem

In order for investment companies to be sustainable, it is important for the private sector to conduct business activities towards society and the environment in a responsible manner. Bridging the knowledge gap in terms of profitability for investment companies calls for maximum consideration when making decisions and setting policies that affect the future position of the company.

Corporate leaders are charged with actual implementation. Leadership may act as one of the strategic drivers for directing the company's business and an essential source for the success of the organization and its path towards sustainability. Effective leadership has proven to be an essential characteristic of any successful company (Bass, 1981, 1985), and it's also required for the implementation of initiatives that engage employees and assure corporate development due to its powerful influences on an individual, team and organizational level (Avolio & Bass, 1988).

Leaders have a set of values and beliefs that have been associated with various positive business outcomes, and these guidelines of leadership are doing what is right and fair, which represents a trend towards organization building and community prosperity (Thomas et al., 2004). Although the importance of social responsibility has recently gained a growing global consensus, many studies have been conducted.

1.2 Statement of the Problem

However, there is a decline and difference in the level of understanding of corporate social responsibility in developing countries compared to developed countries. Additional to the insufficiency of empirical studies concerned with behaviors and attitudes of leadership styles and corporate social responsibility in the Middle East.

Furthermore, several scholars have advocated for greater research in this area (Ararat, 2006; Munro, 2013; Jamali & Sidani, 2012; Karam & Jamali, 2013), and in northern Iraq (Demir & Budur, 2019; Ali et al., 2020; Ali & Anwar, 2021).

Also, most of the CSR researches and knowledges gathered in other regions and countries cannot be generalized to the Middle East, because of the region's cultural, ethnic, and especially religious diversity, which merits special consideration. This supports the need for carrying out these kinds of investigations.

Based on the foregoing, the problem statement of this thesis is centered through an examination:

To what extent do the behaviors of transformational, transactional, laissez-faire, and authentic leadership of the investment companies in the industrial sector in Erbil, Kurdistan Region of Iraq, affect corporate social responsibility? And how does organizational culture play a role as a mediator variable in the relationship between them?

1.3 Study Questions

This dissertation is designed to investigate the impacts of leadership style on corporate social responsibility and organizational culture.

Which will be examined through the study questions:

1. How do the leadership styles of the industrial investment companies in Erbil-Kurdistan Region of Iraq., impact corporate social responsibility and organizational culture?
2. How does organizational culture impact corporate social responsibility?
3. How does organizational culture mediate the relationship between leadership styles and corporate social responsibility?

1.4 Purpose of the Study

This study seeks to explore whether leadership styles have a positive or negative influence on followers, which in turn creates a bureaucratic, supportive or innovative culture within industrial investment companies in Erbil-Kurdistan Region of Iraq. in order to engage in responsible business serving society and future generations, the natural environment, employees, customers and the government.

As follows:

- Examining and finding the impact of full-range leadership styles with authentic leadership on corporate social responsibility.
- Examining and finding the impact of full-range leadership styles with authentic leadership on organizational culture, and the impact of organizational culture on corporate social responsibility.
- Investigating the role of organizational culture as a mediator variable in the relationship between leadership styles and corporate social responsibility.

1.5 Significant of the of Study

Leadership concepts have been experimented with since the early twentieth century. Studies and research during the past period have concentrated the impact of many leadership styles on the behavior of followers and individuals in multiple environments. Therefore, in order to support the theories of leadership, empirical research is important.

Although there are numerous studies that have connected leadership behaviors to organizational effectiveness measurements, few previous research studies have examined how leadership styles impact corporate social responsibility (Strand, 2011). and positive organizational culture and organizational outcomes (Waldman et al, 2006a).

Recently, a number of firms and organizations have been accused of major ethical breaches such as bribery, corruption, and facilitation fees, as well as discrimination, harassment, and bullying (Webley et al., 2011). Leadership behavior might be leveraged to boost performance in today's chaotic work environment (Truong et al., 2014).

1.5 Significant of the of Study

By fostering a good culture that helps businesses satisfy the increased moral, justice, and organizational stakeholders uphold social responsibility norms (Kiersch, 2012).

Not only is there a lack of empirical studies connecting leadership styles with followers' attitudes and behaviors toward CSR, but there is also a paucity of literature that explores the ethical values and moral foundations and underpinnings of transformational and transactional leadership, as well as authentic leadership.

Leadership scholars have an increasing difficulty in filling this vacuum in the empirical research literature by identifying the precise leader behaviors that promote ethical, corporate socially responsible follower attitudes and actions.

Thus, there is a need for empirical study to uncover the ethical norms that distinguish socially oriented transformational leaders who promote socially responsible reforms and follower behaviors inside their businesses and communities (Groves & LaRocca, 2011).

1.5 Significant of the of Study

Through the letter exchange that happened between Waldman and Siegel (2008) they agreed, empirical studies of CSR have largely ignored the role of the corporate leader in implementing CSR initiatives, but they also agreed that corporate leaders are playing a key role in formulating and implementing strategies of CSR, and that top managers at the highest level of the corporation are obviously in the best position to do so (Waldman & Siegel, 2008).

The investigation of 561 corporations in 15 countries as one of the parts of GLOBE research, Waldman et al (2006a) showed that culture and leadership factors are critical determinants of corporate social responsibility. They discovered top management team members' expressed values of stakeholder and shareholder corporate social responsibility were linked to the CEO's visionary leadership.

It was concluded that; “How followers see the significance of corporate social responsibility, and its significantly influenced by the moral character of the leadership”(p.834).

1.5 Significant of the of Study

Particularly in the process of decision-making beyond economic benefits of the firm, as seen by the study's proposed model of cultural and leadership characteristics, showing that follower stakeholder values have more predictive power than shareholder values regarding the social responsibility, also found its significantly influenced by the GLOBE cultural dimensions of institutional power distance and collectivism.

Due to the emergence of globalization, especially in this era, the study of culture has led to a great research interest that has attracted many organizations in understanding the impact of organizational culture on the business environment and the diverse activities of companies, especially international companies and MNCs that conduct their activities in most countries of the world.

Waldman et al (2006b) found; the intellectual stimulation component of transformational leadership relates positively to corporate social responsibility. However, they did not examine other behaviors of leaderships; they focused just on the CEO firm's leadership, while this study considers leadership styles by management at all levels of firm.

1.5 Significant of the of Study

Waldman et al (2006b), called specifically for researches, considering the components of transformational leadership and transactional leadership as key drivers in the practice of corporate social responsibility (p.1721).

And they strongly support studies that evaluate leaders' moral and ethical standards, it's possible that the leader's morals and integrity might be directly related to the corporate social responsibility.

Northouse (2010), indicates that there are few studies and actual investigations that support the concepts put forward as authentic leadership. Also, Angus et al (2010) appeal to researchers to address this gap. Leadership integrity and personal morality can yield a positive outcome for businesses and may even be the driver of corporate social responsibility strategies (Waldman et al., 2006a; 2006b).

Avolio and Gardner (2005), Authentic leadership has really been found to improve individual all-around leadership qualities. and is believed to be more generic describing the fundamental structure of the earlier positive and effective leadership styles.

1.5 Significant of the of Study

This study fills the gaps in the literature by examining how firm managers adopt leadership behaviors, specifically, transformational, transactional, and laissez-faire with authentic and an investigation of the degree to which they influence corporate social responsibility practices and organizational culture:

A- This study is one of the early studies that investigated the full range of leadership styles (FRL) with authentic leadership styles (ALS) exhibited by managers as potential antecedents of the firm's corporate social responsibility (CSR) practices through organizational culture (OC).

A- Robertson et al (2001), there are few studies and articles published over the past 20 years that have focused on the Gulf countries and the Middle East. Also, there was a lack of studies conducted in Erbil as well as in Iraq on social responsibility and the role of corporate leadership whom they consider responsible for shaping the culture and principals involved in responsible business toward different stakeholders. There was also a lack in the extent to which individuals' behaviors and attitudes participate in CSR activities.

1.5 Significant of the of Study

This dissertation provides strategies on how corporate leaders can become positive and effective, and how they can improve organizational culture, also how they can assume and evolve their social responsibilities toward the community, which is significant for the north of Iraq and the Middle East in general, given the place in the global community, by analyzing and investigating the leadership approaches, organizational culture and its effect on CSR.

C- The discussion about the applicability of Western management techniques to the firms' administrations in the Middle East. Given that measures of variables have been validated and used in many cultures, it is also necessary to use these measures in Middle Eastern cultures, and especially in the north of Iraq.

D- Several authors have argued in encouraging the application of western management practices in developing countries, and while some have criticized and questioned this approach, they have also emphasized the necessity of comprehending how socioeconomic and cultural elements affect knowledge and theories through the process of transmission across different cultural boundaries (Hofstede, 1980; 1983).

1.5 Significant of the of Study

Through Z-Theory Ouchi (1981), combined modern management practices and methods with the cultural underpinnings that characterize the Japanese social environment, which has achieved good results in terms of increasing productivity and high performance. Therefore, it is important to integrate and transfer the practices of cultures and modern methods and apply them in collective or tribal cultures, as characterized by Iraqi society in general.

1.6 Organization of the Book

Chapter 1: Discussed the literature, current problems in leadership and CSR practices, organization culture, and addressed the topic in light of the private sector environment, pointing out the problem of this study, and the review of literature has shed light on the significance of the study as well as the study gaps that needed to be filled. (See the last appendix for dissertation structure).

Chapter 2: Indicated the literature that was pertinent to the study, review summarizes the literature on leadership theories, behaviors, and full range leadership styles with authentic leadership, also theories and models relates to the corporate social responsibility and organizational culture, the chapter ends by presenting the study theoretical framework, conceptual model and hypotheses.

Chapter 3: Described the study approach and methodology, population, sampling data collection, model variables, measurement instruments, and statistical analysis tools and methods.

Chapter 4: Findings and results of the study analysis, demographics descriptive results, EFA factor analysis, reliability, validity and correlation (MRA, SRA and ANOVA) for hypotheses testing.

Chapter 5: Ending the study by presents a conclusion, discussion, implications for the study, limitations and assumptions, recommendations and suggestions for future research.

CHAPTER TWO

REVIEW OF THE

LITERATURE

2.1 Leadership

“The leaders who work most effectively, it seems to me, never say I, and that's not because they have trained themselves not to say I They don't think I. They think we; they think team. They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but we gets the credit. This is what creates trust, what enables you to get the task done” (Peter Drucker, 1909-2005).

Who would you name as a great leader if someone asked you?

In a study conducted in the United States, many participants, young individuals, pointed to the late Steve Jobs of Apple as a great leader.

Because in this age many people look at the leaders in organizations and how they make things happen, and not how Mr. Jobs led Apple in different situations, or perhaps he did not succeed in some situations during his leadership activity at Apple, regardless of what they know about leadership approaches and behaviors throughout history.

2.1 Leadership

The majority of leadership studies have sought to investigate the question;

- What is effective leadership or positive style of leadership? There are many models, and theories that reinforce the behaviors and attributes required in order to achieve the effectiveness of a particular leadership, or what makes successful leadership, or what is the best leadership style, so this process is difficult, Over the last two decades, researchers and professionals alike have invested much in the study of leadership (Smith et al., 2004). It has also been shown that the shifting priorities of leaders throughout time affected and molded the evolution of leadership theories and approaches (Stone & Patterson, 2005).

Also, through a 2009 national study of the extent to which individuals trust leaders, conducted by the Center for Public Leadership at Harvard Kennedy School, respondents were asked to list the qualities that cause them to trust leaders (Rosenthal et al., 2009). While the study results indicated; most important attributes and characteristics of leaders that are related to trusting them are, acting in accordance with shared values, being aware of people's special concerns and needs, and working for the common good.

2.1 Leadership

The progressive research that have been conducted on the topic throughout time show developments in the field of leadership: Trait theories by William Harold (Cowley, 1931), then Behavioral theories (Lewin & Lippitt, 1938; Stogdill, 1948; Mann, 1959; Blake & Mouton, 1964), Contingency theories (Hersey & Blanchard, 1977), after that Contemporary Leaderships (LMX), Transformational and Transactional theories by (Burns, 1978; Bass, 1985), Servant leadership (Greenleaf, 1970), Charismatic leadership (Weber, 1963; Conger & Kanungo 1998; Jacobsen & House, 2001), and Spiritual leadership (Fry, 2003), recently Ethical leadership (Brown & Trevino 2002; Brown et al., 2005), finally Authentic leadership (George 2003; Avolio et al., 2004).

Scholars who observed certain leaders' behaviors and deeds discovered that some of these leaders were successful despite not adhering to the typical and prominent leadership styles (Brown & Trevino, 2006; Walumbwa et al., 2008).

So effective leadership entails influencing, motivating, and inspiring others. He goes on to say that leadership entails engaging the psychological processes that stimulate, guide, and sustain people's voluntary behavior toward a goal. (Gill, 2006).

2.1 Leadership

According to Northouse (2010), the first positive leadership philosophy established was transformational leadership. Positive leadership theories that are notable include transformative, charismatic, servant, ethical, spiritual, and authentic leadership.

The aforementioned instances underlined the necessity for the creation of contemporary leadership theories that may prevent future leadership failure, also explain the more variation found in leadership effectiveness; therefore, authentic leadership was explored and developed (Luthans & Avolio, 2003).

The creation of authentic leadership behavior as the cornerstone of all effective and positive leadership styles and it was suggested; “Authentic leadership is a root construct at the base of transformational leadership” (Gardner et al., 2005, p.12).

2.2 Conceptual Definitions of Leadership

Over the last few decades, there has been much theoretical and empirical work on leadership (Northouse, 2001). However, there is no clarity or consensus on what distinguishes positive and effective leaders from passive, negative leaders, or successful leaders from unsuccessful ones. There are approximately 400 definitions of leadership, according to Crainer (1995), but a consensus on what those definitions mean is very improbable.

Scholars have discovered several parallels between leadership definitions and theories, and come to the conclusion that; Leadership is fundamentally an effort to exert influence and authority in order to elicit obedience. It was also defined by Northouse (2010), As a process whereby individuals influence one another in order to accomplish a shared purpose.

According to Yukl (2002) definition; Influencing people to comprehend and concur on what has to be done and how it may be done efficiently, and promoting individual and communal efforts to achieve common goals.

The U.S. academic environment defines; Leadership as a social influence process in which a person may enlist the assistance and support of other individuals for the completion of a shared and ethical task.

2.2 Conceptual Definitions of Leadership

Gemmill and Oakley (1992), described a radical view on leadership; As an alienating societal myth intended to preserve status relationships and rationalize uneven power and wealth distribution.

The main focus of study from this angle is on how to create alternative narratives and how employees may free themselves from control and dependence restraints. Since the pattern of behaviors used by leaders to influence others. To comprehend the distinctiveness of leadership behaviors, it is appropriate to mention and refer to other leadership theories, and models that have informed the construction of many concepts' leadership research. The following highlights to the major of these theories and models.

2.3 Early Theories of Leadership

Over the past 80 years, public opinion has shifted from thinking one is born or not a leader to newer beliefs, with leadership studying how a person needs to think and behave in order to lead their teams to great achievement. It is important to emphasize that leadership can be acquired, that it involves magic, caring for people's motivations and feelings, and reducing environmental stresses (Northouse, 2010).

The emergence of Trait Theory and the concept of trait leadership can be traced back to Thomas Carlyle's *Great Man*, which stated; “That the history of the world was the biography of Great Men” (Carlyle, 1841, p.17). It originally appeared in the early half of the twentieth century, and studies on leadership in the 1920s and 1930s.

It was sought to identify the specific qualities that set leaders apart from followers. “Self-assurance, General Intelligence, Professional Expertise, Reliability”, and so on are all included in this idea as essential qualities for a leader to have (Cowley, 1931).

2.3 Early Theories of Leadership

Among the academics who have cast doubt on the validity of the trait theory of leadership is Stogdill (1948; 1974), argued; Leadership is not something that can be achieved by a person based purely on their own traits, it was conducted an analysis of 124 studies on leaders spanning from 1904 to the present day, narrowing in on eight traits; “Alertness, Initiative, Confidence, Intelligence, Insight, Responsibility, Persistence, and Self-Sociability”.

Also, it was re-examined the attribute approach and concluded that leadership is a social interaction between individuals. According to Northouse (2010), validated the initial trait hypothesis that the leader's qualities are in fact an element of leadership.

The Big 5; “Conscientiousness, Extraversion, Openness, Neuroticism, and Agreeableness” of the Five Factor Personality Model were studied in connection to the leadership. Judge et al (2002) in a study meta-analysis, indicated an excellent correlation was found between five-character qualities and leadership ability, and the strongest and most favorable correlation on leadership was extraversion has been found and considered the most crucial trait of great leaders.

2.3 Early Theories of Leadership

According to the studies, a leader's performance is mostly determined by the leader's intrinsic capacity to address difficult organizational challenges. Individual qualities, competences, and leadership results are the focus of the skills-based paradigm. Cognitive capacity, drive, and personality are examples of individual characteristics. Competencies include problem-solving abilities, social judgment abilities, and a broad knowledge foundation. Problem solving skills and performance were among the leadership outcomes.

Boseman (2008), argue; these crucial attributes set leaders apart from others. Personnel who exhibit these crucial characteristics are selected as leaders. In the military, this kind of recruiting is quite prevalent. However, the characteristics idea has been questioned for a number of reasons. To begin, the characteristics associated with effective leadership are many and inconsistent. Second, qualities are difficult to quantify. Finally, although qualities are strong items of leadership, they do not define it. Thomas (2000) stated that the failure of trait theory advocates was due to their inability to identify a single trait, set of traits, or set of differentiating features that were reliably related to effective leadership. They haven't distinguished leaders from followers, either, therefore, they haven't taken contextual variation in leadership style into consideration (Day et al., 2004).

2.4 Behavioral Schools

Research on leaders' actions grew as a response to the shortcomings of the trait theory of leadership. Those who subscribe to the behavioral school of thinking tend to believe that there are two main types of leadership styles: task-oriented and relationship-oriented. Leadership behavior that is task-oriented prioritizes order, procedure, and getting things done. On the other hand, leaders who focus on building strong bonds with their followers use their interpersonal abilities and the rapport between them to get things done.

Behavioral theory is dependent on the premise that various circumstances call for various human behaviors, and evaluates a leader's performance primarily on what they do in a specific situation rather than on their personal traits, in this instance, a person's actions and behaviors characterize them as a leader (Porter et al., 1996).

The behavioral theories method, researchers thought, would yield more clear answers on the nature of leadership than the trait theories approach (DeRue et al., 2011). The four main leader behavior studies are:

2.4.1. University of Iowa Studies

If one really wishes to investigate empirically to solve basic social and psychological problems such as: group ideology, conflicts between and within groups; types of infrastructure the stability of different spontaneous collective structures versus those created by external authority; Problems of dissident minorities, scapegoating, and conflicts of dual loyalty one must first prepare a setting in which to study group life under relatively free but well-defined conditions.

Instead of using groups in schools, clubs, and industries, one should construct groups empirically because the elements that influence group life will be in the hands of the researcher (Lewin & Lippitt, 1938, p.292).

Conducted research to determine which leadership style was the most effective, “Autocratic, Democratic and Laissez-faire”. The autocratic style with an authoritarian approach directed work processes and made unilateral judgments and restricted involvement and employee’s engagement. The democratic leadership style refers to a leader who included subordinates and workers in participate in decisions, delegated and distributed authority and responsibilities, and used feedback to coach staff.

2.4.1. University of Iowa Studies

Finally, the laissez-faire delegated authority to the group, allowing it to make decisions and accomplish the task, and work in whatever way it saw fit (Lewin & Lippitt, 1938).

The findings of the study seemed to imply that the democratic style aided in both quantity and quality of labor. Has the solution to the issue of the most successful leadership style been discovered? Unfortunately, it was not so easy. Later studies on democratic and authoritarian styles yielded conflicting findings.

For example, the democratic style yielded greater performance levels than the autocratic style at times, but not always. When a measure of employee satisfaction was applied, however, numerous consistent outcomes were discovered. Members were more satisfied with a democratic leader than with an autocratic one (Bass, 1990).

2.4.2. The Ohio State Studies

The Ohio State research revealed two critical elements of leader conduct. The researchers began with a list of over 1,000 behavioral aspects and finally limited it to only two that accounted for the majority of the leadership behaviors identified by group members (Stogdill & Coons, 1951).

The first was called; Initiating Structure; The degree to which leadership specified own function as well as the responsibilities of members of the group in achieving goals. And the second was called Consideration, As the amount to which a leader has professional connections marked by mutual trust and respect for the opinions and feelings of group members.

A considerate leader assisted group members with personal difficulties, was kind and easily accessible, and regarded all group members as equals. and also, it was concerned about the comfort, well-being, status, and contentment of his or her followers. A leadership which has a high in both starting structure and thoughtfulness a high-high leader, produced high group task performance and high group member satisfaction on occasion, but not usually.

2.4.2. The Ohio State Studies

Figure 2.1. exhibits the Ohio Quadrant, offered four leadership styles; high structure with a high consideration, and high structure with a low consideration, also, low structure and high consideration, finally, low structure with low consideration. The highest structure-high consideration leadership technique is the most successful. The leader pays close attention to task organization and subordinates' relationship needs. The low structure - low attention leadership style is plainly the least acceptable.

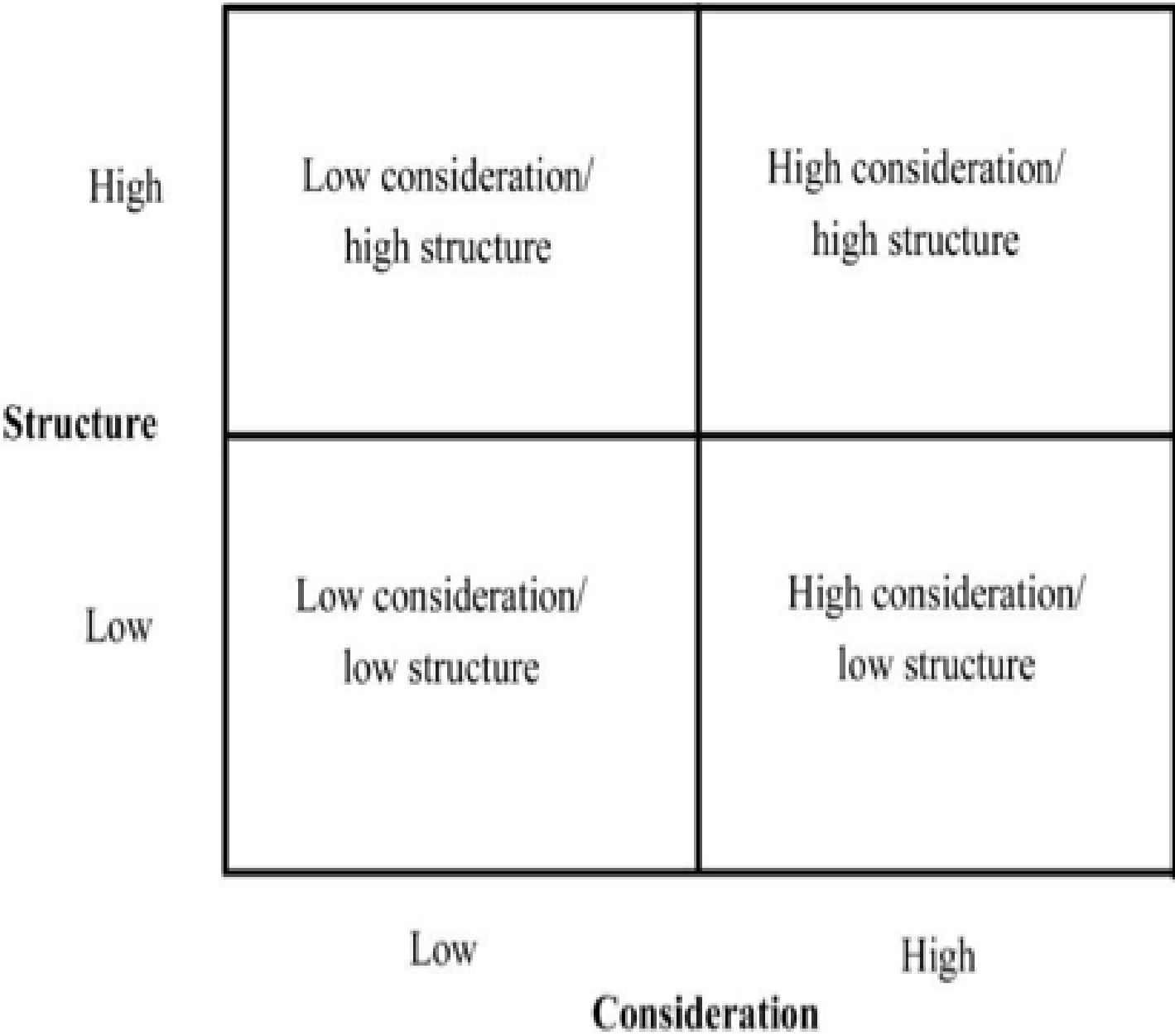


Figure 2.1: The Ohio Quadrant Source: Cole, (1995)

2.4.3. University of Michigan Leadership Study

Similar to the purposes of the Ohio state research, the university of Michigan's focus of the leadership studies from about the same time period was to determine what personality behaviors of leaders were associated with greater efficiency and performance effectiveness. They identified two distinct styles of leadership: “Employee-Oriented and Production-Oriented”.

Leaders that prioritize interpersonal ties have been defined as being employee and organization focused. In contrast, the task-oriented leaders tended to stress that part of the work. The Michigan researchers, however, found that employee focused leaders were able to achieve high group productivity and high member satisfaction (Kahn & Katz, 1960).

Likert used the phrases employee-centered and production-centered supervisors to summarize the outcomes of the University of Michigan investigations. Employee-centered and production-centered supervision, like consideration and structure, must be balanced. Likert determined that the most effective supervisors are those who recognize that one of their primary tasks is productivity. Both the Ohio State and University of Michigan investigations tend to support the notion that there is no superior behavioral category of leadership (Likert, 1961).

2.4.4. Blake and Mouton Leadership Management Grid

Blake and Mouton (1964) established the leadership grid, previously known as the management grid, to describe the dynamics of the aspects of organizational leadership (Bass, 2008).

Two axes make up the grid; one represents care for people while the other represents concern for production. Issues such as outcomes including high quality, performance, profitability, and purpose are expressed on the horizontal axis.

Concern for people, measured on the vertical axis, was evaluated by ranking a leader's use of these behaviors on a scale from 1 (low) to 9 (high) as in Figure 2.2. Concern for people was demonstrated through concerns like providing members with assistance, achieving results based on trust and respect, and demonstrating concern for employees' job security (high).

Unfortunately, the grid did not provide answers to the issue of what constituted a manager a good leader; instead, it served as a framework for thinking about leadership styles.

In truth, there is insufficient data to back up the claim that a 9,9 approach is the most successful in all circumstances.

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2.4.4. Blake and Mouton Leadership Management Grid

Bryman (1992) argued that the grid was flawed because it failed to take into account the fact that there was some degree of variation in the correlations between behaviors and organizational outcomes. Another argument against the grid was that it lacked nuance in its treatment of leadership's behavioral elements.

Nonetheless, there are many in the academic community who insist that the behavioral elements in question are really highly intricate (Nahavandi, 2000). Consequently, the behavioral school of thought has come under fire for placing too much emphasis on management orientation, which are; “Task-orientation and Relationship orientation”. It falls short of offering a clear leadership approach that works in a range of circumstances. Furthermore, it disregards the demands of those in lower positions.

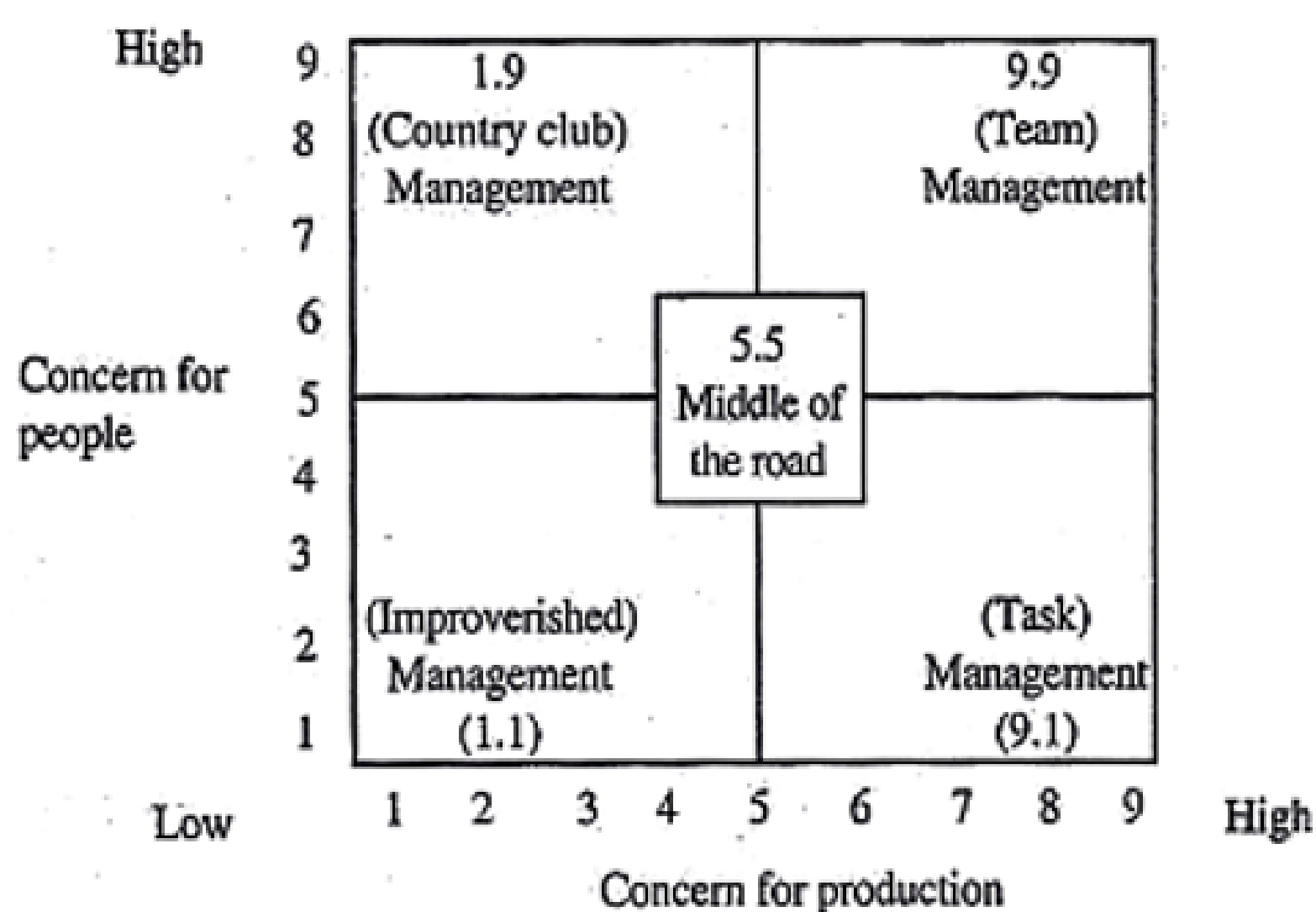


Figure 2.2: The Leadership-Management Grid

Source: Blake & McCanse, (1964)

2.5 Contingent

Following the failure of great men, traits, and behavior approaches to be inadequate for theories of leadership, academics focused on the contingent components of leadership (Yukl, 2006). There is no one optimum leadership style, according to proponents of the contingent school of thought.

They contend that leaders must modify their style of leadership in a way that is compatible with the situation. The best leadership approach will vary depending on a variety of situational aspects, including company culture, environment, task, power, interpersonal abilities, and more.

So, the contingency theory, seek to identify critical situational aspects and define how they combine to determine optimal leader behaviors. These ideas are based on the idea that situational or intervening circumstances influence the link between leader behavior and organizational performance and job satisfaction, (Bass, 2008).

The term contingency implies that a leader's efficacy is based on how well their leadership style fits or complements the situational context (Steers et al., 1996; Fiedler & Chemers, 1974).

2.5.1. Tannenbaum and Schmidt Leadership Continuum

Tannenbaum and Schmidt (1958), indicated that numerous feasible leadership styles exist manager power and influence and non-manager power and influence, Boss and Subordinate. It was initially found in 1958 and developed in 1973.

Their theory proposed; A range of potential leadership behaviors for a leader and along which different leadership behaviors may be positioned. The continuum depicts a range of actions connected to the manager's level of power and the amount of flexibility accessible to non-managers in making choices.

The Tannenbaum and Schmidt continuum can be related to McGregor theory of X and Y; while the Theory of X, “is supported by boss-centered leadership”, and the theory of Y “is supported by subordinate-centered leadership”.

The two aspects of leadership behavior were used by McGregor to divide managers into two groups. Task-oriented management is used by theory X managers.

They think that most people detest responsibility and labor. To accomplish corporate objectives, subordinates must be motivated, trained, and even forced.

2.5.1. Tannenbaum and Schmidt Leadership Continuum

On the other side, theory Y managers believe that the typical person wants employment, takes on responsibility, is driven, creative in problem-solving, and shows self-direction to meet corporate objectives.

These managers have a leadership style that prioritizes relationships (Mullins, 2007). The degree of control that is preserved may be used to classify the manager along the continuum. Since there are always some restrictions on both power and freedom, no end of the continuum is absolute.

This strategy may be thought of as the manager recognizing four primary leadership: “Tells, Sells, Consults, Joins” (Mullins, 2010, p.382).

- Tells; “The manager will identify a problem, make a decision, and announce this decision to the members or subordinates, expecting them to implement it without an opportunity for participation from others”.
- Sells; “The manager still makes a decision but he recognizes the possibility of some resistance from those faced with the decision and attempts to persuade members and subordinates to accept it”.

2.5.1. Tannenbaum and Schmidt Leadership Continuum

- Consults; “The manager identifies the problem but does not make a decision until the problem is presented to the subordinates and members, and the manager has listened to the advice and solutions suggested by subordinates”.
- Joins; “The manager defines the problem and the limits within which the decision must be made and then passes to the subordinates, manager as one of the members the right to make decisions”.

2.5.2. Fiedler Contingency Model of Leadership

Fred Fiedler created the first complete contingency model for leadership (1976). According to the Fiedler contingency model, a leader's style and the level of control and influence they have over the circumstance must be appropriately matched for successful group performance.

The idea was founded on the idea that various sorts of scenarios would call for a certain leadership approach.

Fiedler proposed; That an individual's core leadership style, whether task oriented or relationship oriented, was a determinant in leadership performance. In order to measure leadership, Fiedler developed the model of co-worker questionnaire (LPC) as in Figure 2.3. A measure of made the assumption similarity between opposites was created. (Aso) scores were calculated by subtracting 2 pairs of semantic differential evaluations. One set included the leader's evaluation of his or her least favorite coworker (LPC). The other set included ratings of the leader's favorite coworker. Aso scores were seen as markers of leadership style and were connected to group performance.

2.5.2. Fiedler Contingency Model of Leadership

Fiedler (1978) deduced; that for an individual whose characterizes his LPC using negative, rejection terms, task accomplishment is so important that it entirely colors perception of all other character qualities assigned to the LPC score.

Fiedler offered the following interpretation; If I cannot work with you, if you frustrate my need to get the job done, then you can't be any good in other respects. You are unfriendly, unpleasant, tense, and distant, etc.

According to Fiedler, the high-LPC person needs to be associated and socially connected with others, they will show concern for excellent interpersonal interactions even when the environment is unpleasant and anxiety-inducing, and when relationships with coworkers appear precarious. When the relationship-motivated high-LPC person's goals of being connected are met, he or she will pursue self-centered appreciation of others and notoriety (Bass, 2008).

This approach has been widely criticized. It was looked as a heightened paradigm leadership behavior. It indicates the best style “Task oriented, Relationship oriented” in various leadership circumstances.

2.5.2. Fiedler Contingency Model of Leadership

Furthermore, leadership circumstances are founded on task, authority, and difficult to assess leader follower relationships. Finally, this leadership paradigm entirely disregards the external influences that impact a leadership position.

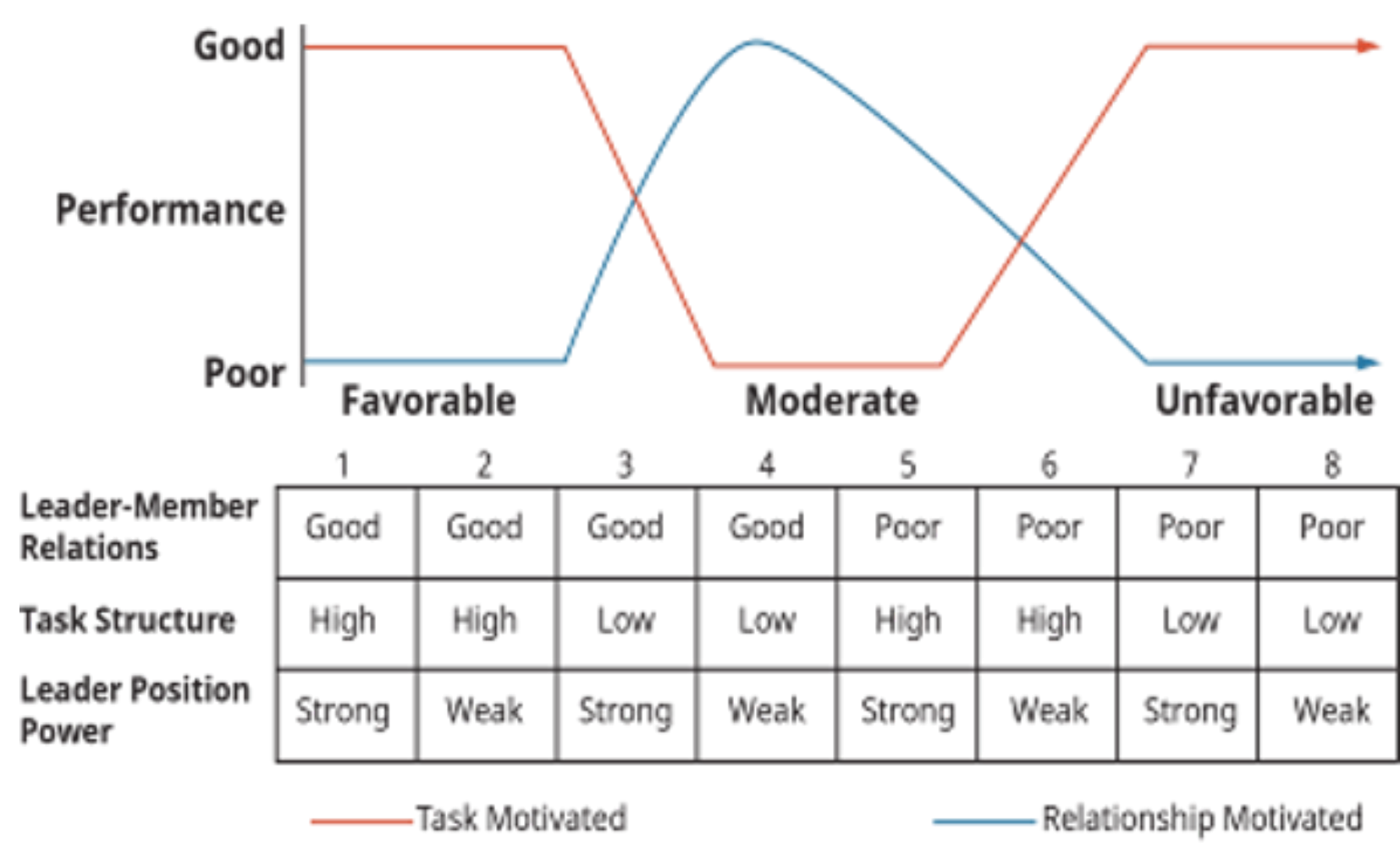


Figure 2.3: Fiedler LPC Model
Source: Fiedler, (1967)

2.5.3. Hersey and Blanchard Situational Leadership Theory

This approach of leadership was first introduced by “Paul Hersey and Ken Blanchard” in (1977) and further they improved in (1984), the leadership model that has gained traction among management development professionals, called Situational Leadership Theory (SLT).

It’s a contingency theory that focuses on followers’ readiness. According to Hersey and Blanchard (1984), The focus on the followers in terms of leadership effectiveness is reflects the truth, regardless of what the leader conducts, the followers' behaviors determine whether they accept or reject the leader.

So, this critical feature has been ignored or underemphasized in most leadership theories that refers to the extent to which people have the ability and willingness to accomplish a specific task. (Heresy & Blanched, 1988; Bass, 2008).

2.5.3. Hersey and Blanchard Situational Leadership Theory

Fiedler identified two behavior of leaderships; Task and Relationship Behaviors, however, take it a step further by classifying each as high or low and combine them into four distinct leadership styles, which are as follows as shown in Figure 2.4 below.

- Telling; “This style of leader represents that he has a high task as well as a low relationship, the leader defines roles and tells people what, how, when, and where to do various tasks”.
- Selling; “This style of leader represents that he has a high task as well as a high relationship, the leader provides both directive and supportive behavior”.
- Participating; “This style of leader represents that he has a low task as well as a high relationship, the leader and followers share in decision making; the main role of the leader is facilitating and communicating”.
- Delegating; “This style of leader represents that he has a low task as well as a low relationship, the leader provides little direction or support”.

2.5.3. Hersey and Blanchard Situational Leadership Theory

The model's last component were the four phases of follower readiness:

- R1- Individuals are both incapable and reluctant to accept responsibility for their actions, followers are not confident and competent.
- R2- Individuals unable to but willing to perform the required job tasks, followers are motivated but have the requisite abilities.
- R3- Individuals have the ability but are unwilling to accomplish what the leader desires, followers are skilled, but don't want to accomplish something.
- R4- Individuals are both capable and eager to perform what is expected of them.

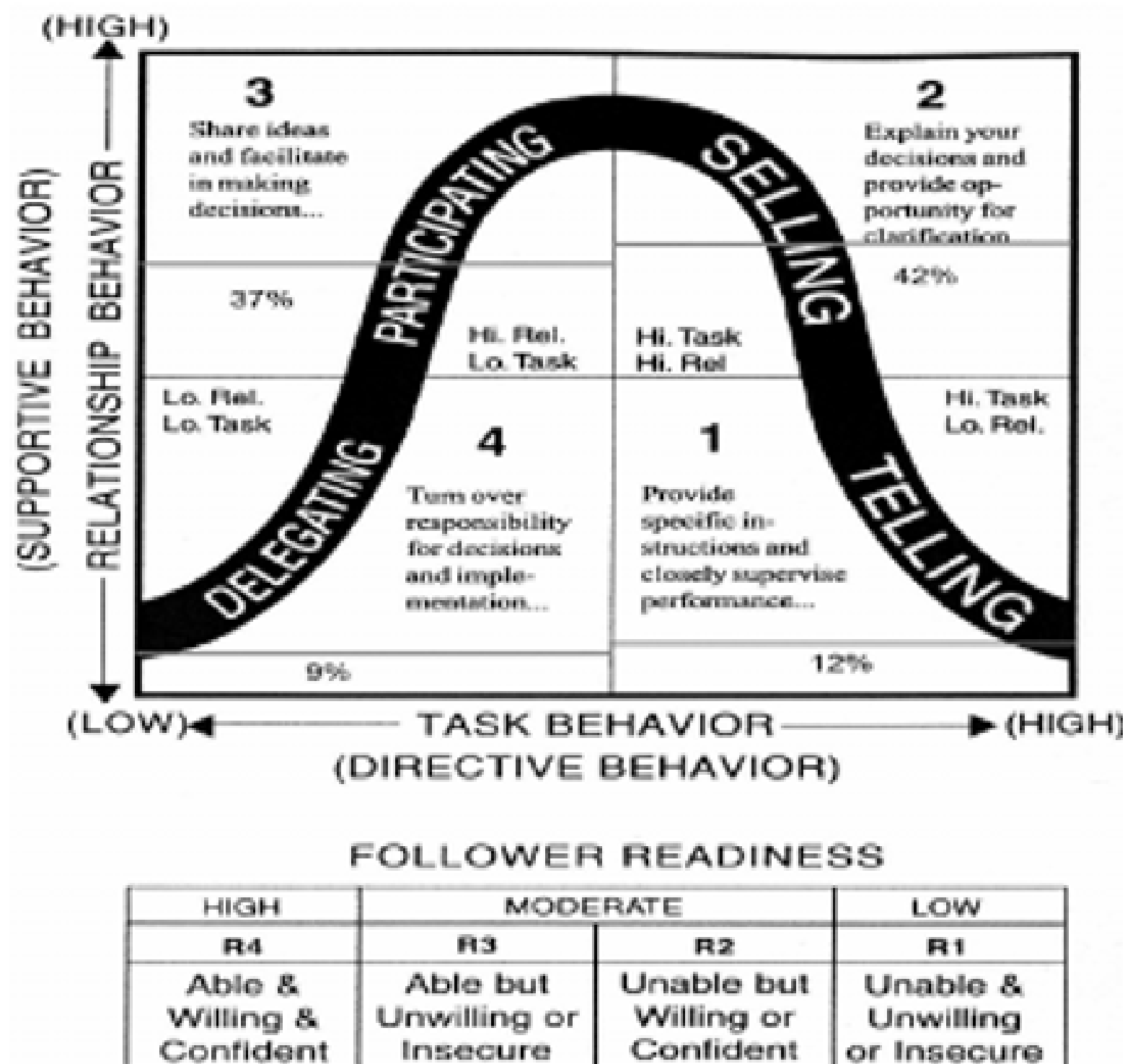


Figure 2.4: Hersey-Blanchard's Situational Model

Source: Centre for Leadership Studies, (2006)

2.5.3. Hersey and Blanchard Situational Leadership Theory

This leadership strategy was criticized for the model's limited testing and its failure to give meaningful proof of the assumptions that might be made using the model and which behavior is optimal. Despite criticism, the approach is widely adopted in organizations and is regarded as practical and effective in training situations (Bass, 2008).

2.5.4. The Path-Goal Leadership Theory

The path-goal theory of leadership, established by Evans and House in the 1970s.

Yukl (2006) describes it as another theory of contingency approach that places less emphasis on the attributes of the leader and more on the leader's behavior and the environment in which the leader operates, it focuses on how leaders affect their workers' perceptions of work goals, self-development objectives, and paths to goal attainment.

House said; The leader's responsibility is to help followers achieve their objectives and to offer the necessary direction or assistance to guarantee that their aims are compatible with the group or organization's goals (House, 1971;1996).

2.5.4. The Path-Goal Leadership Theory

The phrase path goal theory refers to the idea that good leaders eliminate obstacles so that followers have a clearer route to help them get from where they are to achieving their objectives. House (1996), specified four types of leadership's behaviors:

- Directive leader; Subordinates are informed of what is expected of them, work is scheduled, and explicit instructions on how to do duties are provided.
- Supportive leader; Shows consideration for followers' needs and is kind.
- Participative leader; Before making a decision, consults with members of the group and considers their opinions and suggestions.
- Achievement oriented leader; Sets hard objectives and requires followers to execute to the best of their abilities.

2.6. Contemporary Views of Leadership

To some degree, the previously stated methodologies give insights into leadership effectiveness. They do not, however, offer a persuasive meaning to leadership and its effectiveness, since leadership effectiveness is not about owning personal attributes, what leaders do behavior, or the leaders' capacity to do the correct thing at the right moment based on the circumstance contingencies (Hoy & Miskel, 2001; Bass et al., 2006).

As a result, numerous different theoretical frameworks of leadership were evolved since the 1970s, and these conceptions of leadership behaviors and theories have contributed to the various leadership studies. A successful leader or effective and positive leadership, according to Yukl (2006), and Avolio et al (2009), is one who inspires, motivates, develops, empowers, encourages, and maintains enthusiasm in his or her staff to work in effective and in efficient ways. The following are highlights of different leadership philosophies and styles.

2.6.1. Charismatic Leadership

Weber (1963), first introduced the term of charisma and described, it's a superhuman attribute, and gift of divine grace. It brought a theological concept of Charisma into the social sciences to characterize leaders who are thought to have exceptional qualities.

Weber used the concept of charisma to describe the leaders of organizations because of the emergence of large and complex systems that must be maintained and prevented from failing by a leader who possesses exceptional personal strength or supernatural power so that they consider him their subordinates and followers in the form of God.

Some interpretations of the charismatic connection have stressed the role of societal catastrophe in its genesis. According to this idea, the charismatic seems to save society at times of significant societal crisis, and this deliverance from adversity.

The charismatic reaction has a particular emotional intensity. Because the charismatic leader seems to symbolize the promise of redemption, which represents the satisfaction of deeply felt desires, followers respond to him with fervent commitment (Tucker, 1983).

2.6.1. Charismatic Leadership

According to Weber, a charismatic leader is viewed as a narcissistic mystical, and personally magnetic savior. Charismatic leaders who are intensely conscious of their own charisma through impression management and they attract followers and rather than use any type of power.

Conger and Kanungo (1998) identify five behavioral characteristics of charismatic leaders that hint to a more transformational perspective; “Vision and Articulation, Performing Unconventional Behavior, Sensitivity to Member Needs, Sensitivity to the Environment, Personal Risk Taking” (p.19).

Charismatic leadership necessitates a lot of dramatic, theatrical behavior, also they are persuasive speakers and masters of body language, as well as, he is adept at understanding the situation and adjusting his conduct to the mood. Simultaneously, he is prepared to incur personal risks and make ultimate sacrifices in order to establish his reputation and reliability in the eyes of his followers. (Conger & Kanungo, 1998).

Once they have established their leadership, they will work to create a separate identity for their followers, and project a superiority image for them, while also identifying so passionately with the unit that they become practically synonymous.

2.6.1. Charismatic Leadership

According to Musser (1987) Charismatic leadership aims to instill both ideological commitment and loyalty to oneself. and the amount to which one of these two aims is dominant is determined by the leader's underlying wants and motives.

Shamir et al (1993) called, charismatic leadership; A fire that fuels followers' enthusiasm and devotion, resulting in outcomes that go above and beyond the call of duty.

Some critics have explanations of charisma. Friedrich (1961) defines charisma as inspiring leadership in which the charismatic receives a call from God for his purposes and missions. and all components existing prior to accepting a condition as charismatic.

They were opposed to classifying any leader as charismatic just because they were motivating or exciting. Followers can fulfill their ambitions to go beyond their own personality and become more noble and good by making the leader the symbol of ego ideal.

The endeavor to mimic the leader's example and accept the leader's mission results in adherence to attitudes and ambitions. At the same time, the ability of the follower to criticize the leader is hampered (Weber, 1947).

2.6.1. Charismatic Leadership

Therefore, the charismatic leader may appear to followers to be bigger than life, with looks that seem to hypnotize, rather than simply having positive impressions of them. To followers, the leader may appear as a superhuman hero and a spiritual mentor. In addition, followers may display signs of mesmerism, which impairs their capacity for critical thought and confront.

2.6.2. Servant Leadership

In a (1970) article, Robert Greenleaf introduced the notion of servant leadership, which combined the contradictory concepts of servant and leader The Servant as Leader. He claimed that leadership involves two key dimensions; “Desire to serve others and the desire to serve something beyond themselves”.

The interests of others should be greatest concern for leaders. Power must be distributed through empowering followers. Leaders should consider themselves servants, cultivating interactions with their followers that assist them in growing (Bass, 2008).

The servant leadership is described in the following way by: It starts with the instinctive desire to serve first and foremost, the desire to lead is then brought about by deliberate decision, the distinction may be seen in how the servant goes out of his or her way to attend to others' needs before their own.

The fundamental goal of the servant leader, is served and satisfy follower needs which should be the major motive for his leadership, He serves the individuals they oversee, suggesting that workers are ends in and of themselves rather than just a means to a goal or to the company's financial goal (Russell & Stone, 2002).

2.6.2. Servant Leadership

In the study of Barbuto and Wheeler (2006), the literature for servant leadership constructs, found; 11 elements that may be used to gauge various aspects; “listening, calling, Awareness, Empathy, Healing, Persuasion, Foresight, Conceptualization, Stewardship, Growth, and Community Building”.

Scale was created to explain the dimensions of servant leadership which are “Altruistic calling, Emotional healing, Persuasive mapping, Wisdom, Organizational stewardship” (p.322). Wisdom is defined as a leader's capacity to be conscious of surroundings and anticipate difficulties and their associated implications.

According to Barbuto and Wheeler (2006), when leaders combine these two characteristics, they become able to perceive environmental cues and interpret their consequences. Persuasive mapping describes how leaders utilize their reasoning abilities to build out mental frames.

Leaders with strong persuasive mapping skills are capable of arranging workplace difficulties and enlisting others in conceptualizing possibilities. One of the distinctive things a persuasive leader does is provide convincing reasons for their followers to envision the organization's future.

2.6.2. Servant Leadership

Altruistic or an altruistic leader is one who puts the needs of their followers above their own. Such a leader wants to improve the lives of their followers more than they want to improve their own.

A leader who is emotionally healing is one who is very empathic and attentive to their followers' needs, and who makes a sincere effort to aid in their rehabilitation after experiencing personal tragedy. Executives who model emotional health create settings where workers may express their personal and professional concerns (Barbuto & Wheeler, 2006).

Choi and Mai-Dalton (1999) developed a paradigm of organizational leadership that is closely related to servant leadership: self-sacrificial leaders relinquish or postpone their personal interests, advantages, or wellbeing in the manner they engage with their followers. They forego or postpone benefits to which they are absolutely or honestly due. It is difficult to develop servant leadership theory as a scientific theory at this time.

As a result, it is appropriate to see it as a developing leadership philosophy. Looking at current empirical studies, they were examined when the scientific preciseness required of empirical investigations in social science wasn't really met.

2.6.3. Spiritual Leadership

Spiritual leadership inspires trust and optimism in the organization's mission, which keeps adherents looking forward. The culture of a company must be built on concepts of selfless compassion in order to practice spiritual leadership. This must be shown by the attitudes and actions of leaders, which fosters a feeling of belonging, that aspect of spiritual well-being that makes one feel understood and valued (Spiritual Leadership Theory, 2010).

The theory of spiritual leadership was developed by Fry (2003), who thought it offered an alternative to conventional forms of effective leadership. In order to generate greater levels of commitment and productivity, the goal of spiritual leadership was to use a vision to establish value congruence for people, groups and organizations. Spiritual leadership; is a cycle of intrinsic drive based on altruistic love reward, vision performance, hope, and faith that increases one's feeling of spiritual survival, such as calling and membership (Fry & Whittington, 2005).

2.6.3. Spiritual Leadership

Spiritual leadership is providing consensus on core beliefs, attitudes, and behaviors that support spiritual health, life satisfaction, productivity, economic and financial development, and sustainability, Spiritual leadership seeks to address the core spiritual needs of both leaders and followers to promote better levels of organizational commitment and productivity by creating a vision and value congruence across all levels of the person, the empowered team, and the organization.

Operationally, Spiritual leadership encompasses the ideals, attitudes, and actions required to naturally inspire oneself and others such that they experience spiritual well-being as a result of their vocation and participation, and this calls for creating an organizational culture based on his altruistic love where people feel a sense of belonging, are understood and valued, and show genuine concern, admiration, and care for both themselves and others. It also calls for creating a vision where leaders and group members feel a sense of calling where their lives have meaning and purpose and make a difference (Spiritual Leadership Theory, 2010).

2.6.3. Spiritual Leadership

While a study of the literature on spiritual leadership from Judaism, Christianity, and Islam is beyond the scope of this review, religions may be utilized to build on work since each religion has its own set of laws and rules, because, “Adherence to a religious workplace orientation can lead to arrogance that a particular company, faith, or even nation is somehow better or worthier than another” (Giacalone & Jurkiewicz, 2003, p. 13).

Spiritual leadership, is thus seen as a required, but not sufficient, prerequisite for companies to succeed in today's extremely unpredictable, High-velocity, Internet-driven world. “People need something to believe in, someone to believe in, and someone to believe in them” (Fry, 2003, p.720).

A spiritual leader is like a person who stands ahead of you when you need someone to drive you, behind you when you need assistance and support, and near you when you need a friend.

Spiritual leaders guide people via intellectual conversation and dialogue, believing that when people are active and adequately educated, they can make sensible judgments and take responsibility for choices that influence their lives (Powers, 1979).

2.6.4. Ethical Leadership

Ethical leadership as a set of personal behaviors and interpersonal interactions that exhibit normatively appropriate conduct, as well as encouraging similar conduct in followers via two-way reinforcement, communication, and decision-making (Brown & Trevino, 2002).

Based on Brown et al (2005) study, identified the perceptions domain of interest of executive ethical leadership, they advocated the idea of ethical leadership. Those leaders respect the dignity and human rights of others and display a high level of integrity, which promotes leader trustworthiness, which is essential for followers to accept the leader's vision.

Trevino et al (2003) advocated the idea of ethical leadership. Ethics-driven leaders are considerate of others' rights and dignity. High levels of integrity are shown by ethical leaders, and this promotes leader credibility, which is essential for followers to embrace the leader's vision. The moral ideas, attitudes, and actions of an ethical leader are supported by their moral character and integrity (Trevino et al., 2003). Leaders' ethical judgments are influenced by their own values and views.

2.6.4. Ethical Leadership

A detailed literature analysis focused on the newly developed concept of ethical leadership was undertaken by Brown and Trevino (2006). Due to their common interest in a moral component of leadership, scholars examined ethical leadership's concept to comparable with other dimensions of leadership styles, such as transformational leadership, authentic and spiritual, and they emphasize in their evaluation that follower perceptions of leadership's integrity, honesty, and trust, all of these characteristics may affect the success of leadership styles and the positive impact. As far as driving ethics is concerned, it is normative. they might be moral in their beliefs and ethical in their behavior.

Amoral in their beliefs and neutral in their ethical behavior; or immoral in their beliefs and unethical in their action (Brown et al., 2005). The perception of the ethical executives as people-oriented was more probable than that of the ethically neutral executives. Neutrals were more likely to be perceived as self-centered and unconcerned about others. In short, ethical leaders are more probably to be transformational leaders. They were, however, more probably to be transactional leaders. established ethical norms and emphasized ethical behavior, employed incentives and sanctions to keep individuals accountable, and refused to accept ethical shortcomings (Bass, 2008).

2.7. Full Range Leadership Theory (FRLT)

Is a general leadership theory focusing on the behavior of leaders towards the workforce in different work situations? The FRLT relates transformational and transactional leadership styles and laissez-faire leadership style (Bass, 1985, Bass & Avolio, 1997a). During the past two decades, these three fundamental leadership paradigms have provided as the framework for the study of leadership research across many disciplines also has been applied to assessing and building highly developed teams and organizations (Bass et al., 2006; Northouse, 2007). According to Bass's (1985) theory of leadership, the study in its early, was largely concerned with defining the roles and goals of followers and how they get things done as well as how leaders reward, punish, or reject followers' actions.

This type of leadership was called transactional, as transactional leadership was limited to making basic exchanges only with followers about ways that reward or punish followers according to the achievement required of them. He also suggested that there is a necessary paradigm shift to understand how leadership affects followers by motivating and encouraging them to transcend self-interest in favor of their units and institutions in order to achieve optimal levels of performance, and this type of leadership has been called; Transformational Leadership, for this reason.

2.7. Full Range Leadership Theory (FRLT)

Bass's initial approach consisted of reward system and active/passive management along with four characteristics of transformational leadership.

Bass and his colleagues (Bass, 1985; Avolio & Bass, 1991; Bass, 1998; Hater & Bass, 1988) further expanded the theory based on the results of studies completed between 1985 and 1990. In its current form, the FRLT represents nine single-order factors comprised of five transformational leadership factors, three transactional leadership factors, and one factors for non-transactional leadership (Laissez-Faire).

2.7.1. Transformational Leadership

The theory of transformational leadership is one of the most modern style and approach of leadership's behavior that studies focused since 1980s (Northouse, 2007). Over the past three decades, management experts and professionals have paid close attention to the topic of transformational leadership. This theory was created by Burns (1978) developed and modified by Bass (1985) to incorporate transformational leaders' behaviors and becoming role models in front of their employees, which will result in trust and confidence. (Avolio et al., 2009). These leaders inspire the followers' attempts to be inventive and creative by encouraging them to challenge assumptions, reframe difficulties, and approach familiar circumstances in novel ways (Bass & Avolio, 1994).

Bass (1999) stated; "Transformational leadership behavior raises the consciousness of followers about what is important, raises their concerns for higher-level needs on Maslow's hierarchy, and moves followers to transcend their own self-interests for the good of their group, organization or society" (p.5). Bass (2008), describes this theory; The exceptional leadership behavior that occurs when leaders broaden and promote the interests of their employees, when they raise awareness and acceptance of the group's purposes and mission, and when they stir employees to look beyond their own self-interest for the benefit of the group.

2.7.1. Transformational Leadership

Moreover, transformational leadership theory combines the emotional state and feelings of workers as its defining elements, making it similar to charismatic and visionary leadership theories. Thus, transformational leadership presents itself as a composite strategy that draws from a variety of leadership styles to produce significant results with followers.

2.7.1.1. Transformational Leadership Components

Four characteristics describe transformational leadership behavior in the full-range leadership theory. These dimensions are known as the four I'S, and they encompass the following components: idealized influence (attribute and behavior); individualized consideration; intellectual stimulation and inspirational motivation (Bass & Avolio, 1993a).

Based on these dimensions, transformational leaders should engage their teams more than just setting up a straightforward transaction or agreement.

They must to act in a manner that promotes outcomes by using one or more of the four fundamental elements of transformational leadership philosophy; In the paragraphs that follow, each of these aspects will be covered in greater depth.

2.7.1.1.1. Idealized Influence

“Transformational leaders behave in ways that make them role models for their followers. Such leaders are admired, respected, and trusted. Followers identify with these leaders and want to emulate them” (Avolio & Bass, 2002, p.2). Employees are supposed to have confidence and trust in their leaders as well as in their choices and actions as a consequence of the leaders' behaviors, Idealized behavior of leaderships prioritize followers needs above their own needs, refrain from abusing their position of authority for personal benefit and establish high expectations for their team members. Such leaders often exhibit high levels of self-assurance, self-esteem, and self-determination, gain the respect and trust of their subordinates, and maintain high moral standards, which motivate subordinates to follow them (Northouse, 2007).

Antonakis et al (2003), Influence (attributed) relates to the leader's socialized charisma, whether the leader is thought to be powerful and confident, and if the leader is perceived to be focused, “idealized influence (behavior) refers to charismatic actions of the leader that are centered on values, beliefs, and a sense of mission; on higher-order ideals and ethics” (p.264).

2.7.1.1.2. Inspirational Motivation

This behavior of transformational leadership operates in a manner that inspires and motivates others around them by giving their followers' job purpose and a challenge optimism and enthusiasm are evident, and gets followers involved in envisioning attractive future states. The leader clearly communicates expectations that followers want to meet, and demonstrates commitment to goals and the shared vision (Avolio & Bass, 2002).

This behavior refers to the methods in which leaders inspire their followers by having an upbeat outlook on the future, emphasizing ambitious objectives, presenting an idealized vision, and assuring them that the vision is attainable.

2.7.1.1.3. Intellectual Stimulation

Leadership stimulates people to be inventive and creative by challenging assumptions, reframing issues, and tackling old circumstances in new directions. Also, intellectually stimulating leaders supply workers with challenging new ideas, provide learning and training for them, establish an inventive and creative atmosphere in the firm, promote innovation, and embrace difficulties as part of their professions (Bass, 1985).

2.7.1.1.4. Individual Consideration

By serving as a coach or mentor, transformational leaders pay close attention to each person's requirements for success and development. Colleagues and followers are developed to progressively greater potential levels. Following are examples of how individual consideration is applied: Along with fostering a friendly environment, new learning possibilities are produced. Individual diversity in requirements and preferences are acknowledged. The leader's actions show acceptance of individual diversity as well as tighter standards in certain cases and greater task structure in others (Avolio & Bass, 2002).

These leaders show their staff members that they are valued as unique persons by showing empathy, showing appreciation, attending to their needs, and praising their accomplishments. Additionally, by giving each person their own attention, managers may assist them in realizing their full potential, expanding their responsibilities within the company, and understanding that each employee has distinct demands that will evolve with time (Avolio et al., 1991; Bolden, 2004).

2.7.2. Transactional Leadership

This leadership style is at the other extreme of the leadership spectrum from transformational leadership. Burns (1978) defined transactional leadership; As an exchange process during which leadership identify the demands of their followers and then develop suitable exchange mechanisms to satisfy both the followers' and the leaders' expectations (Bass & Avolio, 1994). This type of leadership involves the leader steering the team toward the organization's objectives by specifying the precise duties and objectives that each work group must meet, and employees execute in accordance with the will and direction of the leaders, and leaders favorably recognize the efforts.

The baseline is reward, which may be either negative, such as corrective action, if workers do not follow directions, or positive, such as praise and recognition, if they do follow directions and accomplish the goals established by a leader. According to this theory of leadership, a leader should explain to his or her group members about the requirements of a certain assignment and make it obvious how the results should be attained in order to ensure the employee's satisfaction and outstanding work performance. The achievement of organizational goals depends on the leader's ability to instill a high degree of confidence in their team. Additionally, transactional leaders should assist their staff in determining what needs to be done to meet the intended goals. Transactional leaders achieve this by taking into consideration the self-perception and needs of the employees (Avolio,^{Page 85} 1999; Yukl, 2006).

2.7.2.1. Transactional Leadership Components

Three dimensions of the transactional leadership theory were often cited as being crucial to employees achieving objectives and organizational goals, Contingent reward, Management by exception active, and Management by exception passive (Bass and Avolio, 1991; Bass, 1998).

2.7.2.1.1. Contingent Reward

It is an exchange process, in another way, employee effort is traded for specific incentives in a process of exchange between leaders and employees.

This style of leadership focuses on providing followers with a clear grasp of what needs to be done and how they will be rewarded for accomplishing agreed-upon activities. The leader seeks to gain agreement from followers on what must be done and what the benefits will be for the workers doing it.

Praise, kudos, bonuses, or wage raises are all examples of rewards (Bass, 1997). As a result, contingent incentives might be seen as a productive transaction or as a pattern that is reinforced positively.

2.7.2.1.2. Management by Exception (Active)

Is primarily concerned with taking remedial action. Leaders aggressively monitor and manage their followers' performance, keeping a watchful eye out for any errors they make or regulations they break. When leaders use active management by exception to uncover failures, faults, or deviations from standards, they take remedial action as soon as feasible (Bass, 1997).

2.7.2.1.3. Management by Exception (Passive)

Even though this remedial transaction usually isn't necessary, there are times when it may be necessary, the leader makes plans to keep a close eye on deviations from the norm or errors in the followers' tasks or performance. Passive leadership is related with waiting until the critical deviations occur then they take measures to solve them. this behave refers to as arbitrary and punitive behavior, therefore making it transactional, sometimes called; Contingent Punishment (Northouse, 2007).

Avolio and Bass (2002), make a comparison between transformational and transactional leadership qualities and they concluded; that transformational leadership has greater effects than transactional leadership as transformational leadership produces performance that goes well beyond expectations while transactional leadership produces results that are anticipated (Lowe et al., 1996).

Additionally, transformational leadership may be effectively implemented in both businesses and society, depending on the situation. Particularly in business, hospitals, educational institutions, and industrial organizations, the use of transformational leadership is more successful than transactional and laissez-faire leadership. Additionally, transformational leadership may be actively used and successful in bottom-up hierarchical organizations, regardless of the level of the supervisor in the organization.

2.7.3. Laissez-Faire

Laissez-Faire this behavior is the most passive kind of leadership. It self basically refers to the absence and avoidances of leadership. Hand off Leader, this behavior is neither transformational and transactional leaderships.

Additionally, most of studies and research agreed that this style is unsuccessful and have negative influence outcomes, which involves leaders avoiding taking on their duties or being absent and refusing to express their opinions on crucial issues and giving no feedback, also they making few efforts to meet the needs of their subordinates, and engaging in no dialogue with them or making no effort to advance their professional. This behavior is the most passive behavior, and it is closely linked to employee dissatisfaction, conflict, and inefficiency (Bass & Avolio, 1991; Avolio & Bass, 2002).

2.8. Authentic Leadership

The philosophical concept of authenticity was first conceived by the classical Greek philosophers as know himself, true-self or being yourself, “To Thine Own Self be True” (Gardner et al., 2005;Penger et al., 2009).

Authenticity can be defined as; “Owning one’s personal experiences, be they thoughts, emotions, needs, preferences, or beliefs, processes captured by the injunction to know oneself and behaving in accordance with the true self” (Harter, 2002, p.382).

Recently, as responses to the difficult and chaotic times of the corporate world and the economic world, including ethical business meltdowns, corporate scandals, administrative irregularities and financial corruption, Authentic leadership arose as a contemporary version of leaderships theory (Avolio & Gardner, 2005; May et al., 2003) and they describe authentic leadership as real, reliable, trustworthy, and totally immersed in their core values and beliefs.

Authentic leaders act in accordance with their strong personal convictions and beliefs. This behavior increases credibility and attracts followers' trust and respect. When managers cultivate collaborative connections with followers and promote many points of view, they lead in a way that followers recognize and characterize as authentic (Avolio et al., 2004).

2.8. Authentic Leadership

Also, Leaders that are authentic avoid being hypocritical deceptive in their daily encounters as well as those that involve manipulation or deception in their relationship, they are True Self. So, the mutualism, interdependence, and compassion are the tools of authentic leaders. Such leaders know the value of being genuine, therefore they make a point of doing so. Sensitivity to other people is another sign of genuineness.

The authentic leadership dimensions were shown to have favorable correlations with measures of transformational and ethical leadership, while still maintaining adequate levels of autonomy (Avolio, 2010). Authentic leadership is thus defined; Who is self-aware of his own talents and shortcomings, invites people to participate rather than imposing his point of view on others, and behaves in line with own values, feelings, and beliefs (Walumbwa et al., 2008).

Many scholars agree that certain widely acknowledged antecedents must be present for any leader to demonstrate authentic leadership behavior. Authentic Leadership theory represented by four dimensions, including self-awareness, balanced processing, moral perspective, and relational transparency (Ilies, 2005).

2.8. Authentic Leadership

The ALQ, was developed by Walumbwa and his colleges in (2008), with the four elements has been validated with individual and collective cultures in three different regions including China and Kenya and United States (Gardner et al., 2005; Walumbwa et al., 2008;2009).

- Self-Awareness

As a component of authenticity, awareness refers to being aware of and trusting one's own personal attributes, values, intentions, emotions, and cognitions. Self-awareness entails being conscious of one's inherent conflicting ego and the role these inconsistencies play in shaping one's ideas, emotions, and actions and behaviors. Specifically, with respect to leadership. May et al. (2003) argue that, knowing oneself and being true to oneself are essential qualities to authentic leadership. Ilies et al (2005) declared; Understanding one's emotions and personality is a component of emotional intelligence, and self-awareness involves being aware of one's own strengths and flaws. It was also proposed that emotional intelligence contributes to effective leadership (George, 2000). Goleman's (1998) indicated five major categories of emotional intelligence; “Self-Awareness, self-Regulation, Motivation, Empathy, and Social Skill”. As well as the traits of self-assurance, realistic self-evaluation, trustworthiness, and integrity support this claim. In order to lead people to a higher level, a leader must first lead oneself there via self-awareness and his trust by himself.

2.8. Authentic Leadership

- Relational Transparency

Relational transparency; is defined as; relational in the sense that it entails respecting and attaining openness and sincerity in one's intimate relationships (Kernis, 2003).

Being authentic, it should appreciate and working for openness and honesty in interpersonal interactions. In order for intimates to perceive one's genuine self-aspects, both positive and negative, relational authenticity entails an intentional process of self-disclosure as well as the growth of reciprocal intimacy and trust. Being real and not acting falsely in one's connections with close persons is necessary for establishing true partnerships (Kernis, 2003). According to Gardner & Schermerhorn, (2004), Authentic leaders are admired and behave in line with their own principles and beliefs. and adherence is connected to the personal integrity and supports other authentic leadership models.

So relational transparency advocates on leaders to let followers see their true selves in all of their daily interactions and actions. This concept pertains to the degree to which the leader encourages people to be open and honest about their views, ideas, and challenges.

2.8. Authentic Leadership

- **Balanced Processing**
- This is near to self-awareness. It is expected that authentic leaders do not falsify, exaggerate, or dismiss information gathered throughout the self-reflective process of achieving self-awareness, whether via internal introspection or external assessments (Kernis, 2003).
- **Balanced processing;** Leaders who demonstrate that they objectively consider all relevant evidence before making a decision. Such leaders also seek opinions that contradict their sincerely held beliefs (Walumbwa et al., 2008). Kernis (2003), defines unbiased processing as the lack of denials, exaggerations, distortions, or ignorance of internal experiences, private information, and external judgments of the self, which he believes is a fundamental component of authenticity. Authentic leaders aren't afraid to confess they don't know everything and don't care about seeming incompetent or weakness (Gardner et al., 2005).

2.8. Authentic Leadership

- Internalized Moral Perspective
- The moral basis for authentic leadership is provided by the notion of an internalized moral perspective. Internalizing that moral viewpoint requires leaders to be self-aware, which gives them the chance to learn what values and ideas are essential to them. “It must be totally immersed in their core beliefs and values” (May et al., 2003, p. 249), additionally, authentic leadership and its growth involve an intrinsic ethical/moral component (Luthans & Avolio, 2003). Walumbwa et al (2008) go into great detail about this moral component, defining a morally sound and open decision-making process that enables morally capable, effective, courageous, and resilient leaders to handle moral dilemmas and take real, long-lasting moral action. In contrast to demands from groups, organizations, and society, this kind of self-regulation is directed by internal moral standards and ideals, and it leads to stated decision-making and conduct that is in line with these internalized principles. Authentic leaders maintain their integrity even when doing so could offend others or endanger, cost them a reward, or end in a penalty Every Man has his Price, is a proverb that implies that even the most well-meaning leaders may be persuaded to compromise their values by attractive incentives (Kernis, 2003).

2.9. The Conceptual Differences between FRLT and Authentic Compared to Other Leadership Styles

Transformational leadership (Bass, 1981; 1985), Avolio and Bass (1988; 1990), charismatic leadership (Conger & Kanungo, 1998), and visionary leadership (Nanus, 1992), For many years dominated the examination of organizational leadership behavior.

Many qualitative studies and meta-analytic reviews have shown that change-oriented leadership has powerful effects at the individual, group, and organizational levels (Conger, 1999; Judge & Piccolo, 2004). And the excellent effects of transformational leadership were really astounding, with positive effects on organization performance, job satisfaction, productivity, organizational commitment, and organizational citizenship behaviors (Podsakoff et al., 1993).

Many studies noted that many of the cases that led to administrative and organizational collapses occurred as a result of lack of focus and attention to the issue of ethics and principles in the culture of the organization Therefore, “authentic leadership theory stresses the idea of leading by example (i.e., role modeling) through setting high moral standards, honesty, and integrity” (Avolio et al., 2004, p.8).

2.9. The Conceptual Differences between FRLT and Authentic Compared to Other Leadership Styles

Also, Transformational leaders are anticipated to handle hardship better (Parry, 2005). Hoogh and Hartog (2008), They found in their study that leaders concerned for others and displayed a sense of right and wrong, focused on ethical implications, and has a tendency to critique their own behavior were regarded as positive leaderships.

A sense of social responsibility was also found to be strongly related to the ethic and values of leadership. As a result, it is reasonable to claim that the literature on ethical and moral for authentic and transformational leadership might inform our understanding of corporate social responsibility. (Dahlsrud, 2006).

“The term CSR has been used in the same way as business ethics, stakeholder management, sustainability and corporate citizenship” (Schwartz & Carroll, 2003, p.503). Agle et al (1999) discuss, via strategic decisions, CEOs imprint their organizations with their own beliefs. They discovered widespread agreement on the link between CEO values and the importance given to various stakeholders, including employee, government, and community.

2.9. The Conceptual Differences between FRLT and Authentic Compared to Other Leadership Styles

At the end of the chapter, the associations between each of the leadership, organizational culture and CSR be recalled. Through the (Full Range Leadership Theory) and (Authenticity Theory), it can be explored which are the charismatic effect influence attributed, which is refers to the socialized charisma of transformational leadership and also the spiritual leadership through the inspirational motivation, also Ethical leadership through the moral behavior of authentic leadership.

In additional, to the reward leadership and negative leadership.

According to the Michael Hart (1978), the 10 world leaders who brought about significant social change, developed higher goals, and went beyond the ordinary were the leaders of world religions, such as, Muhammad, Jesus, and Buddha. They acted as transformational leaders by developing solutions and guidelines for perplexing and pending human rights problems, as well as deciphering misinterpretations of the world and creating new visions that shaped values and principles, as well as rewarding and punishing approach as transactional leaders, orienting towards reform, justice, and ethics, and showing true feelings as authentic leaders.

2.9. The Conceptual Differences between FRLT and Authentic Compared to Other Leadership Styles

In addition to being charismatic leaders with a service and spiritual personality. leadership is a huge concept and phenomenon with a wide range of behaviors as well as definitions and perspectives, and also because there were many models and theories of leadership styles with many concepts. and the results of many researchers' surveys and experiments on how to describe their leader and the significant positive impact on the behavior of followers, in addition to what their roles as leaders and how they lead. Below, the most important conceptual differences between leadership styles can be highlighted.

2.9.1. The Advantages of the Full Range Leadership Theory (FRLT) in Comparison to Other Theories

The FRL theory were employed in an attempt to represent a larger spectrum of leadership behaviors such as Transformational, Transactional and Laissez-faire leaderships from negative avoidant behavior to positive idealized behavior (Bass, 1981;1985). The most widely used survey instrument to assess the factors of the FRLT is the “Multifactor Leadership Questionnaire” (MLQ). The MLQ has been widely utilized in a variety of companies, sectors, and cultural contexts at varied levels, and the findings have shown steady reliability. Consequently, as well as its administration at all levels throughout diverse productions and service businesses. As a result, the MLQ was regarded as the most popular and commonly utilized tool for evaluating the whole spectrum of leadership behaviors (Bass & Avolio, 1995).

The MLQ has been given to more than 5,000 managers and professionals in various corporate, military, and educational institutions both domestically and overseas (Avolio, 1999; Bass & Riggio, 2005).

The MLQ provides such a measure since it is founded on an intellectual conceptual framework, is supported by robust research, is simple to apply, and is extensively used in many leadership literatures.

2.9.1. The Advantages of the Full Range Leadership Theory (FRLT) in Comparison to Other Theories

It does, however, serve as a framework for further study and understanding of current leadership approaches. Scale reliability coefficients, provide wide variations also it has the advantage of little having item formulation issues, as well as discriminatory validity and the incorporation of behaviors and traits into the same scope (Bass & Avolio, 1993;2004; Yukl, 2006).

Additional elements of etiquette and concepts of charisma have been added to the transformational components, “Intellectual stimulation, Charismatic leadership, and Inspirational leadership; are major components of transformational leadership” (Bass, 2008, p.904). Transformational leadership aspires to higher goals and achieves what is required more than the performance of followers, exceeding their interests for the sake of all parties, and transformational leaders are expected to deal better in times of adversity (Barry, 2005). A leader is transactional; When a follower is rewarded with a carrot for achieving agreements and standards, or chastised with a stick for failing to perform what was expected, (Bass, 2008). In addition to the Laissez-faire behavior of avoidance of leadership responsibilities (Avolio & Bass, 2004).

2.9.2. The Differences Between Transformational and Authentic Leadership

Transformational leadership and real leadership have a conceptual relationship. According to Walumbwa et al (2008). Authentic leadership, focuses on the self-awareness of the leader and the follower primarily as well as the organization in general, as it focuses on positive psychological capital and the role that can create a positive organizational environment and climate, “authentic leadership as a root construct underlying transformational leadership as well as other positive forms of leadership” (Gardner et al., 2005, p.352).

Bass, (1985, 1998) indicated that the Transformational leaders have been defined as being self-assured, positive, hopeful, intellectually versatile, and morally strong. In another word, authentic leaders have these traits, but this does not automatically make them transformational. Plus, when broken down into its simplest terms, authentic leadership acts as a foundation to transformational leadership. Bass' (1985) and Burns' (1978) study on transformational leadership require that a leader be genuine; critically, however, being an authentic leader does not automatically make one a transformational leader. While authentic leaders undoubtedly influence their followers favorably by serving as good role models, this does not always mean that they are actively working to groom their followers into future leaders (Avolio & Gardner, 2005). Burns (1978) described; “As end values versus modal values in terms of differentiating transforming from other leaders” (Gardner et al., 2005, p.12).

2.9.2. The Differences Between Transformational and Authentic Leadership

Bass (1985) suggests; High moral standards are a crucial foundation and prerequisite for transformational leadership, and this heightened awareness necessitates a leader with the vision, self-assurance, and inner strength to successfully argue for what he sees as right or good, not for what is popular or acceptable in light of the current conventional wisdom. Some of the traits of transformational leaders are self-assurance, optimism (Bass, 1985, 1998). These characteristics are modeled by authentic leaders; however, as pointed out by Walumbwa et al (2008), despite their similarities, authentic leadership and transformational leadership are distinct ideas, Authentic leaders are more convincing in their actions than in their words because they are more committed to the beliefs and values, they espouse (Ilies et al., 2005).

According to Avolio and Gardner (2005), authentic leadership lead depends on their own ideas, goals, and deeply held values and beliefs, and they are not necessarily to be charismatic or inspirational, On the other hand, transformational leaders have a strong sense of self and have the power to transform and change their organizations and followers (Bass, 1999).

2.9.2. The Differences Between Transformational and Authentic Leadership

Regarding maintaining awareness of one's own internal strengths and shortcomings as well as how prior experiences help define and develop a leader, the literature on both transformational and authentic leadership has similarities (Avolio (1999).

The aspiring transformational leader must be ready to constantly re-examine his or her own leadership strengths and flaws. The essential difference is that authentic leaders are grounded in their own deep sense of self, they know where they stand on critical issues, and they solve problems and dilemmas dependent on their core values, and beliefs (Avolio & Gardner, 2005).

The authors recognize that transformational leaders may also have a strong sense of self, which would bridge the gap between the two perspectives on leadership or change others via a compelling, uplifting vision, an intriguing concept, and a distinct sense of purpose. According to Bass and Steidlmeier (1999), “To be truly authentic transformational leadership, leadership must be grounded on fundamental moral foundations” (p.184). And claimed, that the personal qualities such as (moral) courage and integrity are associated with authentic transformational leadership behavior.

2.9.2. The Differences Between Transformational and Authentic Leadership

The literature of transformational leadership has often been compared to earlier works on morality and virtue. As a result, the transformational leadership paradigm is congruent with the moral character shown by authentic leaders. In conclusion, both of them are positive and effective leadership styles. They focus on their principles and values and have previous experiences and role models, as well as they have the ability to develop followers and improve their performance. The definition of performance varies, individual ethical performance is more important to authentic leadership than competitive business performance, a connection of mutual stimulation and elevation that transforms followers into leaders and maybe transforms leaders into moral agents is the outcome of transformational leadership (Burns, 1978).

2.9.3. The Differences Between Authentic and Servant Leadership

In the philosophies, there are many similarities between the concepts of authentic leadership and servant leadership, Authentic leaders are those who are positive, confident, and resilient, and who are highly aware of how they act and think. They have a high degree of integrity and are devoted to growing an organization via purpose, value, and self-discipline. So many characteristics of servant leadership and authentic leadership are related.

According to Van Dierendonck (2011), Both servant and authentic leaderships are driven by a sincere desire to help people in their charge, and both prioritize relationship building and the development of their followers. Both styles put a high emphasis on values and are led by compassion and enthusiasm, refusing to compromise on ideals. Both types of leadership focus on personal qualities in accomplishing daily goals based on principles and personal belief, not a thirst for fame, honor, or reward, rather of concentrating on what is wrong with people and their shortcomings, servant leadership and genuine leadership both emphasis on people's strengths.

The foundation of both authentic and servant leadership is either verbal or tacit acknowledgement of the leader's self-awareness, as well as an emphasis on integrity, trust, bravery, and hope.

2.9.3. The Differences Between Authentic and Servant Leadership

While they are still recognized characteristics of genuine leadership, they are mostly theoretical and unsupported by empirical study in the servant leadership paradigm. The primary difference is found in the strategy, application, and style (Van Dierendonck, 2011).

Authentic leadership “tries to be authentic”, while servant leadership “strives to be right”. Servant leadership is a normative leadership characterized by specific features that all leaders are required to exhibit in order to achieve success and shape the leader's personality in accordance with such principles.

Authentic leadership, on the other hand, is character driven and does not recognize leadership styles or a predetermined set of attributes (George, 2003). Another significant distinction between authentic leaders and servant leaders is how they serve the needs of others. Because the main premise of servant leadership is to prioritize the interests of others, the primary responsibility of the leader is to serve others by satisfying their needs, ambitions, and aspirations (Spears, 2010).

2.9.4. The Differences Between Authentic and Charismatic Leadership

The viewpoint of authentic leadership theory, on the one hand, and the perspective of charismatic leadership theory, on the other, have a number of significant and essential distinctions (Conger & Kanungo, 1998; Shamir et al., 1993).

When comparing authentic leaders to charismatic leaders, it is important to note that authentic leaders have a greater impact on their follower's self-awareness of values and moral perspective based on their characteristics and the role models they provide rather than relying on dramatic presentations, inspirational appeals.

Charismatic leaders, for instance, utilize words to persuade, influence, and mobilize followers, yet it is common in the popular literature to refer to inspiring and charismatic leaders as providing hope for organizations and society. "Although hope is commonly used in everyday language and has a long tradition in clinical psychology" (Luthans & Avolio, 2003, p.253). But an authentic leader empowers followers by creating meaning and positively socially constructing reality for themselves and their followers. An honest leader energizes people in this manner.

2.9.5. The Differences Between Authentic and Spiritual Leadership

Fry's (2003) theory of spiritual leadership contains an intrinsic understanding of the function of leader self-awareness as well as an emphasis on vision as well as beliefs and attitudes held by leaders that may be roughly categorized as altruistic love and faith. Because these beliefs and philosophies are also referred to as leader behaviors, there is a certain amount of ambiguity around the structures and the part they play in spiritual leadership.

An emphasis on trust, hope, honesty, daring, and persistence are some of the ways in which authentic leadership and spiritual leadership ideas are similar (resilience). Avolio and Gardner (2005) came to the conclusion that the notion of spiritual leadership was not sufficiently supported by empirical data. The topic of self-regulation, whether it be for leaders or followers, as well as the moderating effect that a good organizational setting might have, was never brought up in any debate addressing spiritual leadership at all.

2.9.6. The Differences Between Authentic and Ethical Leadership

Authentic leadership is excellent, and it may include concepts of transformative leadership, charismatic leadership, and ethical leadership, as well as authenticity and self-awareness. (Gardner et al., 2005; Luthans & Avolio, 2003). On the other hand, the authors contend that the authentic leadership structures have their own unique characteristics.

The self-awareness, balanced processing, moral perspective transparency and consistency are the four pillars around which are built. Rather than being driven by own self-interest, it is preferable to be motivated by one's commitment to good end values and care for the welfare of other people. Authentic leaders are capable of judging ambiguous ethical dilemmas and exhibit good attributes such as hope, optimism, and resilience in their daily lives.

The majority of the time, an authentic leader examines problems from a variety of angles, and then they base their conclusions on their very own ethical principles (Avolio & Gardner, 2005; Brown et al., 2005). Brown and Trevino (2006) stated; Both ethical and authentic leaders have a social motive and a contemplation leadership style, they are both morally principled leaders who examine the ethical implications of their decisions.

2.9.6. The Differences Between Authentic and Ethical Leadership

However, “authentic leadership also contains content that is unrelated to the ethical leadership construct, authenticity and self-awareness are not part of the ethical leadership construct, authenticity, or being true to oneself” (p.599).

Trevino, Hartman, and Brown (2000), interviews with ethical leaders hardly touched on the topic of authenticity. Ethical leaders were often mentioned in terms of what may be called, other awareness, as opposed to self-awareness, by those who were interviewed. The primary characteristics of ethical leaders are their care and concern for others. Authentic leadership and ethical leadership both model altruisms, or compassion for others.

According to Brown and Trevino (2006), both sorts of leaders exhibit integrity and engage in role modeling. The fundamental distinction is that ethical leaders tend to prioritize moral person and acute awareness of others focused on the follower's activities. while authentic leaders, in especially, stress authenticity and self-awareness of the leader's characteristics.

2.9.6. The Differences Between Authentic and Ethical Leadership

With regard to empirical evidence that distinguishes ethical and transformational leadership from authentic leadership, authentic leadership concept is related to ethical leadership as moral person and manager, “Authentic model positive attributes such as hope, optimism, and resiliency. Finally, authentic leaders are capable of judging ambiguity” (Brown & Trevino, 2006, p.600). Sims and Brinkmann (2003) observed, that many cases of corruption within organizations that led to management collapses and organizational breakdowns happened as a result of a lack of focus and attention on the matter of ethics in the organization culture. Therefore, “Authentic leadership stresses the idea of leading by example through setting high moral standards, honesty, and integrity” (Avolio et al., 2004, p.8).

2.10. Corporate Social Responsibility (CSR)

The concept and term of corporate social responsibility remains unclear after decades of study and research. According to Vaaland and Heide (2008); “The concepts of CSR are blurred and fuzzy and does not allow for a universally applicable definition” (p. 213). The UK’s Confederation of British Industry (2001) numerous of academics, schools, and international organizations have defined CSR depending on how they view it. as a consequence, there are many different definitions of CSR.

2.11. Corporate Social Responsibility Definitions

Corporate social responsibility has been bandied around so loosely that it has lost all of its original significance. Having lost all coherence and specificity, it has come to signify everything to everyone. Corporate social responsibility often known as (CSR) goes by a number of other names, including corporate social responsiveness or corporate social performance, corporate citizenship. The concept of corporate social responsibility offered by the World Business Council for Sustainable Development is widely as duties of a company to the community at large, or Organization Responsibilities Towards Society.

The WBCSD defines CSR; A company's ethical behavior toward society, management operating responsibly in its connections with other stakeholders with a genuine interest in the firm, and business's ongoing commitment to act ethically and contribute to economic development while enhancing the workforce's and their families' quality of life, as well as the community's and society's at large (Moir, 2001).

Another definition of CSR is for Archie Carroll, social responsibility includes the economic, legal, ethical, and discretionary expectations that society has of corporations at any particular moment (Schwartz & Carroll, 2003).

2.11. Corporate Social Responsibility Definitions

A deeper examination of these criteria demonstrates that CSR extends beyond direct economic interest to include the underlying ethical links between an enterprise and its stakeholders and society at large. Also has been defined, as the idea that businesses should contribute to social welfare both indirectly and directly through their activities, these activities can range from organizational programs that protect and improve societal welfare, employee benefits and community outreach, to eco-friendly or sustainable business practices. According to stakeholder theory Freeman et al (2007), a corporate interacts with primary and secondary stakeholders, primary stakeholders, who are essential to the operation of the business (i.e., employees, customers, investors), and secondary stakeholders, who can influence the corporate business operation only indirectly (i.e., community and the natural environment). Corporate social responsibility (CSR), defined as; The diverse set of strategies and operational methods that a firm creates in order to interact with and build connections with its multiple stakeholders and the natural environment (Waddock, 2004, p.10). And it was also defined, company acts indicating a willingness to advance the aims of identified stakeholder groups including workers, suppliers, the local community, nonprofit organizations, or wider societal purposes (Waldman & Siegel, 2008). However, the enormous expansion of CSR related activities, it is critical to assess how they affect various stakeholders, such as workers, investors, customers, and governments (Aguinis & Glavas, 2012).

2.12. The Theoretical Perspective of Corporate Social Responsibility (CSR)

Many different theoretical frameworks and models have been used to assess and examine CSR. The first who mentioned was by Theodore Levitt, when he published an article in Harvard Business Review's by the name of The Dangers of Social Responsibility. May be credited with creating a precursor to the debate on business social responsibility “Government’s job is not business, and business’s job is not government” (Levitt, 1958, p. 47). Corporate social responsibility has been at the center of the debate about how business and society should interact for decades (Klonoski, 1991). In the middle of this era, the concept of CSR was debated and that seemed to Keith Davis through his article asking two intriguing questions in the 1960s of these eras. “What does the businessman owe to society? and Can business afford to ignore its social responsibilities?” (Davis, 1967). Despite attempts by many pioneers and academics who have tried to define CSR over the years, the concept has remained ambiguous because some definitions of CSR fall within two schools of thought. The first school of thought argued that business is bound only by its economic and financial interest, about maximizing profits within the bounds of law while retaining moral limits (Levitt, 1958; Friedman, 1970), and those that suggested a broader range of obligations to society (McGuire, 1963; Andrews, 1973; Davis & Blomstrom, 1975; Carroll, 1979; Epstein, 1987).

2.12. The Theoretical Perspective of Corporate Social Responsibility (CSR)

According to Friedman (1970), CSR is a sign of an agency problem or a conflict between managers' and shareholders' goals; “Managers utilize CSR to further their own social, political, or professional agendas at the cost of shareholders”. This view asserts that investing in CSR would be a waste rather than using it to improve business performance and in the public interest of beneficiaries and society. As explained by Carroll (1979), these approaches represent the philosophy of social response, and one of the categories of social responsibility is economic responsibility. For examples, there were several costly experiments were presented to test the use of solar energy as a source of electricity and the use of electric energy to fuel cars, since all of these technologies are economically costly while they have a long-term social benefit.

Archie Carroll (1979), made a big effort to overcome the economic and other expectations gap and following suggested definition of business corporate social responsibility, the society's economic, legal, ethical, and discretionary expectations of companies.

2.12. The Theoretical Perspective of Corporate Social Responsibility (CSR)

Through an article on stakeholder theory, Freeman (1984) showed that companies have many relationships with many groups and these groups are represented by stakeholders who are directly affected by the company's actions and activities, so that from this concept the stakeholder theory developed and then became a dominant model in representing CSR in new and interesting ways.

According to Donaldson and Preston (1995), there are three aspects represented by the foundations of this theory, which are foundations instrumental, descriptive and normative, that support each other, suggesting that the components of the social sciences mechanism and the component of ethics that represent (normative), How can managers develop and implement ethical business practices. The instrumental component, as well as its relevance to traditional economic theories and business strategy, has gotten a lot of attention in the literature. For instance, Jones (1995), developed a model that integrates economic theory and ethics, and he came to the conclusion that companies that conduct business with stakeholders based on trust and corporation have an incentive to show a genuine commitment to ethical behavior, and the ethical behavior of corporation will enable them to achieve a competitive advantage, because it will lead to develop productive relationships with their stakeholders.

2.12. The Theoretical Perspective of Corporate Social Responsibility (CSR)

Jennings and Zandbergen (1995) investigated, the function of institutions in building strong agreement on the development of an 'ecologically sustainable' organization. Finally, Waldman et al (2004), apply strategic leadership theory to CSR in a recent study. They hypothesize that certain features of transformational leadership positively connected with enterprises' proclivity to participate in CSR, and that these leaders would strategically deploy CSR initiatives. To the degree that corporations participate in CSR strategically, this behavior may be studied using the firm's (Resource Based View) (RBV), as presented by Wernerfelt (1984), and developed by Barney (1991), draws largely on Penrose's prior research (1959). This theory assumes that enterprises are collections of disparate resources and competencies that are only imperfectly transferable among firms. According to Barney (1991), if these resources and competencies are valued, scarce, unique, and non-substitutable, they may serve as a source of long-term competitive advantage and sustainable. The first theoretical paper to apply the (RBV) framework to corporate social responsibility was Hart (1995), Environmental social responsibility, according to Hart, can be a competence or resource that leads to a persistent competitive advantage for certain types of businesses.

2.13. Corporate Social Responsibility Dimensions

Carroll (1991) categorized CSR into four dimensions: economic, legal, ethical and philanthropic which he illustrates in the form of a pyramid and will be discussed in CRS models.

2.13.1. Economical Dimension

Business corporations were first created as economic actors to provide goods and services to the society, and the profit motive was the fundamental purpose and motivation for entrepreneurship. So, before it was anything else, the business organization was the basic economic unit in the society. As a result, its primary goal was to create things and services that people needed and desired while still making a profit (Carroll, 1991). The profit incentive was eventually turned into the concept of maximum profits, which has been an enduring value ever since.

All business obligations are reliant on the firm's economic duty, because without it, the others become irrelevant concerns. Carroll (1991) defined the economic domain of CSR as follows, operate in a way that maximizes earnings per share, is as lucrative as feasible, maintains a strong competitive position, and has a high level of operational efficiency. So, the economic domain encompasses any operations that are designed to have a favorable economic impact on the company in issue, whether directly or indirectly. It's comparable to Carroll's definition of this component in this regard.

2.13.2. Legal Dimension

Legal responsibilities, represent a concept of codified ethics in that they uphold fundamental principles of moral behavior as set by legislators (Carroll, 1991). Not only has society given its blessing for businesses to be run for profit, but also the rules and regulations enacted by national, state, and municipal governments serve as the framework within which these enterprises must function, businesses firms have a responsibility to society, and fulfilling that responsibility requires them to carry out their economic missions in a lawful manner.

Carroll's category of legal responsibility is defined; as "obeying or complying with the law" (p. 33). The legal responsibility, is portrayed as reflecting a vision of codified ethics, in the sense that law represents fundamental principles of justice set by our legislators. It is emphasized that it is the obligation of businesses to comply with these regulations. A greater understanding of the legal system and its impact on business actions reveals a considerably broader spectrum of legally based activities that should be considered. Legality, for example, may be divided into three broad categories: (i) compliance, (ii) avoidance of civil litigation; and (iii) anticipation of the law (Schwartz & Carroll, 2003).

2.13.3. Ethical Dimension

Legal and economic duties reflect ethical principles concerning fairness and justice, ethical responsibilities encompass those behaviors and practices that social members demand or forbid even if they are not defined in law. Ethical responsibilities are defined as the standards, norms, or expectations that indicate a concern for what consumers, workers, shareholders, and the community consider to be fair, just, or consistent with the respect or preservation of stakeholders' moral rights, ethics and Values, in some ways, become the driving force behind foundation of legislation.

The activities of environmental conservation associations, consumers movements and civil rights organizations have reflected fundamental changes in societal values and individuals' perceptions, and thus can be seen as a moral bell for legislation for firms, and this modern emerging values and norms society require from entrepreneurs to achieve and fulfill them (Carroll, 1991;2003). Schwartz and Carroll (2003) described the ethical domain of CSR includes those actions that depend on a person's commitment to a set of moral and ethical principles.

2.13.3. Ethical Dimension

Carroll's definition of the ethical domain is not broadly developed (Carroll, 1991). He defines as; "any activities or practices that are expected or prohibited by society members although not codified into law" (p.41). They are obligations that represent the standards, norms, or expectations that show care for what customers, workers, shareholders, and the community deem to be fair, just, or consistent with upholding or protecting the moral rights of stakeholders. So, the implied levels of ethical performance indicated by examination of the great ethical concepts of justice, rights, and utilitarianism are superimposed on such ethical standards. (Carroll, 1991, p.42).

2.13.4. Philanthropically Dimension

Philanthropy encompasses refers to the corporate actions that are in response to society's expectation that businesses be good corporate citizens, and this involves taking part in activities or initiatives that promote human welfare or benevolence for examples of philanthropy; includes donations provided to the community like education, medical services, foods. made by a company's financial resources or executive time. According to the Carroll (1991); “The difference between philanthropic and ethical obligations is that the former is not required in the same way that the latter is.

Communities want businesses to provide money, facilities, and employee time to humanitarian causes, but they don't think businesses are being immoral if they don't meet their expectations” (p.42). As a result, business philanthropy is more discretionary or optional, even if there is always the public expectation that firms do so. One important reason for distinguishing between philanthropic and ethical obligations is that some businesses believe they are being socially responsible if they are just good citizens in the community. This distinction brings home the vital point that CSR includes philanthropic contributions but is not limited to them.

2.13.4. Philanthropically Dimension

In fact, it would be argued here that; “philanthropy is highly desired and prized but actually less important than the other three categories of social responsibility” (Carroll, 1991, p.43). Carroll's used this category as discretionary and philanthropic, which may be seen by some as unnecessary, or in fact inaccurate, these types of activities have a voluntary, discretionary charitable character. Schwartz and Carroll (2003), agrees that charitable work cannot be considered a responsibility in itself, nor a duty or social responsibility of business, but is desirable or beyond what the duty and human feeling of charitable and voluntary work requires towards society.

2.14. Corporate Social Responsibility Models

Several CSR models have been created by academics who are interested in exploring the idea of ethical corporate conduct. Despite these models' attempts at universal applicability, CSR objectives and efforts will naturally differ from company to company and from nation to country (Welford, 2005). Points out in this section to the most important models:

2.14.1. The CSR Pyramid

Carroll (1991) divided CSR into four categories economic, ethical, legal and philanthropic, as shown in Figure 2.5 below. Economic responsibilities are located at the bottom of the pyramid, an organization's primary responsibility is to be profitable and financially stable; otherwise, the organization would cease to exist. to run sustainably, an organization must continually increase revenue, Legal responsibilities represent the essential concepts of impartial and fair operations and are positioned above economic responsibilities in the CSR pyramid and responsibilities requires compliance with laws enacted by the government or state or federal authorities, and firms must follow these laws and regulations in order to be responsible.

Ethical responsibilities encompass all of a company's behaviors that are either expected or judged illegal by society, it refers to societal expectations that go beyond the stated legal requirements, otherwise legal responsibilities, and ethical guidelines are not coded. However, both of these elements of CSR are interrelated. So as a society matures, ethical values evolve. As a result, they are a source of ongoing contention. Furthermore, when ethical ideals develop, legal codes based on such principles are likely to be updated (Carroll 1991).

2.14.1. The CSR Pyramid

The top of the CSR pyramid includes philanthropic responsibilities. They are of a discretionary character and consist of actions performed by an organization to improve the society in which they operate and promote human welfare.



Figure 2.5: The CSR Pyramid
Source: Carroll, (1991, p.42)

2.14.2. The Three Domain Model of CSR

To address the inadequacies of the CSR pyramid, Schwartz and Carroll (2003) created the three-domain model. It focuses on CSR's economic, legal, and ethical implications. Philanthropic obligations and the ethical and economic dimension are combined related to the goal of launching such initiatives. Three domain model is shown in Figure 2.6. to underline the idea that all dimensions are equally relevant and to reflect their overlapping nature.

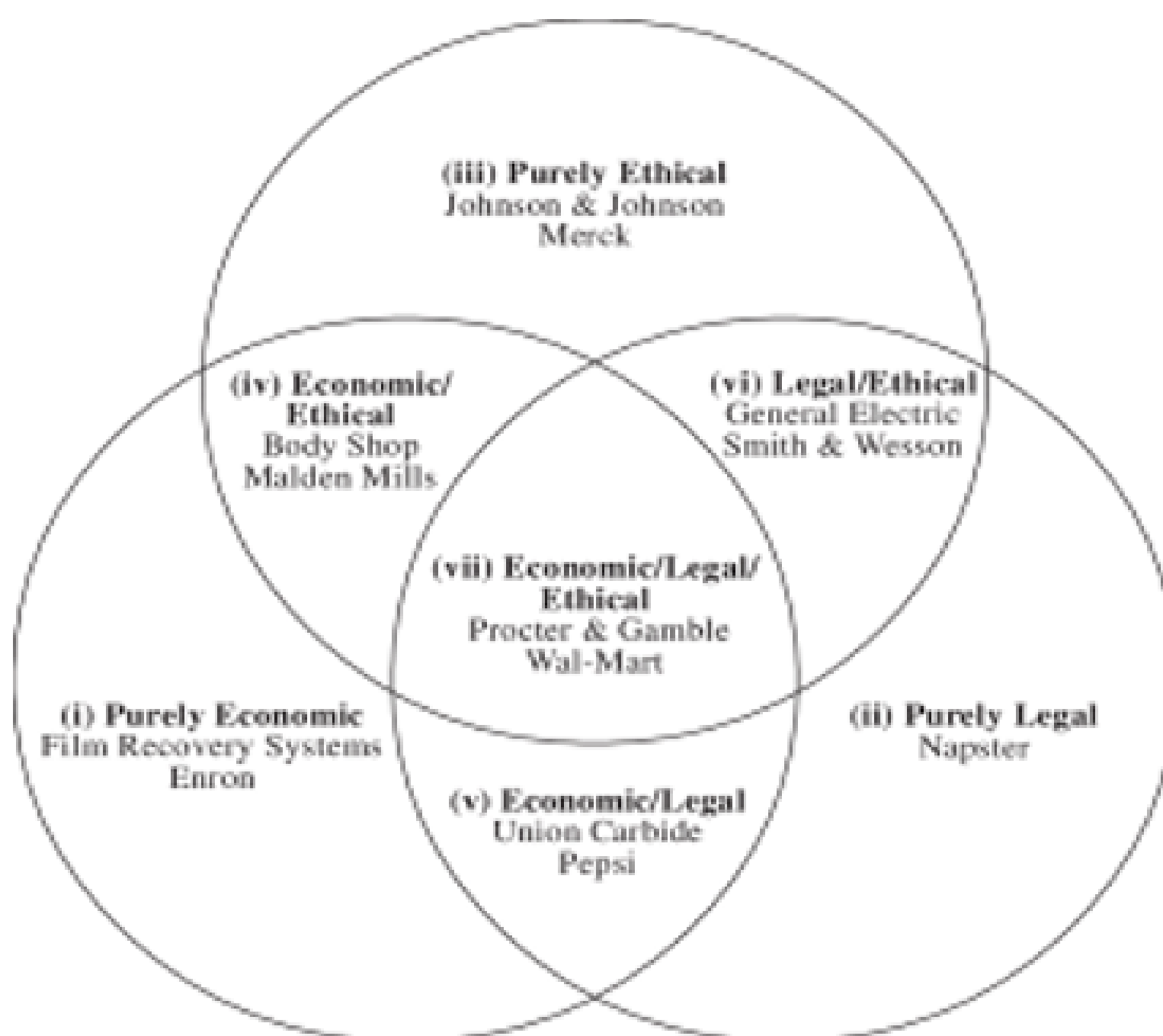


Figure 2.6: The Three-Domain Model
Source: Schwartz & Carroll, (2003, p.509)

2.14.2. The Three Domain Model of CSR

The three-domain approach generates seven unique categories for identifying CSR activity. These are detailed further below:

- Purely economic: Economic activities must have a direct or indirect economic advantage, be prohibited criminally or civilly or passively comply with the law, and be regarded amoral or immoral unless based on egoism, i.e., the corporation's best interests.
- Purely legal: “This category includes corporate acts that are not regarded ethical and have no direct or indirect economic gain. The action must occur as a result of the legal system, not in spite of it. An answer that one of the grounds for the conduct was because it's the law may be sufficient to establish some regard for the legal system” (p.515).
- Economic and ethical: In this category, business conduct is focused on ethical and economic factors rather than legal concerns. Many corporate actions would fall into this category if they were driven by the oft-repeated adage, Good Ethics is Good Business, to be deemed ethical, an activity must go beyond rational egoistic considerations and be founded on conventionalist, consequentialist, or deontological principles. This category includes all organizational acts having economic and ethical repercussions. Although the majority of ethical behaviors are lawful, the legality of the activity is ignored.

2.14.2. The Three Domain Model of CSR

- Economic and legal: Few corporate practices are both profitable and legal, while also being regarded immoral. The rationale for this is that behaviors motivated by a concern for the legal system (such as rigorous compliance, avoiding civil litigation, or anticipating the law) are likely to be regarded ethical as well.
- Legal and Ethical: Certain business actions take place not for financial gain, but because they are both legally necessary and ethical. Operations that are both ethical and lawful often generate indirect economic advantages, hence few business activities fall under this category. The installation of an anti-pollution device because it is legally mandated and regarded ethical even if there is no long-term economic advantage.
- Economic, legal and ethical: This category conforms to Carroll's Moral Management, which states that management pursues prosperity and profitability, but only within the limitations of following the law and being attentive to ethical norms Integrity Strategy. Certain business decisions are made because they are morally right and legally required not for financial interest only. this category provides direct and indirect economic benefits while being morally and legally.

2.14.2. The Three Domain Model of CSR

According to Schwartz and Carroll (2003), there are three types of ethical standards: conventional, consequentialist, and deontological. Conventional norms are recognized ethical standards by the firms, and profession. These requirements are required for basic company operations. Consequentialist criteria include all ethical activities that benefit society.

The three-domain model comprehensively explains the three components of CSR. Furthermore, it tries to portray their overlapping character. Nonetheless, Schwartz and Carroll (2003) have criticized this paradigm for treating each CSR factor separately, such as purely economic, purely legal, and purely ethical. In fact, all dimensions are interconnected.

2.14.3. The 3C-SR Model

Meehan and Richards (2006), theoretical model indicate “CSR as a strategic social resource that provides a competitive advantage” (p.391). According to this model, CSR consists of three interconnected dimensions Commitment, Connection, and Consistency. The ethical and social standards that an organization promises to uphold are embodied through commitment. compare commitment to the three-domain paradigm with the economic, legal, and ethical facets of the CSR pyramid.

When a company focuses on short term profit, its commitment to ethical and social principles deteriorates. Ethical and social commitments represent the values element of social resources; “They comprise the ethical standards and social objectives the organization subscribes to and are manifested in its mission, strategic objectives, organizational policies and corporate culture” (392). These commitments should be broadly based to encompass the legal, economic and ethical dimensions of (Schwarz & Carroll, 2003). Other component of the 3C-SR, connection, is concerned with developing a strategic network of economic actors who contribute to the smooth operation of the firm. The strategic network must be structured to provide a balanced interaction between the economic actors in order to be successful.

2.14.3. The 3C-SR Model

CSR activities be effective, all economic actors must have the same social values as the firm. Consistency in behavior; “refers to the consistency of adherence to the social principles that a business promise to develop, both inside the organization and throughout the value network” (Meehan & Richards 2006, p.395). Figure 2.7. depicts the 3C-SR model using a Venn diagram. In the lack of strategic relationships, it suggests that firms suffer from a stakeholder deficit. Similarly, inconsistency in behavior leads to the poor social performance and little commitment to social principles. So, firms must be dedicated to strong social values, well linked and configured with important stakeholders.

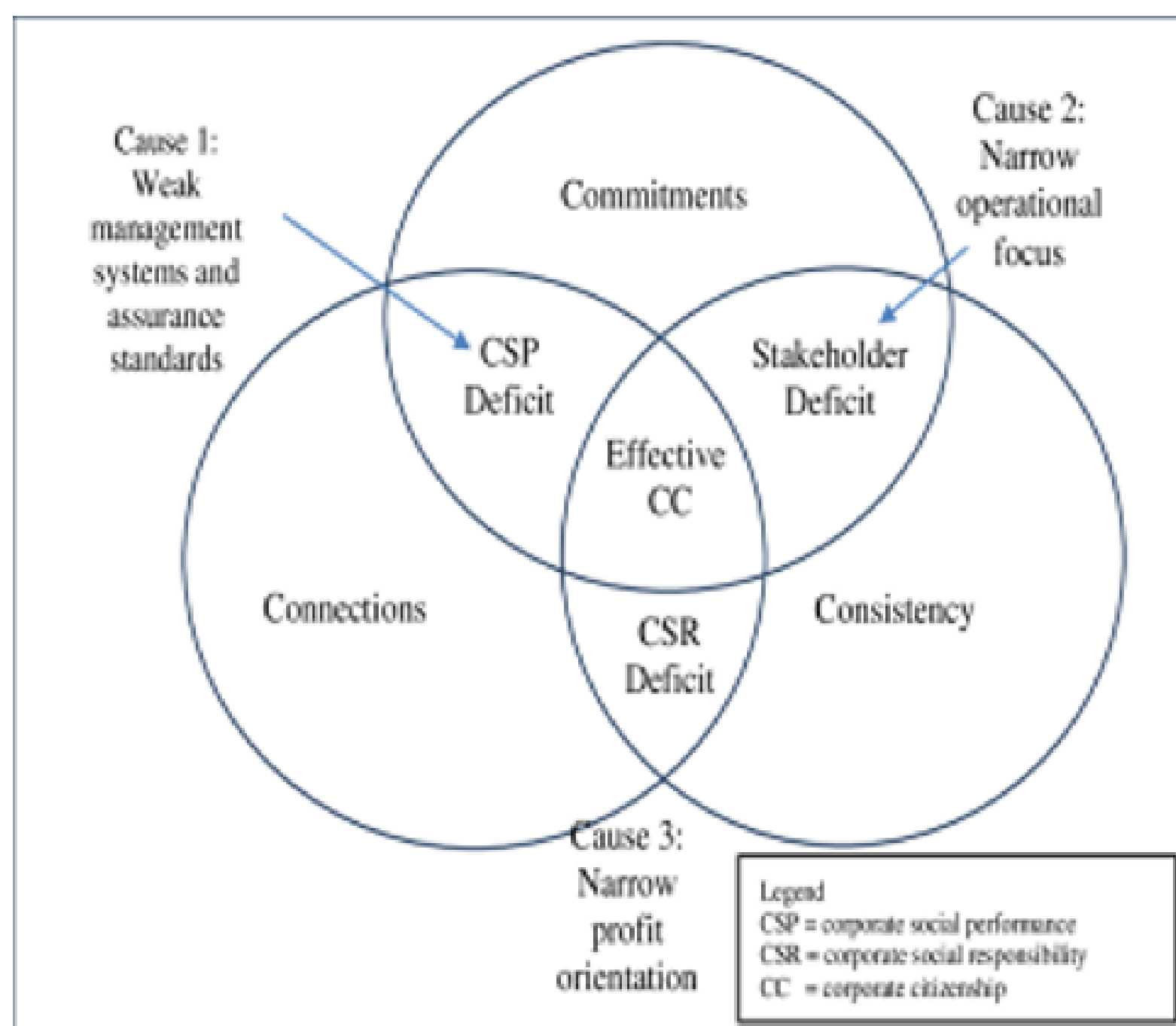


Figure 2.7: The 3C-SR Model
Source: Meehan et al, (2006, p. 392)

2.15. Stakeholder Theory

There are many ways to explain the activities carried out by the company. There are also a number of participants who have a direct dealing with the activities it practices, and that the main objective of the company's activity is to achieve a certain interest or benefit some might argue Truth or Moral Validity or creating commercial value economic activity. It is assumed that individuals are selfish, ruthless and do not like to take responsibility for others, and without the laws and legitimacy of the state they have a tendency and desire to harm insofar as they are caught causing harm (Freeman & Phillips, 2002).

Freeman and Phillips (2002) referred; The typical story's underlying circumstances and theories merely need to be expanded to incorporate a set of concepts about social and its relationship to economic. There is another way to understand the procedures that companies take, which is: Does the company perform the same procedures under force majeure or when circumstances change from better to worse and vice versa? It is difficult to predict this because the commercial value and economic interests in a world where people have complex behavior, some of them want to be responsible for the results of their actions or feel responsible for the consequences of their actions on others, whether good or bad, and most people are thinkers or skeptics in the idea that the state takes care of their interests through the laws and legislation that it sets towards the business environment.

2.15. Stakeholder Theory

On the other hand, some believe that the state does not care, but rather ignores their rights, so in order to take the right path it is to form a society in which justice and equity for all.

Stakeholder theory “Is a managerial conception of organizational strategy and ethics determined by how successfully it maintains connections with key groups such as customers, workers, suppliers, communities, financiers, and others who may influence the achievement of its goals” (Donaldson & Preston, 1995; Evan & Freeman, 1993; Freeman, 1984, 1994, 1996; Jones, 1995).

The manager's task is to maintain all of these groups' support by balancing their interests and making the organization a location where stakeholder interests may be maximized throughout time. The designation of stakeholder groups is now one of the primary controversies in scientific and popular literature (Mitchell et al., 1997), although most researchers would include, at a least, employees, consumers, suppliers, financiers, and local communities. Scholars suggested; stakeholder economy in which government plays a substantial role in the process of value production and commerce. Also suggest a stakeholder economy, in which government plays a substantial role in the process of value production and commerce. And the concept was originally applied to the private sector as a theory of firm ethics (Phillips & Margolis, 1999).

2.15.1. Organizational Stakeholders

Donaldson and Preston, (1995) described the corporation as a constellation of cooperative and competitive interests possessing intrinsic value. and they established a framework for examining the connections, between the practice of stakeholder management and the achievement of corporate performance goals. As shown in the following Figure 2.8. They also maintain that all individuals or organizations with genuine interests who participate in a business do so to get advantages, and that there is no prima facie primacy of one set of interests and benefits over another. They have also claimed that stakeholder theory is managerial, recommending attitudes, institutions, and practices that, when combined, comprise a stakeholder management philosophy.

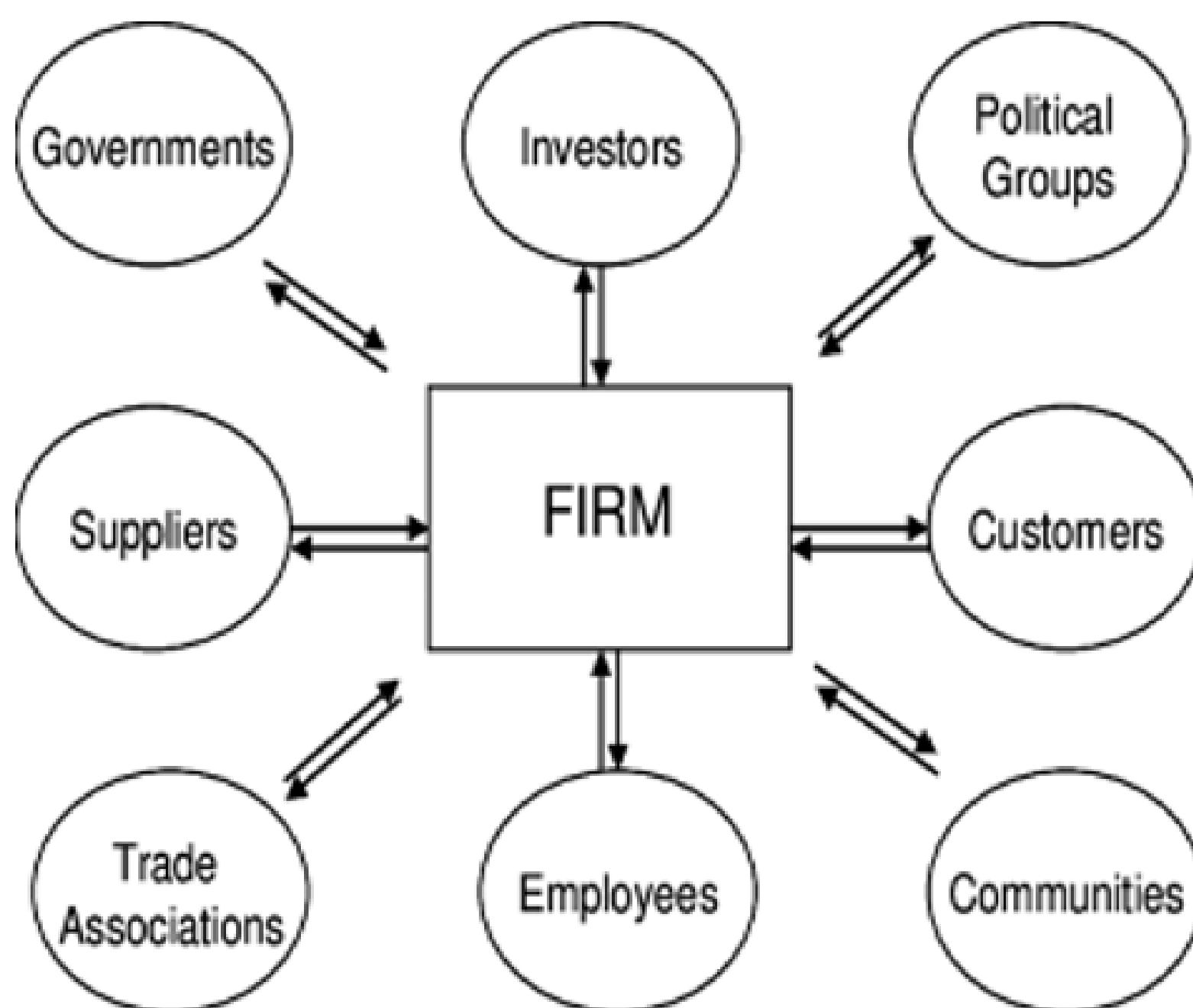


Figure 2.8; Organizational Stakeholders
Source: Donaldson & Preston, (1995, p. 69)

2.15.1. Organizational Stakeholders

- **Employees:** Employees are the most important internal stakeholders. They have a direct influence on organizational performance.
- **Customers:** Organizations and their customers have a symbiotic connection. While businesses generate products and services to suit client expectations, the latter have an impact on production, ultimately, profits. Customers are both main and secondary stakeholders.
- **Suppliers:** are main external stakeholders. They are an essential link in the supply chain of an organization.
- **Investors (Shareholders):** The stakeholders recognized by the classical school of thinking were the shareholders. Shareholders want to be connected to well-known companies that uphold high ethical standards as CSR and social investment gain pace.
- **Government:** The legal framework under which organizations are supposed to operate is defined by the government and related legislative authorities. When corporations commit acts of social irresponsibility, the legal framework's efficacy is called into doubt. As a result, governments are forced to impose harsher rules, further affecting organizations. Furthermore, so governments change, incoming administration is likely modifying the legislative structure. Organizations are impacted, either favorably or badly, in such a setting.

2.15.1. Organizational Stakeholders

- **Environment:** The environment is increasingly being recognized as a stakeholder by businesses. As, King Struggle, it's one of the biggest property investment businesses in UK, is dedicated to lowering its environmental effect via employee education, promoting non-motorized travel, trash recycling, and resource efficiency.
- **Community:** is the most important external stakeholder. The organization-community stakeholder connection may be shown by way of an illustration. The Banyan Tree, a collection of luxury resort operators, benefits from the local communities in which they operate by recruiting inexpensive human resources. In exchange, the firm employs locals and invests in the development of underprivileged youngsters in the respective areas.
- **Other:** Trade unions, political parties, and non-governmental organizations are additional stakeholders who cooperate with businesses, organizational stakeholders are represented graphically (Jones et al., 2009).

2.15.1. Organizational Stakeholders

Scholars have presented numerous categories to define the extent of the stakeholder idea and it was categorized to persons or groups or external or internal stakeholders; contracting and public stakeholders (Verdeyen et al., 2004), voluntary and involuntary stakeholders (Charkham, 1994), primary and secondary stakeholders (Clarkson, 1994), internal, external, and societal stakeholders (Wherther & Chandler, 2006).

Wheeler and Sillanpaa's (1997) categorization is undoubtedly the most detailed of these possibilities; in this typology, stakeholders who have direct influence on connections and include human beings' entities are specified according to Turker (2009) “ A primary social stakeholders. on the other hand, stakeholders that have less direct impacts are secondary social stakeholders, representing civil society, business at large, and various interest groups” (Turker, 2009, p.413).

The study also found that this group sometimes has a significant impact on the company. So other groups are Non-social stakeholders are those who do not have human ties and are split into main (direct) and secondary (indirect) categories, which include the natural environment, nonhuman creatures (Wheeler & Sillanpaa, 1998, p. 206). In the next chapter, we will explain all the parties that will be the focus of our study as a dependent variable.

2.15.2. Stakeholder Management

The organization management, purpose, and core principles must be linked and unified to the benefit of all stakeholders; if there is a significant divergence in any area, the ethos' credibility and integrity will suffer. Levitt (1958), mission statement says “We will conduct our business ethically and demonstrate leadership in satisfying our responsibilities to our communities”. The introduction to the 1996 annual review of the Unipart group said “We see the future of our company to be linked inextricably with the futures of our five stakeholder groups--our customers, our employees, our investors, our suppliers and the communities” (Wheeler & Sillanpaa, 1998). Stakeholder management entails overseeing a system of agreements between a company and its commercial and social stakeholders. Stakeholders in organizations are many. Every stakeholder has their own set of values and interests (Vaaland & Heide 2008). To satisfy stakeholder expectations, organization's and the stakeholder's values should be matched. And firm managers must achieve a balance between competing stakeholder values and expectations. One of the most difficult management jobs.

According to McWilliams and Siegel (2001a), is balancing competing stakeholder expectations with limited business resources. This distinction between major and secondary stakeholders highlights the fact that certain individuals or groups are more crucial to a project's success than others.

2.15.2. Stakeholder Management

Managers have a responsibility to prioritize the requests of stakeholders based on the stakeholders' authority and the merit of their demands. Therefore, influential stakeholders who are more powerful than others are more likely to get their requests fulfilled. Similarly, a stakeholder's odds of being happy go up when legitimacy increases. Although Papasolomou et al (2005) contend that it is unrealistic to meet the demands of all stakeholders, Vaaland and Heide (2008) state; That some stakeholders have the authority to remove management and obstruct business operations if organizations fail to live up to their claims.

As a consequence, although certain stakeholders may agree that the corporation is socially responsible, others would disagree. Carroll (1991), classified managerial to stakeholder demand into three styles: (Amoral, Immoral, Moral), This model of stakeholder management is close to the principles of agency theory, which states “Managers pursue their own goals rather than to meet stakeholder expectations” (p.46). So unethical managers divided into two types, based on their orientation towards ethics. The first type is Amoral those who are ignorant of the unethical and unintentional effects of their companies' actions on unethical actions towards stakeholders (that is, they originally do not know the moral values and principles and are not available in their personalities and organizations they have a lack ethical perception and awareness).

2.15.2. Stakeholder Management

On the other hand, the second type of manager is Immoral, those managers aware of unethical actions and behaviors as they know about the principles of ethics well, but they believe that these moral ideals and values are not specific to the companies and businesses, and therefore put them outside the boundaries of their business. While the third type are Moral, characterized by ethical managers, values and full awareness as well as they have knowledge of the implications towards stakeholders, as they follow the rules of professional conduct and ensure the implementation of the company's activities within the legal framework, even when it is at the expense of the economic benefits and profits, they derive from doing their business, but they prioritize ethical standards.

Robins (2008) contrasts moral managers with collectivist managers according to the thesis. Moral managers, like collectivist managers, attain their own objectives through achieving those of the organization and its stakeholders.

2.16. Corporate Social Responsibility and Organizational Stakeholder

There is a natural connection between the concept of corporate social responsibility and the stakeholders of a firm (Carroll, 1991). The term social in CSR has always been ambiguous, with no clear indication of who the firm is accountable for. The idea of stakeholder personalizes social or societal responsibility by identifying the particular groups or individuals that businesses should consider while developing their CSR strategy. Thus, “stakeholder nomenclature gives names and faces to the individuals of society who are most important to business and to whom it must respond” Carroll (1991, p.43).

The Stakeholder theory, is used to interpret the function of the corporation, including the identification of moral or philosophical guidelines for the operation and management of corporations. From the start, normative considerations dominated the traditional stakeholder theory assertions (Dodd, 1932), and this tradition has been continued in the most recent versions (Carroll, 1991). Friedman (1970) stated; stakeholder theory's descriptive element reflects and explains the past, present, and future situations of organizations and their stakeholders and also is used to draw a link between stakeholder approaches and widely desired objectives like profitability. Instrumental usage frequently stops short of delving into detailed cause and effect relationships stakeholder management and effect corporate performance in detail, but such linkage is certainly implicit.

2.16. Corporate Social Responsibility and Organizational Stakeholder

The much-quoted Stanford Research Institute's (SRI), definition of stakeholders as; “those groups without whose support the organization would cease to exist” (Freeman, 1984, p.31). This suggests that corporate executives must elicit positive contributions from their stakeholders in order to achieve their own desired outcomes, such as the organization's survival, profitability, stability, and growth (Donaldson & Preston, 1995). According to Turker (2009) defined CSR as a corporate behavior that aims to affect stakeholders positively and that go beyond its economic interest.

In a larger sense, which is consistent with the well-known term of Freeman (1984), Stakeholders are groups that have a direct or indirect interest in the organization and may be affected by the accomplishment of its goals (Verdeyen et al., 2004).

Freeman and Dmytriiev (2017), have identified stakeholder theory and CSR as different ideas, with the key resemblance being that both CSR and stakeholder theory, emphasize the need of incorporating societal interests and concerns into firm business operations.

2.16. Corporate Social Responsibility and Organizational Stakeholder

Businesses are embedded in society always, and never as distinct as advocates of neoclassical theory would have you believe. At the same time, the two notions vary in that stakeholder theory asserts the overall key obligations of the corporation, i.e., corporate responsibilities, whereas duty to society is posited by stakeholder theory. And this is frequently exemplified by the communities in which businesses operate, it's a one of the crucial duties of corporate. According to stakeholder theory, the core of business is essentially in forging relationships and providing value for all of the company's stakeholders, albeit the composition of stakeholders varies depending on the company's industry and business strategy (McWilliams et al., 2006). it will clarify it in the next paragraph.

The main stakeholders, typically include employees, customers, communities, suppliers, and financiers (owners, investors), and for the firm, a manager, on the other hand, must find out how to bring these divergent interests together.

CSR is an umbrella term encompassing a company's operations geared toward society at large, such as philanthropy, volunteering, environmental efforts, and ethical labor practices. So unlike stakeholder theory, CSR makes no attempt to comprehend what business is all about or to define its full scope of responsibility.

2.16. Corporate Social Responsibility and Organizational Stakeholder

Instead, CSR concentrates on a single stream of business duties to local communities and society at large to guarantee that businesses deliver on them. Although sometimes social responsibilities could be organized per stakeholder, social orientation would still prevail there. Another method to distinguish between stakeholder theory and CSR, is to understand the different viewpoints from which each of these notions views the organization. Stakeholder theory examines the firm primarily from the standpoint of the company and the company's immediate stakeholders.

This viewpoint is established by the argument of stakeholder theory, that the corporation has a duty to function in the best interests of all its stakeholders (Freeman, 1984). Furthermore, stakeholder theory holds that stakeholders are interrelated, and that producing value for one produce value for the others (Freeman et al., 2010).

2.17. Strategies for Corporate Social Responsibility

In recent years, academics and managers have focused increasingly on the strategic implications of corporate social responsibility (CSR). McWilliams and Siegel (2001a), described corporate social responsibility instances in which the firm goes above and beyond compliance and participates in activities that appear to advance some societal good, beyond the firm's interests and what is required by law.

Recently, CSR initiatives have been advocated, such as embedding social traits or aspects into goods and manufacturing processes, such as employing fluorocarbon-free aerosol products or ecologically beneficial technology, and employing modern human resource management methods, such as fostering employee empowerment, and improving environmental performance through recycling and pollution abatement, such as taking a proactive approach to decreasing emissions. So, Searchers are looking beyond the definition and identification of CSR activities to investigate the strategic function of CSR in firms. (McWilliams et al., 2006). Firms face a challenging trade-off between economic and social performance as CSR gains traction and profit maximization takes center stage.

2.17. Strategies for Corporate Social Responsibility

Bhattacharyya (2010), argues that CSR spending comes with opportunity costs since the same resources may be used toward profit maximization if the company didn't bother with CSR.

Meehan et al (2006), however, argue that CSR activities really enhance a company's competitive standing. Strategic CSR encompasses all forms of corporate social responsibility that boost the economic and social performance of an organization by helping it to stand out from the competition. Strategic CSR occurs when a business directly links the delivery of a public good to the promotion and sale of its (private) goods and services (e.g., eco-labelling).

Bagnoli and Watts (2003) Modeling this behavior reveals that enterprises' proclivity to engage in strategic CSR is influenced by two factors: the intensity of market rivalry and the amount to which customers are ready to pay a premium for social responsibility. The authors find that there is an inverse relationship between competitive intensity and CSR provision. That is, in more competitive marketplaces, strategic CSR will contribute less of the public benefit.

2.17. Strategies for Corporate Social Responsibility

According to Jones et al (2009), even if CSR spending has been reduced, long-term business models that include social responsibility will develop, Structured Corporate Governance SCG, will become an essential component of most firms' CSR agendas.

According to McManus (2008), CSR, like any other creative management approach, will ultimately become a standard corporate procedure. It will be strategically integrated into daily corporate activities. Hopkins (2006) forecasts that CSR will spread to emerging and poor countries. Because of globalization and media influence, it will be embraced by small and medium-sized businesses. The nature of corporations will change. They will eventually be expected to address societal challenges including global warming, trade obstacles, poverty, and underdevelopment.

Many businesses rely on social reporting to explain their economic and environmental progress. Corporate social reports have become associated with investment assessment reports, which investors use to make judgments and decisions (Rawwas et al., 2005). After the emergence of globalization and modern technology and websites, the financial, economic, and social reports of various businesses have gained a prominent position and have been demanded by the public in order to verify the transparency of the performance and business results of companies (Ferns & Sethi, 2008).

2.17. Strategies for Corporate Social Responsibility

As a result, many businesses rely on social reporting to explain their economic and environmental progress. Corporate social reports have become associated with investment assessment reports, which investors use to make judgments and decisions.

According to Holcomb et al (2007), nearly ninety percent of large companies publish their reports on their CSR activities on their websites due to their ease of access and updateability.

According to the results of previous studies. During the 1980s, the World Bank became more involved in Third World economic and social programs, most notably with the Bretton Woods Conference in 1945. Neoliberalism and economic globalization dominated the political agendas of the world's largest trade countries, headed by Ronald Reagan in the United States and Margaret Thatcher in the United Kingdom.

The underlying problem was reducing poverty in low-income countries without exacerbating global and local environmental burdens. Neither high income and low income of countries were willing to give up economic growth, but environmental threats ranging from pollution, acid rain, deforestation, desertification to the destruction of the ozone layer were impossible to overlook.

2.17. Strategies for Corporate Social Responsibility

Countries need a way to reconcile economic development with environmental protection. The organization aimed to create a united international community with shared sustainability goals by identifying sustainability problems worldwide, raising awareness about them, and suggesting solutions.

In 1987, the Brundtland Commission published the first volume of *Our Common Future*, its main report. The report strongly influenced the 1992 Earth Summit in Rio de Janeiro, Brazil, and the 2002 UN Conference on Environment and Development in Johannesburg, South Africa. Since the late 1990s efforts have been renewed on creating global frameworks for corporate social responsibility. The Secretary-General Kofi Annan, proposed some principles at the World Economic Forum in 1999 and formally launched in 2000, the UN Global Compact (GC), is a voluntary program aimed largely at firms pledging dedication to human and labor rights, environmental stewardship, and anti-corruption (Wynhoven & Senne 2004).

The United Nations General Assembly approved the 2030 Agenda to achieve sustainable development and set 17 goals with 169 global development strategies in the form of a revolution that it set on September 25, 2015.

2.17. Strategies for Corporate Social Responsibility

It claims that the global community must devote to achieving sustainable development in its three aspects (economic and social development and development cultural, and environmental development) in a balanced and integrated manner. So, The GC; Is primarily a forum for interaction and learning among concerned businesses and other relevant players in order to promote these ten principles. The sole requirement for first membership is a letter of commitment to GC ideals. The GC, which is run by a small group of officials, relies mainly on corporate self-reporting and voluntary monitoring by civil society actors, and does not participate in monitoring or certification (Alwyn & Kiyoteru, 2011). Drew et al (2006) identified five interconnected aspects that support a firm's capacity to manage risks, conduct successful CG, and adapt new regulatory changes: Culture, Leadership, Alignment, Systems, and Structure, are all important considerations. Each element is related to the others and is referred to by the acronym CLASS for convenience.

Leadership techniques and practices affect corporate culture. and systems help to support organizational structure and as well as organizational culture, Alignment guarantees that one aspect is in sync with the others, such that, for example, leadership reinforces explicit cultural standards and systems promote the culture. The CG elements might be regarded as the core (i.e., management) (i.e., corporate community model). As a result, combining the models indicates the impact of CG on CSR or corporate community (Shahin & Zairi, 2007, p.757).

2.18. CSR Practices in the Middle East and North Africa

The MENA region has vast reserves of petroleum and natural gas that make it a vital source of global economic stability. According to the Oil and Gas Journal (2009), the MENA region has 60% of the world's oil reserves and 45% of the world's natural gas reserves. All countries in the MENA region are included as a developing region, but some are listed as Advanced Emerging Markets or a Frontier Market (World Bank, 2018). According to Pew Research Centre's 2016, Religion and Education Around the World. study, 40% of the adult population in MENA has completed less than a year of primary school. The fraction was higher for women, of whom half has been to school for less than a year (Masci, 2017).

In terms of culture, society, and political systems, the MENA area is diverse. The preconceptions of the West are more well-known than their distinctiveness. Grouping seven Arab States together while neglecting all of their unique characteristics would only serve to perpetuate the perception that the region is much the same (Bowen & Early, 2002).

After the independence of some of these countries and the decolonization in the early and middle of twentieth century, most of them were in dire need of new modern changes and advanced industries to stimulate their economy and improve their infrastructure, therefore many countries depended on foreign investment.

2.18. CSR Practices in the Middle East and North Africa

This system led to systematic exploitation, as a result, many Western companies operating in these countries have exploited their own interests only, which are represented in the economic benefits that gave them the opportunity to exploit materials, natural resources and labor without reference to the ethic and social responsibility of business and they leaved developing countries without development (Hickel, 2014). This is sometimes called modern colonialism, a system in which less developed countries are exploited by developed countries. It does not necessarily mean that the former colonies are still under the control of their former colonizers; Rather, it refers to exploitation similar to colonialism.

Developing countries often help rich countries develop more, rather than themselves. There may be differences in understanding CSR from one region to another as a country or region uses different roles business principles within their companies, depending on the core business type of the country in which they operate (Matten & Moon 2008; Visser, 2008) and the concept of corporate involvement in social responsibility is still early times in MENA and corporations have significantly less understanding than other nationality corporation's groups residing in the region, and they have a lack understanding of the more corporate responsibilities of a business, such as governance, business ethical and legal responsibilities as opposed to the more social areas related to the philanthropic activities (Munro, 2013).

2.18. CSR Practices in the Middle East and North Africa

The influence of informal institutional procedures is far from uniform inside these spaces. According to Karam and Jamali (2013), the lines between official (e.g., government rules) and informal (e.g., religious) institutions are frequently blurred, and although certain formal and informal organizations may foster responsible conduct and CSR, others may invite irresponsibility. The formal and informal dichotomy, on the other hand, is bi-dimensional and may be enriched by examining other aspects of responsibility, such as ethical, legal, and philanthropic (Carroll, 1979; Carroll, 1991). The degree to which these dimensions are prioritized may vary within different global regions and as such, broad generalizations as to what is or what is not responsible are quite problematic.

Several scholars, such as (Goby & Nickerson, 2016; Jamali & Sidani, 2012; Jamali et al., 2009; Qasim et al., 2011), have demanded more CSR study in the Middle Eastern countries. Because much of the body of work on CSR garnered in other areas cannot be simply applied to the ME, the region's cultural, economic, political, and, especially, religious uniqueness makes it deserving of special consideration (Jamali & Sidani, 2012).

2.18. CSR Practices in the Middle East and North Africa

Therefore, the MENA and Gulf areas are relatively new to the concept of CSR. The CSR program director for the Cisco MENA area concurs with this. According to Florian (2007) states that CSR is, a relatively recent phenomenon in the regions, since Islamic beliefs and traditions govern practically all aspects of everyday existence, social obligation is often equated to Zakat.

According to the Islamic Holy Scripture Quran, any financially secure and stable Muslim must assist a specific sector of society, such as the financially (monetarily support) for physically crippled, poor and the needy, widows, among others. Local businesses all around the area participate in zakat, which is often of a personal nature and carried out at an individual scale and equate it with generosity and philanthropy (Katsioloudes & Brodtkorb, 2007).

While Zakat assists companies in contributing to the welfare of society, and it's not always guarantee that stakeholder expectations and requests are satisfied. Multinational Corporations MNCs made their presence popular in the area, hastening the adoption of CSR.

2.18. CSR Practices in the Middle East and North Africa

The majority of CSR efforts are carried out by multinational corporations in partnership with local governments and businesses. For example, Cisco, a US based multinational corporation, has developed the Jordan Education Initiative, an e-learning initiative that intends to affect the approach and delivery of education in Jordan. This initiative was carried out in collaboration with the government of Jordan (Florian, 2007). Variations in history, religion, and tribal ties throughout the Arab world provide richness to the cultures of the many nations. Arab culture and tribalism within Islam inspire the Arab way of life in the Middle East and other parts of the globe, even if not all Arabs are Muslims (Bradley et al., 2010).

Islam's primary goal is to advance socioeconomic justice, and its followers see this as one of the religion's most important principles. One of Islam's five pillars, along with faith, prayer, fasting, and pilgrimage to Mecca, is the distribution of wealth. This underscores the link between spiritual and economic activities and the necessity for social justice while fostering economic progress (Segelhorst, 2009). Despite the fact that national viewpoints vary, the findings show that CSR is significant in most Middle Eastern nations.

2.18. CSR Practices in the Middle East and North Africa

The studies show that philanthropy is the most prevalent manifestation of corporations' social agenda in the MENA countries, but by no means comes before or in front of the fulfillment of other obligations. In some countries, the focus is on the search for a business case, while in others, the debate is driven by and rooted in moral reasoning.

The Islamic custom of giving might be one reason for this behavior. Another argument, is that business must intervene to ease social unrest, acquire credibility, and improve the business climate because of the region's underwhelming performance by its governments. Most charitable endeavors center on funding education and research, constructing hospitals and schools, all of which are state funded but critically undersupplied, lending credence to this conceivable explanation (Ararat, 2006).

So, culture is very important to understanding CSR. Social cultural and ethical legal approaches have a fundamental role in the promotion of CSR and the social responsibilities understood by firms, it's one of the most important variables influencing ethical decision-making navels of CSR activity, especially in reporting and disclosure (Rawwas et al., 2005), culture governs how individuals perceive their responsibilities, and is recognized as a determinant of business practice and ethical values (Hofstede 1980).

2.18. CSR Practices in the Middle East and North Africa

Stakeholder understanding of CSR in the markets, it is also interesting to note that the Middle East countries has deep roots in its indigenous Bedouin and clan culture and traditional mantra and this has come down through the generations and still exists in the national psyche of the regions (Soubra 2006; Ronnegard, 2010).

As for northern Iraq, there are some owners of commercial business and capital contributing to responsible actions towards society, such as donating in building and renovating schools and hospitals and providing housing units for the families of martyrs and the poor. There are also many charities that do the same work and have a prominent role in this regard. So that most of these charitable works are launched in the form of an individual and personal initiative on religious and tribal grounds. Many studies of CSR remain integral to the economic, cultural, and regulatory context of Western countries; Therefore, consideration should be given to focusing on Middle Eastern countries, in addition to developing countries and emerging markets in these regions. It must be recognized that One Size Fits All CSR systems depend on Western laws and regulations and should not necessarily be implemented in Middle Eastern countries, or in developing countries (Peters et al., 2011).

2.19. Leadership and Corporate Social Responsibility

Many people are looking for corporate leaders that keeping their companies from becoming front page scandals news in media. Interest has shifted to subtler aspects of CSR, where business executives and organizations want to show their commitment to CSR by their activities that seem to serve some societal benefit beyond the firm's economic interests and what is required by law (McWilliams & Siegel, 2001b). This presents crucial queries for scholars to investigate, such what effect does leadership have on corporate performance and CSR engagement? What styles of leadership encourage CSR performance and participation inside the company? Regardless of the interest in the link between leadership and CSR has increased, the amount of accessible literature that examines this junction is startlingly low. However, more investigations and research into the function of leadership in CSR is still needed.

There have been significant contributions to the study of linked issues including ethical and responsible leadership and the value of ethical behavior to an organization. (Strand, 2011). Recently, management researchers have concentrated their attention on situations where managers utilize CSR strategically (McWilliams et al., 2006). They can promote CSR either for their own benefit (Friedman, 1970; Wright & Ferris, 1997), which follows from agency theory, or to enhance firm profitability, based on a resource-based view (Russo & Fouts, 1997) or a theory of the firm strategic perspective (McWilliams & Siegel, 2001).

2.19. Leadership and Corporate Social Responsibility

An assumption of the McWilliams and Siegel (2001) model is that managers of publicly held firms attempt to maximize profits. According to the authors, there is an ideal amount of CSR that will maximize profit while also satisfying demand for CSR from diverse stakeholder groups. Firms can examine the (strategic) costs and advantages of participating in CSR to decide the best level of expenditure. As a result, the authors aim to merge stakeholder theory with firm theory. More crucially, their approach implies that companies think through the strategic consequences of CSR.

Bass (1990) noted; There are several definitions of leadership, and scholars have tried to define the concept by context, situation or behavior. additionally, CSR defining is not straightforward and CSR has a large collection of related definitions (Dahlsrud, 2006). “The term CSR has been used in the same way as business ethics, stakeholder management, sustainability and corporate citizenship” (Schwartz & Carroll, 2003, p.503). Thus, researches and studies performed using vocabulary other than leadership and CSR may provide difficulties in linking the relevance of the study, and some related studies may be difficult to identify.

2.19. Leadership and Corporate Social Responsibility

These issues, however, are not exclusive to leadership and CSR, since the convergence of any two significant areas might be anticipated to provide similar challenges.

Agle, Mitchell and Sonnenfeld (1999) discuss, via strategic decisions, CEOs imprint their organizations with their own beliefs. They discovered widespread agreement on the link between CEO values and the importance given to various stakeholders, including employee, government, and community. As a result, CEO values are shown to have a significant impact on organizational processes and outcomes. Some researchers associate the morality of leadership to CSR, as leadership demonstrate and pretend a commitment to tasks and duties based on beliefs, values and ethics (Angus et al., 2010; Groves & LaRocca, 2011; Lz Wu et al., 2014). Those leadership, do not compromise on their ethical standards and have a strong sense of right versus wrong. This style of leadership prominent in NGOs. However, the primary demerit of those leadership style tends to judge others based on their personal ethical principles.

2.19.1. Transformational Leadership and Corporate Social Responsibility

Transformational leadership: It entails a unique type of influence that motivates people to go above and beyond what is normally expected of them. It is a process that frequently includes “Charismatic and Visionary Leadership” (Northouse, 2010, p. 171).

Burns (1978) put forward the notion of transformational leadership in opposition to transactional leadership, stating that the former is more complex and more potent where transformational leader discovers and exploits a prospective follower's current need, searches for possible motives in followers, attempts to satisfy and engages the follower's entire self. The effect of changing leadership is a reciprocal stimulation and elevation connection that transforms followers into leaders and may change leaders into moral persons. Bass (1990) described transformational leadership urges followers to put aside their personal self-interests for the sake of the group, organization, or society; to think about their long-term needs to develop themselves rather than their immediate wants, As a result, followers are transformed into leaders. Waldman et al (2006b). examined the transformational leadership traits of the CEOs of 112 significant US and Canadian corporations and how these factors related to the CSR activities of their organizations.

2.19.1. Transformational Leadership and Corporate Social Responsibility

The study grouped both emotional factors under the single heading; Transformational leadership theory represents a prominent example of the neo-charismatic paradigm that may provide new possibilities for an understanding of the interplay of leadership and CSR. Bass (1985;1998) has been a strong proponent of transformational leadership as “A model for understanding extraordinary effort and performance in organizations” (p.1706). It is vital to highlight that charisma has been identified as a key component of transformational leadership. Weber (1947) represented such leaders as bigger than life or as possessing a particular talent.

As a result, such leadership may be considered as a cure for all organizational results or objectives. The (MLQ) was used to measure these leadership factors, and one or two senior managers from each firm were asked about their opinions of the CEO, and classified CSR activities into two categories: Strategic CSR and Social CSR. Strategic CSR; was defined as activities that are more clearly related to the firm's competitive strategy e.g., differentiation reputation building, while social CSR was defined; as activities based more on concern for social issues.

2.19.1. Transformational Leadership and Corporate Social Responsibility

Strand (2011), indicated, charismatic leadership was not shown to be a predictor of strategic or social orientation. Also, Waldman et al (2006b) proposed; “That the heroic aspects of charismatic leadership emphasized in the literature may simply not be theoretically appropriate for an outcome such as CSR” (p. 1719). They discussed there is inability to discover a statistically meaningful association between charismatic leadership and CSR is due to a combination of variables, there may be times when CSR spending is unnecessary, such as during a financial crisis when there's not a lot of organizational inefficiency.

Under such circumstances, the CEO's charismatic appeal may be irrelevant in terms of CSR effort. Second, even executives who lack charisma may strive to guide strategic decision making toward CSR in order to preserve a favorable public image for the organization or in response to pressure from stakeholder groups.

2.19.1. Transformational Leadership and Corporate Social Responsibility

Egri and Herman (2000) interviewed and surveyed executives of 38 for profit green corporate firms and 33 non-profits environmental in the United States and Canada on leadership style and personal beliefs. study results suggested; Non-profit organizations were shown to be extremely responsive to transformational leadership techniques, used both transformational and transactional leadership approaches in those organizations. According to the study demonstrates that, transformational and transactional leadership are not necessarily binary categories, particularly in smaller businesses. Study also, appears to emphasize the importance of transformational leadership over transactional leadership when it comes to environmental responsibility, concluding; that transformational leaders are required to effect transformations in the way humankind relates to the natural environment.

Groves and LaRocca (2011) study, they compared the influence of transformational and transactional leadership styles on follower CSR attitudes, examining the transformational leadership as based on a different set of ethical standards than transactional leadership. Theoretically, ethics should be linked to transformational leadership, whereas transactional leadership is more likely linked to teleological ethics. There is also growing interest in, how leadership effect their followers' perceptions of the importance of ethics and CSR for organizational effectiveness.

2.19.2. Transactional Leadership and Corporate Social Responsibility

Northouse (2010) stated: transactional leadership; “Refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers” (p. 172). The study of Szekely and Knirsch (2005) concluded, that the reward of leadership has a relationship with corporate social responsibilities; they used the terms CSR and sustainability interchangeably, and they drew on the concept of transactional leadership as it relates to CSR through their call for a system of incentives.

As a result of their research of 20 German corporations, they examined corporate sustainability reports and websites, as well as numerous surveys, sustainability measures. According to their findings it always takes a leader to convert a firm into a sustainable, socially responsible organization., True leadership within the organization is the most important success factor for sustainability, and this means; gaining top-level management commitment to building a system of incentives to reward all levels who create and advocate for the adoption of sustainable practices (p. 629).

Luthans and Avolio (2003) indicated the terms genuine, trustworthy, real, and verifiable to characterize authentic leadership. As knowing oneself and being loyal to oneself (self-awareness) are crucial traits of authentic leadership, as are being completely absorbed in one's basic beliefs and values.

2.19.2. Transactional Leadership and Corporate Social Responsibility

Deeper investigations into the function of integrity are also a viable subject for future research, moral and integrity in leadership can contribute positively to corporate social responsibility. An emphasis on integrity in leadership highlights one of the newest topics of leadership; “Authentic leadership focus on what is real and genuine” (May et al., 2003; George, 2003; Avolio & Gardner, 2005).

Authentic leadership has an inherent ethical moral component. Brown & Trevino (2006) described Authentic leadership is an overlapping construct with ethical leadership. According to Waldman et al (2006b) they highly urge research that more directly measures the moral and ethical characteristics of leaders. Indeed, it is probable that transformational leadership's integrity or other moral qualities are more directly related to CSR the moral and ethical traits of charismatic leaders, based on an indirect assessment of such attributes.

They greatly support research that more effectively analyzes leaders' moral and ethical behavior. So thus, in terms of CSR, integrity of authentic leadership, and ethical leadership all constitute a valuable field for investigation. (Dongxia & Kan, 2009; Dillon et al., 2014; Iqbal, et al., 2018, Kim, et al., 2018; Rahman et al., 2019).

2.19.2. Transactional Leadership and Corporate Social Responsibility

Luthans and Avolio (2003), proven that authentic leadership help businesses by enabling workers in finding meaning in their work and boosting long-term performance and growth via the creation of long-term value for shareholders. So, the central premise of their study; Authentic encourage followers to acquire authenticity via enhanced self-awareness and role modeling. Authenticity in turn benefits followers' wellbeing and the achievement of sustained and performance (Gardner et al., 2005).

2.20. Organizational Culture

“The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening”. Edgar Schein

2.21. Organizational Culture Conceptual Definitions and Theories

The first introduced the concept of culture in the organizational context was Elliott Jaques in his 1951 book “The Changing Culture of a Factory”. The book was a report that was released on a case study of changes in one industrial community's social life between April 1948 and November 1950. The purpose of the book was to describe, analyze, and develop corporate group behaviors in a traded British corporation that specialized in the production, marketing, and maintenance of metal bearings (Hatch & Cunliffe, 2013).

The phrase organizational culture first appeared in academic writing by Pettigrew essay published in *Administrative Science Quarterly* (Pettigrew, 1979; Hofstede et al., 1990). Numerous scholars and academics have studied culture and defined it different ways and developed distinct theories based on organization field of interest. There are many definitions about organizational culture, and they are almost all similar in concept, so that the culture of the organization is a collective behavior that is established through a set of assumptions, beliefs and values that become accustomed and appropriate to the members of the organization (Hofstede, 2001).

2.21. Organizational Culture Conceptual Definitions and Theories

Hofstede (1984) declared, organizational culture is “the values, attitudes, beliefs, and behaviors that represent an organization’s working environment, organizational objectives, and vision”. Deshpande et al (1993), reviewed about 100 diverse studies on organizational culture. Then he defined organizational culture as “a pattern of shared values and beliefs that help individuals understand organizational functions and provide them with the norm for behavior in organizations”.

As Bresnen and Marshall (2000) reiterate, organizational culture; “it is a complex and multifaceted phenomenon that arises and develops through on-going social interaction among members of a community”. It is not something that can simply be forced from on high power and attempts to do so usually result in resistance or unanticipated and undesirable results.

According to the study of culture, it is rooted in individuals, and has a subconscious influence on their behavior toward others, so that it directly affects their performance. In other words, individual performance influences organizational culture, and culture, contrary to popular belief, can be described as, “That’s the way we do it! or the way things are done around here”.

2.21. Organizational Culture Conceptual Definitions and Theories

It included many different philosophies and concepts for doing work within an organization (Lewis, 1995). Organizational culture also was described by Deal and Kennedy (1982), as “the way things are done around here.” Deal and Kennedy developed a culture model based on four basic kinds of organizations, they each concentrate on how fast the organization gets input, how members are rewarded, and how much risk is accepted.

Denison (1984) thinks that organizational culture encompasses core values and beliefs in organizations, and that behavioral patterns emerge from common values and symbols that link assumptions stress the four constructs that might be used to characterize organizational culture, “Mission, Adaptability, Involvement and Consistency”. Each of these constructs is further described by the following three sub-dimensions; “Mission, Strategic Direction and Intent”. (Denison, 1990) concept also allows for broad classifications of cultures as internationally or inwardly centered, as well as dynamic vs stable. The technique has traditionally been used to identify organizational cultural issues.

2.21. Organizational Culture Conceptual Definitions and Theories

Schein (1990) argued that in any organization, there are certain attitudes, symbols, and ideas that are taken for granted, and that fundamental beliefs are the most significant component of organizational culture. A set of shared basic assumptions that the group discovered as it handled its challenges of outward adaptation and internal integration, and which has proven to be effective enough to be regarded true the proper approach to view, think about, and feel in respect to such issues consequently be communicated to new individuals of the organization (Schein, 1992).

Another definition was established by Cameron and Quinn (2011) where organizational culture “is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique” (p.17). During the dissemination of globalization, especially in this era, the study of culture has led to a great research interest that has attracted many organizations in understanding the impact of organizational culture on the business environment and the diverse activities of companies, especially multinational companies that conduct their activities around the world and have multiple branches spread in many countries.

2.21. Organizational Culture Conceptual Definitions and Theories

Cameron and Quinn (2011), conducted study on organizational success and effectiveness, used the Competing Values Framework (CVF) model, and they created the “Organizational Culture Assessment Instrument (OCAI)”, that distinguishes four kinds of organizational culture;

- Clan Culture; which is internal concentration and a flexible, positive place in which leaders behave as father figures.
- Adhocracy Culture; outward focus and adaptability, a dynamic environment with leaders who encourage innovation.
- Market Culture; A competitive environment with executives that are hard drives with an external orientation and control.
- Hierarchy Culture; Internal concentration and control, a regulated and codified workplace in which leaders function as coordinators. Polarities such as flexibility vs. stability and internal vs. external emphasis; are created by competing values, and these two polarities have been proven to be the most essential in determining organizational performance.

2.21. Organizational Culture Conceptual Definitions and Theories

The opposites form a quadrant with four distinct cultural kinds. “Clan cultures are most closely linked to favorable employee attitudes and high-quality goods and services” (p.250). These disparate findings show that while choosing how to establish a culture that provides competitive advantage, senior leaders should assess the fit between strategic goals and organizational culture. The gap and direction to change may be made obvious by examining the present organizational culture as well as the desirable scenario as a first step to altering organizational culture.

Cooke and Lafferty (1989) created the Organizational Culture Inventory (OCI), to assess behavioral norms associated with three kinds of organizational cultures: “Constructive, Passive- Defensive, and Aggressive-Defensive”. Since its inception, it has been used by numerous organizations, including directing, evaluating, and monitoring organizational transformation. The theoretical model explained why organizational functioning cultures are often inconsistent with their missions and members' proclaimed beliefs, and why culture is not always connected to success in the anticipated manner.

2.21. Organizational Culture Conceptual Definitions and Theories

O'Reilly Chatman and Caldwell (1991), created the Organizational Culture Profile (OCP), to assess the importance of personal culture, they used tool offers a collection of value data that may be used to examine both the degree to which certain values describe the target organization and an individual's preference for that specific value configuration. It may be appropriate for a person's culture.

It is computed by combining a profile of corporate values with a profile of an individual's preferences. Goffee and Jones (1998) classified organizational culture into four basic types based on two dimensions: Sociability and Solidarity. The four forms of culture defined are community culture, fragmented culture, networked culture, and mercenary culture.

Wallach (1983) asserts that an organization's culture may, to varied degrees, be a mix of the three categories of Bureaucratic, Innovative, and Supportive. The framework from Wallach (1983) model is used in this study. According to Wallach (1983), the Organizational Culture Index (OCI) These three criteria, which define culture in terms of three archetypal characteristics, may be used to create the style of an organization.

2.21. Organizational Culture Conceptual Definitions and Theories

- Bureaucratic culture; “is segregated and hierarchical and there are lines of power and duty, and work is structured and methodical, and the culture is largely cantered on power and control. Such organizations are, cautious, power-oriented, regulated, ordered, structured, and hierarchical”.
- Innovative culture; “refers to a creative, results oriented, challenging work environment, its characterized as being entrepreneurial, ambitious, stimulating, driven and risk-taking”.
- Supportive culture; “exhibits teamwork and a people oriented, encouraging, trusting work environment its characterized as open, harmonious, trusting, safe, equitable, sociable, relationships oriented, humanistic, collaborative, and likened to an extended family” (p.32).

2.21. Organizational Culture Conceptual Definitions and Theories

Wallach (1983) Furthermore, when a person's motivation and the organizational culture are in sync, the employee might be more productive in his or her present position and fulfil his or her full potential.

For instance, Using McClelland's three social motives, results can be obtained that a person who has a strong desire to achieve goals and loves to develop and thrive will do well in an innovative organization culture, an affiliated person will do well in a supportive culture, and a person with a power and order orientation and commands will do well In a bureaucratic culture, in conclusion, these three patterns have significant effects on job satisfaction, management performance, company leadership, employee motivation, growth, and retention.

Organizational culture is a collection of common beliefs, assumptions, understandings, and norms that is shared by members of an organization and taught to new members as proper (Daft, 2005).

2.22. National Culture and Organizational Culture

The organizational culture may have an impact on how individuals define their own professional and personal objectives, carry out their activities, and allocate resources to get there. Organizational culture influences how individuals think consciously and subconsciously, make decisions, and ultimately perceive, feel, and act (Schein, 1990).

Different national cultures represent values, attitudes, and beliefs and how individuals' ideals align with the culture of the workplace currently, as well as the effect of national culture on personal values, may make a significant difference in how enterprises in the east and west are managed. It is well known in cross-cultural studies that there are considerable disparities in national culture features between eastern and western nations (Hofstede, 1980, 1991).

For example, it is clear that there are high-energy distance values and a bureaucratic culture in Chinese companies. This is why companies operating in Hong Kong are mainly run by ethnic Chinese, so their relative preference for high power distance and Confucian values can have a significant impact on the organizational culture prevailing in their companies.

2.22. National Culture and Organizational Culture

Additionally, the Confucian values are often associated with obedience, respect for authority, and loyalty to powerful people, also in these firms the important decisions are made by the owners, and the top management of Korean and Chinese companies is rarely involved in critical decisions.

The owners and CEOs are at the head of a bureaucratic structure in these companies, at the same time the owners are often the general managers or CEOs. Directions and orders tend from the top to the bottom of the pyramid, and there is little of delegation participation and empowerment for the rest of the administrative members. On the contrary in Western companies (Chen, 2001; El Kahal, 2001).

By transferring Western cultures and integrating them with other cultures such as group cultures or tribal, Ouchi (1981) developed a theory by the name of Theory Z: “How American Business Can Meet the Japanese Challenge”, which is based on the principle that family societies have principles of respect and obedience to orders to the head of the family such as the Japanese society, and the head of the family is responsible for his family in protecting them Taking care of his family members, meeting their necessary needs, and ensuring a dignified life.

2.22. National Culture and Organizational Culture

He combined the modern American administrative foundations and management styles with the cultural foundations that characterize the Japanese social environment, which achieved remarkable success. As a result of this approach, Japanese companies achieved great productivity after applying this approach.

Hofstede (1980), proved that there are regional and national cultural groups that influence how organizations behave, in the first study determined four elements of culture then in second study (2001) identified to five elements. In the study of national cultures. According to Hofstede (1980), Australia and the United States both have low power distances and higher prevalence of democratic, egalitarian, and participative principles. In the US and Australia, merit and performance are used more to justify power, and the delegation and decentralization of decision-making and control were high.

However, research indicates that increasing managerial empowerment might further boost workers' engagement, productivity, satisfaction, and commitment. There may be some of the bureaucratic foundations and procedures within Western companies by argument, they are mostly used for coordination and reporting purposes, audits and financial control.

2.22. National Culture and Organizational Culture

While in Chinese companies, there is the application of a bureaucratic system in terms of control, distribution of power and the decision-making process on the basis that it is a private property or belongs to specific individuals ownership. Cultures may have an impact on a group's organizational culture, leadership style. There are differences between both eastern and western cultures and leadership styles in terms of governance, distance of power, and decisions making. (Chen & Francesco, 2000).

In the main article, Hofstede's cultural dimensions theory developed by Geert Hofstede in (1965) by the name of “National Cultures Approach”, between 1967-1973, examined cultural variations among more than 116 000 IBM workers across 64 different nations and three continents in an effort to identify elements that could affect business behavior, and mentioned cultural variations across areas and nations, as well as the need of worldwide knowledge and diversity for their own cultural reflection.

Cultural differences reflect variations in thought and social activity, as well as differences in mental programming, a phrase used by Hofstede to describe predictable behavior. Hofstede associates' culture with ethnic and regional groupings, but also with organizations, professional, familial, social, and subcultural groups, as well as national political systems and legislation.

2.22. National Culture and Organizational Culture

Hofstede (1980) suggests; the necessity for altering mental programming with modifying behavior first, which will lead to value modification. Whilst certain groups, such as Jews and Gypsies, have retained their identity across time, their beliefs reflect adaptability to the dominant cultural milieu. According to Ronen and Shenkar (1985), a review of prior studies revealed nine geographic clusters: Anglo, Germanic, Nordic, Latin European, Latin American, Near East, Far East, Arabic, and Independents.

Based on Hofstede's (1980) results, Ronen and Shenkar classified Iran and Turkey as part of the Near East, along with Greece and the former Yugoslavia.

Due to the limited sample sizes collected from Arab countries, Hofstede (1983) classified “Egypt, Lebanon, Libya, Kuwait, Iraq, Saudi Arabia, and the UAE” as Arab countries. In an effort to cluster nations, Hofstede (1983) developed three diagrams: “(i) Power Distance, (ii) Power Distance Uncertainty Avoidance, and (iii) Uncertainty Avoidance Masculinity scales”. The Arab countries with Iran and Turkey are all clustered together in the power distance individualism matrix, signifying high power distance and low individualism cultures.

2.22. National Culture and Organizational Culture

In the power distance uncertainty avoidance and uncertainty avoidance masculinity matrices, Arab countries and Iran positioned in the same clusters, with Turkey being placed in the neighboring clusters, while they all placed in the same quadrant. In other words, in addition to their collectivist character, Arab countries, Iran, and Turkey all stood out as large power distance, strong uncertainty avoidance, and masculine societies, thus showing a similarity in terms of these cultural characteristics.

Kabasakal and Bodur's (2002) study on the management consequences and implications of social culture focuses on the Arabic cluster, which includes; Qatar, Kuwait, Egypt, Morocco, and Turkey. The study used nine dimensions; "Power Distance, Uncertainty Avoidance, future Orientation, Institutional Collectivism, Humane Orientation, Performance Orientation, Group and Family Collectivism, Assertiveness and Gender Egalitarianism" to analyse the cluster. According to the study, "the societal practices in the cluster are rated high on group (and family collectivism) and power distance, and low on future orientation and gender egalitarianism". Turkey and Morocco have almost identical scores with the highest scores for power distance and lowest for future orientation among the countries studied.

2.22. National Culture and Organizational Culture

Study also reveals that these societies differ from the other nine clusters with a stronger desire for; “(i) Reduced Uncertainty, (ii) Increased Future Orientation, (iii) Stronger Institutional Collectivism and (iv) Lower levels of Assertiveness, however they desire more power distance and less gender egalitarianism” (Ararat, 2006, p.4).

The national cultural and organizational culture of Turkey, Iran, Kuwait, and Qatar have a lot in common. The fact that most of people of these four countries all practice in Islamic Religion and this may help to explain some of the similarities in the culture context. “The disparities in their cultures and implicit leadership theories, however would be explained by variances in language, ethnic background, and the management style in economic and social institutions” (Kabasakal & Bodur, 2002, p.486). In a study of nations around the Pacific Rim, the results was shown that these social and organizational cultural variations indeed exist and have a major impact on organizational structure, flexibility, and human resource practices (Dastmalchian & Blyton, 1998). It has also been shown that industry culture may actually have an impact on leadership norms and behaviors that maybe even outweighing the effect of firm cultures (Dastmalchian et al., 2000).

2.22. National Culture and Organizational Culture

What's about the culture in IRAQ ? If we put Iraq under the lens in a look at Iraqi society, the role of business in it, and the most important and deep cultural motives that it possesses compared to other cultures of the world, it will turn out that it is almost similar to the cultures of neighboring countries with some apparent differences. According to the study of Almutairi et al (2020), and Hofstede (2013). Iraq has been described in terms of cultural influences as follows:

- Power of distance; This dimension is represented in the fact that not all persons in society are equal in duties. Power distance is defined as the degree to which less powerful members are expected especially in state institutions, and this expresses the unequal distribution of power. In this dimension, Iraq scored a high score (97), which indicates that people accept a hierarchical structure represented by power and domination, so that each individual has a specific position within this bureaucracy structure. The hierarchy of power is also seen with the availability of basic inequalities in powers and decisions, Centralization is common, and subordinates expect to be told what to do and to achieve only what is required of them.

2.22. National Culture and Organizational Culture

- Individualism; The primary focus of this dimension is the level of connectivity that a society maintains among its members. It has to do with whether individuals describe their self-image in terms of I or We. Individualist civilizations expect individuals to care for themselves and their immediate family solely. People in Collectivist societies belong to 'in groups' in order to protect them and look after them in return for allegiance and sacrifice. With a score of (31), Iraq is classified as a collectivistic society. This is shown in a long-term commitment to the member group, whether it be a family, or extended connections. In a collectivist society, “loyalty is vital and supersedes most other social laws and regulations” (p.10). The society creates close ties in which everyone takes responsibility for their group members. Offense results in humiliation and loss of face in collectivist cultures, employees connections are seen morally (as a family bond), hiring and promotion choices consider the employee's in-group, and management is the administration of groups.

2.22. National Culture and Organizational Culture

- **Masculinity;** A high score (Masculine) on this dimension predicts that society would be driven by achievement, competitiveness, and success, with success being defined by the person who wins the most awards in their profession a value system that starts in school and lasts throughout organizational life. A low score (Feminine) on the dimension indicates that caring for others and quality of life are the prevailing values in society. A low score (Feminine) on the dimension denotes that quality of life and compassion for others are the dominant social ideals. A feminine culture is one in which achieving a high standard of life is valued and deviating from the crowd is discouraged. With a score of (53), Iraq has a touch of both worlds: Masculine in certain areas and Feminine in others, but no obvious dominating cultural value.
- **Uncertainty Avoidance;** Iraq scored (96), on this dimension, demonstrating a great willingness to stay out of the unknown. High Uncertainty Avoidance nations maintain rigid moral standards and are intolerant of unusual conduct and ideas. In these cultures, there is an emotional need for rules (even if the rules never seem to work), time is money, people have an inner need to work hard and be occupied, precision and punctuality are the norm, creativity may be discouraged, and security is a crucial factor in motivating individuals.

2.22. National Culture and Organizational Culture

- Long term orientation; Iraq's low ranking of (12), indicates that its culture is normative. People in these societies are normative in their thinking and strongly concerned with discovering the unchanging absolute truth. They show high reverence for customs, little aptitude for saving for the future, and an emphasis on getting things done quickly (Almutairi et al., 2020).

According to the studies of culture in northern of Iraq, there are slight differences between it and Iraq in general in terms of decrease in masculinity (MAS) and power of distance (PDI), as well as increase in long term orientation (LTO) dimensions. it was concluded the Kurds of northern Iraq are less masculine and more egalitarian (Hassan, 2015).

2.23. Leadership and Organizational Culture

Continuing to the previous topic, there are differences in culture at various levels of organizations and society depending on the values, beliefs, and expectations that people at different levels come to share. National culture and organizational culture are two examples of common types of cultural diversity (Hofstede, 1983). Age, social status, education, occupation, duration of employment with a company, and religion are possible additional sources of culture (Usunier & Lee, 2005).

Smircich (1983) identified two approaches to the study of the cultural phenomenon in organizations: Culture as an organizational variable and culture as a manipulable variable were recognized. As a result, the kind, direction, and impact of such manipulation are all determined by the leader's talents and abilities. In contrast, if culture is seen as an integral part of the organization, then the thinking, feeling, and responses of leaders are molded by the culture. Leadership and organizational culture are interwoven, and he examines the relationship between leadership and culture in the context of the organizational life cycle, throughout the organizational development process, the organization leadership establishes an organizational culture that represents their values and views. In this way, the organization's cultural qualities are created and shaped by the leadership. “Through this dynamic ongoing process, the leader creates and is in turn shaped by the organizational culture. In summarizing the consensus of opinion on the links between organizational culture and leadership” (Schein, 1992, p.457).

2.23. Leadership and Organizational Culture

Bass and Avolio (1993b) mirror the argument of Schein (1992) by suggesting that the relationship between the two concepts represents an ongoing interplay in which the leader shapes the culture and is in turn shaped by the resulting culture. Bass (1985) examined the influence of different leadership styles on organizational culture to illustrate the link between leadership and culture. Transactional leaders, he claims, prefer to function within the boundaries and limits of the current culture, whereas transformational leaders try to change the corporate culture to align with their vision. Similarly, and good leaderships need to develop the skills to enable them to alter aspects of their culture in order to improve their organizational performance (Brown, 1992).

Hofstede et al (1990) suggested; “that action of the organizational founders and leaders have a potential to create and undoubtedly impact to shape the organizational culture”.

The GLOBE project conducted research on the relationship between culture and leadership in (61) different countries, and their results lend credence to the idea that leadership are widely accepted across cultures. European nations with similar cultural values seem to share leadership notions or the belief that successful leadership is subjective, “Leadership is in the Eye of the Beholder” (Javidan et al., 2006; Jacobsen & Andersen, 2015).

2.23. Leadership and Organizational Culture

The high-Power Distance (PDI) of Hofstede; The rating indicates a high level of power and wealth inequality in society. These populations expect and accept that leaders would remove themselves from the community, and this condition is not necessarily imposed on the populace, but rather accepted by society as part of their cultural history (Hofstede, G.1991). Hofstede's analysis also suggests "These societies are more likely to follow a caste system that does not allow significant upward mobility of its citizens".

They are also very rule-oriented, with laws, rules, regulations, and controls in place to prevent uncertainty, yet power and wealth imbalances have been permitted to expand within society. When these two dimensions are merged, it will create an environment in which leaders have almost absolute power and influence and transfer the authority to the persons are loyal to them in order to imposes their control over the rules, laws and regulations that they set. in this case, is fairly common for military coups or uprisings to become the source of new leadership rather than democratic or diplomatic change in sound ways (Hofstede, 1991).

2.23. Leadership and Organizational Culture

Accordant to the study of Kuchinke (1999), compared management strategies and work ethics in the United States and Germany in the telecommunications industry. The findings showed that German workers placed less emphasis on transformational leadership styles than their US counterparts did, but there were no significant variations in leadership styles among occupation groups in either nation.

The leadership scores were somewhat better explained by cultural variations across countries. Transformational leadership is often connected with a flatter organizational structure and a low power distance, as seen in Western organizations but on the other hand, Asian organizations, are more bureaucratic, hierarchical, centralized in decision making, and policy oriented, and the leadership is often determined by position power and seniority in thus organizations, for example, follower commitment is strongly connected with allegiance to the top boss (Chen & Francesco, 2000). Furthermore, it has been noticed that Asian corporations are often ruled by person rather than by legislation, with senior executives dominating enterprises (Walder, 1995).

2.23. Leadership and Organizational Culture

In general, firms' leaderships in Arab countries are bureaucratic, and paternalistic with a poor sense of the future. And this is due to the cultural and tribal pattern of those countries (Hofstede, 1983;1991). For instance, Abdalla and Al-Hamoud (2001) discovered that Islamic leaders that inspire people to follow their principles are those who are charismatic and upright religious role models.

According to the argument, Islam lays more of an emphasis on flatter, leaner organizational structures than Christianity does on authoritative persons as sources of power in companies, and they declared "The leader has a message and must be religious because he is the role model Islamic principles suggest that the righteousness of the nation depends on the righteousness of its caliph and the corruption of the nation is in his corruption" (p.509).

Javidan and Carl (2004) study, compared charismatic leadership qualities based on personal leadership experience among Iranian managers and Canadians, using six dimensions, "vision, credibility, tenacity, self-sacrifice, eloquence, and intellectual challenge", used House and Howell (1992), and Conger and Kanungo (1987).

2.23. Leadership and Organizational Culture

The results of their study showed that despite the major cultural differences between the two countries, Charismatic Canadian personality traits such as vision, perseverance, defiance, self-sacrifice, and rhetoric were greatly appreciated among Iranians, and the ratings of Iranian managers are much lower than those of Canadian principals, suggesting different possible behaviors and appearances. That while the differences may be due to cultural differences and the high dimension of power disparity (Hofstede, 1980), or due to the human desire for morality, independence, achievement, and most importantly, loyalty to the values of the Islamic community being a basic criterion in appointing administrative positions. Ogbonna and Harris (2000) study contributed the impact of participative and supportive leaderships on organizational culture and both of styles were positively related with competitive and innovative organizational culture, study results indicate that the generation of and organizational culture, which is externally oriented, is significantly influenced when leadership participate followers in decision-making processes. Toor and Ofori (2009) examine ethical leadership and the relationships with Full Range Leadership model, employee outcomes, and organizational culture, found that ethical leadership had a positive significant related to transformational leadership, and organization culture, and the contingent reward dimension of transactional leadership positively associated with leadership effectiveness and satisfaction with leader.

2.23. Leadership and Organizational Culture

Leadership, is a process of social influence through which a particular system consists of new perspectives, methods, behaviors, ideologies, and values (Uhl-Bien, 2006) and the support of others in the accomplishment of a common and ethical task (Northouse, 2010).

The concept of organizational culture is a common collective factor that shapes the behavior and social system of individuals in society and refers to the values, beliefs, norms, customs, traditions, skills, and knowledge shared by the members of the organization at various levels. Leadership shapes culture by influencing workers' attitudes and behaviors, also changing group values and beliefs, and moving their feelings of belonging towards being part of the organization (Smircich, 1983; Denison, 1984; Hofstede, 1984; 1990;1991; Schein 1990;1992).

2.24. Leadership with Organizational Culture and CSR

Today CSR has become an unavoidable priority practice for companies, and it has also become a great source of competitive advantage. Along with the business environment that has become more international, and most companies want to expand their activities in many countries and through these goals, companies face diverse national and regional cultures so that it is important to adapt to the perceptions and attitudes of diverse nations (Porter & Kramer, 2006).

As leadership is a process of social influence that builds and produces an emerging coordination of values, attitudes, and change of old ideologies in new ways (Uhl-Bien, 2006, p. 668) and support of others in the accomplishment of a common and ethical task (Chemers, 1997; Northouse, 2010). The term organizational culture is used to describe a group's common values, beliefs, ideologies, practices, norms, traditions, knowledge, and skills across all levels of the company. When considering values, it is essential to separate the values held by individuals from those held by the company as a whole, whereas “personal values involve stable and deeply embedded structures that exist within individuals and are not necessarily conscious also known as latent values” (Enz, 1988). And the values that individuals adopt from the company are detailed and publicly stated. These cultural components represent the common views and orientations in the particular field of work, which are rather dynamic and susceptible to outside influences (Schein, 1992).

2.24. Leadership with Organizational Culture and CSR

Waldman et al (2006a) investigated if the GLOBE cultural variables of institutional collectivism, in-group collectivism, and power distance affected CSR values in relation to CSR value dimensions: shareholder owner, stakeholder, and community state welfare.

The results indicated, culture with a high degree of the factor institutional collectivism is one that believes the individual must be dependent with other individuals and should have responsibilities and obligations to the wider collective that transcend personal differences, this contrasts with other factor in-group collectivism, “where a high level refers to a culture that values the extent to which individuals should express pride, loyalty, and cohesiveness with their families or specific groups within a society, such as the organization in which they work” (p. 826). Finally, a society with a high degree of the GLOBE cultural component power distance thinks that power within a civilization should be unequally distributed, and higher power distance Cultures acknowledge that the hierarchy of leaders and subordinates is vast, conventional, and acceptable.

2.24. Leadership with Organizational Culture and CSR

Strand (2010) compared Hofstede's (2001) cultural dimensions by country to CSR performance index, which assessed the over and under representation of corporations from 20 OECD countries in the Dow Jones Sustainability Index FTSE4GOOD and Global 100 CSR indexes. And discovered, that the Hofstede cultural dimension of masculinity was considerably adversely linked with nation CSR performance. Otherwise, nations deemed to have a more feminine culture, such as Norway Sweden and Denmark, performed better and has considerably greater CSR results than countries that were believed to have a more masculine culture, such as Italy and the United States.

Despite the slightly misleading nomenclature, masculinity and femininity describe the degree to which gender roles are defined within a culture, the masculinity standing for a society in which social gender roles are clearly distinct with men, in conclusion; “Men are assertive supposed to be strong tough and focused on financial and economic success, Women are more modest, affectionate, and concerned with the quality of life” (Hofstede 2001, p. 297). Strand (2011) discussed; The feminine leadership strategy found that enhanced collaboration and engagement, were humbler and caring, and more apt to embrace CSR better than the masculine leadership style (p.91).

2.24. Leadership with Organizational Culture and CSR

And suggested feminine leadership approach can be relevant as it relates to CSR practice and can have fruitful results if it is conducted on a much individual level using ethnographic methodologies to gain a deeper and more accurate understanding. Through the concepts of ethics and subjective values as an essential characteristic of positive and effective leaders, whether they are Transformational, Authentic, Ethical, or Servant leaderships, according to the related studies and researches, they have proven that these leaderships enjoy trust and credibility in the eyes of their followers through their roles and have a positive impact on their organizations performance in achieving goals strategic and long-term and also, they have a strong sense of right versus wrong (Bass, 1985; Avolio & Gardner, 2005; Brown & Trevino, 2006; Russell & Stone, 2002). Leadership shapes culture by influencing workers' attitudes and behaviors, also changing group values and beliefs, and moving their feelings of belonging towards being part of organization (Smircich, 1983; Denison, 1984; Hofstede, 1984; Schein, 1992). CSR synonymous with business ethics, stakeholder management and corporate citizenship (Schwartz & Carroll, 2003). Also associate the morality of leadership with CSR as leaders demonstrate a commitment to duty based on ethics, values (Egri & Herman, 2000; Szekely & Knirsch, 2005; Angus et al., 2010; Groves & LaRocca, 2011).

2.25. Theoretical Framework

This study depends on two theoretical frameworks in order to support the study hypotheses between full-range leadership and authentic leadership and their impact on corporate social responsibility and organizational culture, which are:

2.25.1. Leadership Member Exchange (LMX)

LMX theory, “is a relationship based on leadership’s strategy that focuses on the two-way dyadic interaction between leadership and follower and encompasses the degree to which leaderships and followers build a trustworthy, self-directed, and mutually beneficial relationship” (Graen et al., 1972). Several studies have shown that leaders develop unique connections and patterns of behavior with each subordinate they oversee as a consequence of vertical dyadic interactions facilitated by the social dynamics of the workplace (Graen et al., 1972; Dansereau et al., 1975; Graen & Scandura, 1987).

In addition, the leader's distinct relationships and interactions with each member of the group eventually become apparent, with in-group members having higher LMX relationships and out-group members having lower LMX exchanges. Whether a subordinate (a) works well with their boss and the leader, (b) negotiates to take on more tasks with their leader, and (c) engages in activities outside of their job description all contribute to their in-group/out-group status (Northouse, 2010). Early in the relationship-building process, the core LMX theory study concentrated on the nature of the contrasts between in-group and out-group features. It is said that numerous other things than behavior impact how a relationship grows via behavior.

2.25.1. Leadership Member Exchange (LMX)

Each individual of dyad contributes resources to the relationship's growth. for instance, the leader or subordinate may provide the member additional job latitude, delegation, or reward in exchange for strong dedication to objectives or higher efforts and achievement to the leadership (Scandura & Graen, 1984).

Organizational results, such as decreased employee turnover, are correlated with high quality leader-member interactions, increased organizational commitment and job satisfaction (Liden & Maslyn, 1998; Scandura & Graen 1984; Wayne & Green 1993).

Transformational leadership have four fundamental behaviors “idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation” (Bass & Avolio, 1993a).

This style of leadership is; “represented by leaders formulating a vision, inspiring followers to work toward that vision, and providing individual support, motivation, encouragement, and assistance” (Avolio & Bass, 2002, p.2). Such follower experiences may provide a springboard for the creation of superior LMX, when a leader inspires and encourages them, followers tend to respond favorably, and this good response may drive the urge for the followers to want to establish a high-quality connection with the leaders (Maslyn & Uhl-Bien, 2001).

2.25.1. Leadership Member Exchange (LMX)

Deluga (1992) has argued that the transformational leadership style stimulates traditional social exchanges and motivates subordinates to transcend primary performance goals and self-interest, as a result, provides empirical evidence of outcomes related to transformational leadership findings from the subordinate-individual binary relationship and notes that transformational leaders may enhance the formation of high-quality relationships and a sense of a common destiny with subordinates and individuals.

Howell and Hall-Merenda (1999) investigated the degree to which distinct qualities of leadership are additively and concurrently linked with performance. The link between transformational, transactional, and leader-member exchange (LMX), in addition to physical distance, was investigated the performance of 317 followers over a period of one year and exploring the extent to which the dimensions of leadership are concurrently associated with performance, results show that LMX active management by exception directly and positively predicts follower performance over time, and LMX with transformational is predictive and increases directly and positively in the performance of the followers, as it outperforms the LMX in predicting the performance of the followers under close situations improves performance of followers regardless of physical distance.

2.25.1. Leadership Member Exchange (LMX)

According to Green and Uhl Bayan (1995), transactional leadership in exchanges with followers, is associated with lower quality relationships, leadership that uses a reward system can pay their followers to accomplish agreed goals this participation creates high-quality dyadic interactions, otherwise.

Leaders who engage in active and passive management with their followers as a corrective treatment that emphasizes negative feedback lower the quality of their relationship with their followers. According to Avolio and Gardner (2005), an authentic connection between a leader and a follower fosters open and honest communication owing to sincerely held shared beliefs, which in turn encourages the pursuit and fulfillment of shared objectives. Authentic relationships between leaders and their followers are characterized by Gardner, Avolio, and Luthans (2005), Both the followers and the leaders benefited from the reciprocal links, as they were able to grow personally and professionally and appreciate how closely their respective communities worked together. Leaders and followers' perceptions of each other's motivations, effectiveness, and credibility form the basis of this link. Dirks and Ferrin (2002) found that people who have faith in their leaders tend to be more fulfilled in their work, more dedicated to their organizations, and more likely to behave professionally in the workplace. We believe that these successful business results help ensure the long-term viability and productiveness of our clients.

2.25.1. Leadership Member Exchange (LMX)

A study by Rockstuhl et al (2012), investigating a meta-analysis of LMX theory and its relevance to the national culture, found that LMX in Western cultures has a stronger correlation than in Eastern cultures according to the organizational citizenship behavior, job satisfaction, justice, job turnover, and followers trust in leaders. They used 253 studies conducted in 23 countries to investigate differences in how LMX affects work-related attitudes and behaviors between different cultures and politicians: horizontal individualism (Western countries) and vertical grouping (Eastern countries).

The analysis discovered that relationships between LMX and OCB, job satisfaction, justice, job turnover, and trust in leaders are stronger in individual horizontal cultures (Western countries) than in vertical group cultures (Eastern countries). The study analysis also found that there was no cultural difference in the relationships between LMX and task performance and between LMX and emotional and normative organizational commitment.

2.25.2. Social Learning Theory (SLT)

Bandura stresses the necessity of observing and modeling other people's behaviors, attitudes, and emotional responses. Bandura (1977) states; “Learning would be exceedingly laborious, not to mention hazardous, if people have to rely solely on the effects of their own actions to inform them what to do”. Which suggests that individuals adopt new patterns of behavior and values by observing others and subsequently emulating these behaviors and values into their own set of behaviors and learning appropriate behavior by observing others’ actions and their consequences. They propose that significant others, namely leaders, may influence follower behavior, attitudes, and emotional reactions through modeling.

Avey, Wernsing, and Palanski (2012) assert that a leader's ability to influence and transform his subordinates' behaviors and beliefs depends on whether or not they see him as a role model.

Bass and Avolio (1993b) exhibited key transformational leadership behaviors and performed as role models for their employees, which helped to create a culture of trust and confidence. These leaders encourage followers to be imaginative and innovative by challenging assumptions, reframing difficulties, and approaching old circumstances in new directions.

2.25.2. Social Learning Theory (SLT)

Avolio et al (2009) argued that; Transformational leadership is much more probable to reflect social ideals and to arise during times of crisis and upheaval, whereas transactional leadership is more probable that it will be recognized in a well-organized society.

The social learning theory of Bandura (1977; 1986; 1997), stated individuals can learn standards and norms of behavior vicariously, i.e., by watching other people through direct modeling and verbal persuasion. This case will support and help employees to become more assured and confident in their abilities and strengthen their behavioral and motivational patterns. According to social learning theory, leader behavior is likely to serve as an exemplary guide to followers' behavior through role modeling, which is necessary for effective job performance, particularly when leaders are more attractive and credible. As a result, leadership has an impact on follower performance since leaders serve as role models for followers who can learn and acquire new abilities to improve their performance. Lies, Morgeson, and Nahrgang (2005), showed that authentic leaders are more likely to be major behavioral role models for followers, there is typically a lot of contact between leaders and followers in organizations. As a result, leaders are likely to be the most visible role models at any administration level.

2.25.2. Social Learning Theory (SLT)

Conger and Kanungo (1998), indicated, Leadership outstanding acts instill confidence in subordinates that they can behave similarly. As a result of seeing authentic leaders' actions and absorbing self-relevant knowledge, Thus, “followers can learn to behave and act authentically by observing authentic leaders” (p. 479). According to Gardner et al (2005), one of the authentic leadership mechanisms by which influence the development of their followers, “is through the modeling of positive values, psychological states, behaviors, and self-development, which they frequently learn vicariously through observations the leadership” (p.25).

Ilies et al (2005) declared, “followers’ social learning experiences will shape their behavior over time and may influence how followers process self-relevant information” (p.285). This supports the necessity for these types of activities, which change follower work behaviors to conform to the ideals of authenticity. Additionally, the modeling impacts of genuine behavior on followers' social learning and behavior will be augmented or enhanced by leaders' authentic relational orientation.

2.25.2. Social Learning Theory (SLT)

Walumbwa et al (2011) conducted an investigation into the link between ethical leadership and employee performance, collecting data from China. Consistent with, social learning, social exchange, and social identity theories, they examined leadership member exchange (LMX), self-efficacy, and the organizational definition as mediating variable for the relationship between ethical leadership and employee performance.

Study results that were taken from 72 managers and supervisors, 201 direct reports, show that ethical leadership has positive effects on employee performance and is significantly related, as rated by their immediate supervisors, and that the LMX theory played a role in mediating the whole relationship.

2.26. Conceptual Model

Through leadership integrity, honesty, and true values as well as concern for employee development, safeguarding the interests of multiple stakeholders, emphasizing long-term risks, and making ethical decisions based on principles that impact employee and organizational performance, these leaders become role models for their followers that inspire and instill pride in them. Followers tend to respond positively to leaders who inspire and motivate them, and this positive interaction may trigger the followers' need to try to form a high-quality mutual relationship with the leaders and changes in their work units, and sense of collective purpose and vision that inspires them to look out for the benefit of their organization for the benefit of their community and stakeholders.

Since organizational culture, is a collective concept that refers to the values, beliefs, ideologies, customs, norms, traditions, knowledge and skills shared by members of the organization at various levels, leaders have a central role in shaping and controlling organizational culture, as well as sharing values, principles, traditions, and ways of doing things that influence the way organizational members can lead to improved attitudes and behaviors and create an innovative and supportive culture within the organization.

2.26. Conceptual Model

Therefore, the type of organizational culture can influence the way employees think about and understand corporate social responsibility within an organization in addition it stimulates employee to participate in corporate social responsibility activities for the benefit of the local community, the natural environment and other stakeholders.

According to the primary goal of this study which is to extend this framework by examining the role of leader–member exchange (LMX) theory as a social exchange process and by social learning theory (SLT) as leader’s role model, according to the literature review, theories, it was proposed the following model;

2.26. Conceptual Model

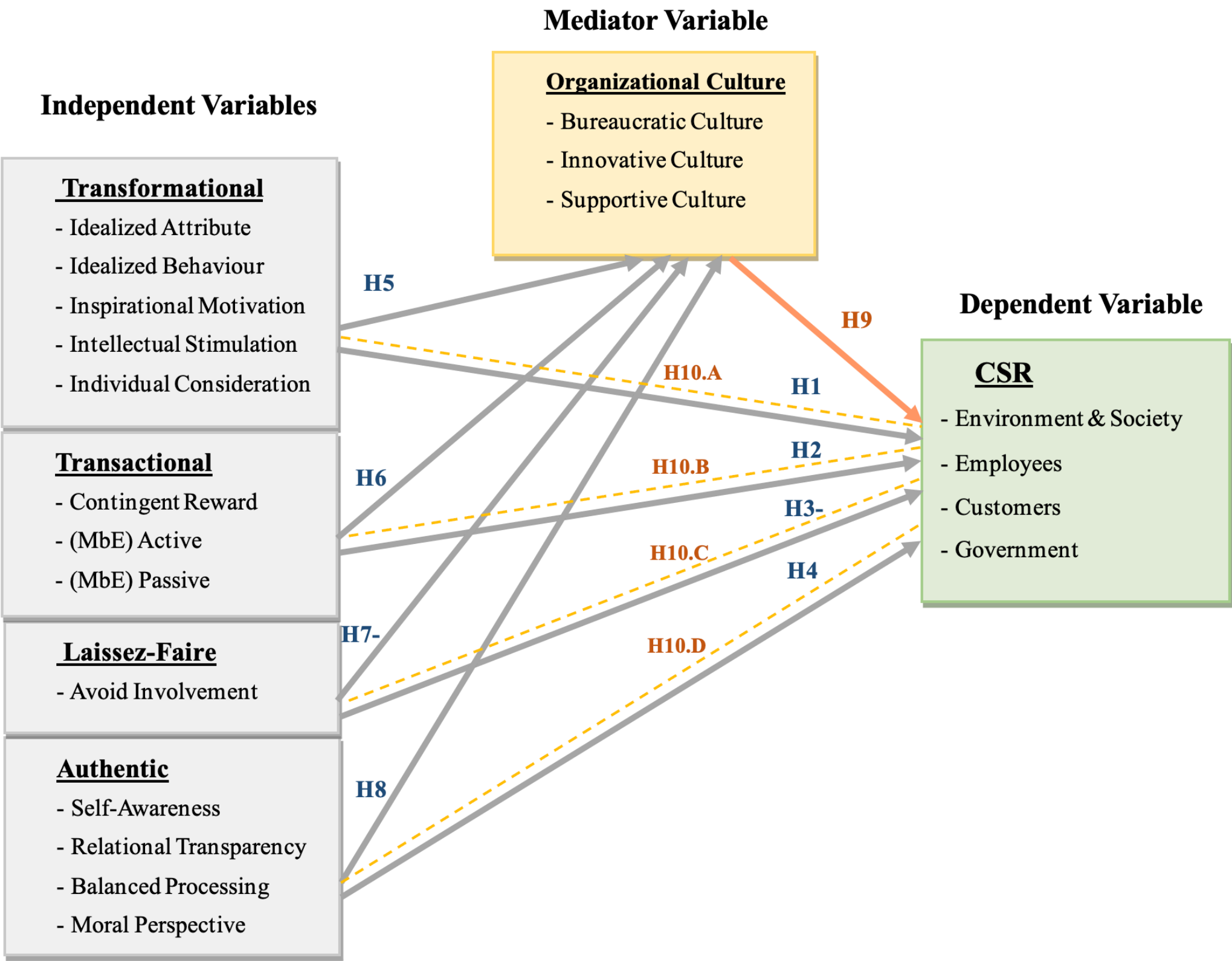


Figure 2.9; The Conceptual Model of the Study

2.27. Study Hypotheses

Many studies revealed a positive link between leadership and CSR, and have been conducted on leadership styles, (Egri & Herman, 2000; Waldman et al., 2006b; Angus et al., 2010; Groves & LaRocca, 2011; Du, Swaen, Lindgreen, & Sen, 2013; Ali et al., 2020), Based on the literature, this study hypothesized that:

(H1). Transformational leadership has a positive effect on corporate social responsibility.

Transformational leadership behaviors (idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration) have a positive effect on corporate social responsibility (environment and society, employees, customers, and government).

(H2). Transactional leadership has a positive effect on corporate social responsibility.

Transactional leadership behaviors (contingent reward and management by exception active) have a positive effect on corporate social responsibility (environment and society, employees, customers, and government) except for (management by exception passive) behavior, which has a negative effect.

(H3). Laissez-faire has a negative effect on corporate social responsibility.

Laissez-faire behavior (avoid involvement) has a negative effect on corporate social responsibility (environment and society, employees, customers, government).

2.27. Study Hypotheses

(H4). Authentic leadership has a positive effect on corporate social responsibility.

Authentic leadership behaviors (self-awareness, relational transparency, balanced processing, and moral perspective) have a positive effect on corporate social responsibility (environment and society, employees, customers, and government).

Leadership creates and shapes organizational culture through their roles, and the relationship between the two concepts represents an ongoing interaction in which they leadership shapes the organizational culture (Schein, 1992; Bass & Avolio, 1993).

Leadership is generally mentioned as one the most important parts of an organization. Waldman et al (2006a) found that, “cultural and leadership factors are critical determinants of the CSR values of managers” (p.835). They discovered, in particular, that societies with high levels of institutional collectivism showed a considerable value for the welfare of their shareholders, stakeholders, and community.

(H5). Transformational leadership has a positive effect on organizational culture.

Transformational leadership behaviors (idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration) have a positive effect on organizational (bureaucratic, innovative, and supportive) culture.

2.27. Study Hypotheses

(H6). Transactional leadership has a positive effect on organizational culture.

Transactional leadership behaviors (contingent reward and management by exception active) have a positive effect on organizational (bureaucratic, innovative, and supportive) culture, except for (management by exception passive) behavior, which has a negative effect.

(H7). Laissez –Faire negatively has a negative effect on organizational culture.

Laissez-faire behavior (avoid involvement) has a negative effect on organizational (bureaucratic, innovative, and supportive) culture.

(H8). Authentic leadership has a positive effect on organizational culture.

Authentic leadership behaviors (self-awareness, relational transparency, balanced processing, and moral perspective) have a positive effect on organizational (bureaucratic, innovative, and supportive) culture.

By making social responsibility practices a priority, an organization's culture may foster a feeling of belonging among its members, which in turn can improve the consistency of their moral judgments. In such a culture, members are encouraged to take responsibility for ethical decisions and to take numerous perspectives and points of interest into account (Brown & Trevino, 2006).

2.27. Study Hypotheses

(H9). Organizational culture has a positive effect on corporate social responsibility.

Organizational (bureaucratic) culture has a negative effect on corporate social responsibility (environment and society, employees, customers, government), while (innovative and supportive) culture have a positive effect.

Research has indicated that there is an effect of organizational culture on the relationship between CEO values and organizational outcomes (Pearson et al., 2008). Mediation variable is a third variable that enters to the relationship between other variables and transmits the impact of the independent variable on the dependent variable (MacKinnon et al., 2012).

In any study model, a mediated or moderated variables might help determine how and when relationships arise. As a logical extension, organizational culture was considered in this study to be a potential mediator of the relationship between leadership styles and CSR (Baron & Kenny, 1986).

2.27. Study Hypotheses

(H10). Organizational culture mediates the relationship between leadership styles and corporate social responsibility.

(H10.A) Organizational (bureaucratic, innovative, supportive) culture mediate the relationship between transformational leadership behaviors (idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration) and corporate social responsibility (environment & society, employees, customers, government).

(H10.B) Organizational (bureaucratic, innovative, supportive) culture mediate the relationship between transactional leadership behaviors (contingent reward, management by exception active, management by exception passive) and corporate social responsibility (environment & society, employees, customers, government).

(H10.C) Organizational (bureaucratic, innovative, supportive) culture mediate the relationship between Laissez-Faire (avoid involvement) and corporate social responsibility (environment & society, employees, customers, government).

(H10.D) Organizational (bureaucratic, innovative, supportive) culture mediate the relationship between authentic leadership behaviors (self-awareness, relational transparency, balanced processing, moral perspective) and corporate social responsibility (environment & society, employees, customers, government).

CHAPTER THREE

METHODOLOGY

3.1. Study Method

To determine how leadership styles affect other variables, various research and studies have used the Quantitative Method. For example, the research that was conducted by Waldman et al (2006b) on the impact of the attributes and behaviors of transformational leadership on CSR, conducted the quantitative research techniques. In this dissertation, a quantitative method was selected, as it aims to explore the relationships between study variables and understand the cause impact relationship between leadership styles, CSR, and organizational culture.

Quantitative research; is used to quantify an issue by providing numerical data that can be transformed into usable statistics and then into useful information. It is used to quantify attitudes, behaviors, and opinions and generalize results from a larger sample population.

Quantitative data collection methods include various forms of surveys, including online surveys, paper surveys, kiosk surveys, and interviews (Rawbone, 2015).

3.2. Participants and Sampling

In this study, the population of interest were employees, supervisors, and department managers at different levels across 12 investment companies located in Erbil, Iraq.

This study used the convenience sampling technique, and the target for participation, as indicated were from 12 investment firms in four fields: (i) Oil and Gas, (ii) Constructions,

(iii) Telecommunications, (iv) Food Products. The estimated total number of employees working for these 12 investment companies is about 1,500 employees. According to Krejcie and Morgan (1970) technique, 300 samples of the population were taken.

- These types of businesses have a critical impact on the local economy and infrastructure. In addition to public income, it provides commodities and services related to the benefits of society, such as oil and gas production, housing, real estate, and communications, as well as the production of various food commodities.
- Also represent the increase in employment rates through which human resource competencies can be created, developed, and learned using modern management methods through the merging and acquisition of new practices and concepts of effective leadership.
- Combining these groups might provide expected answers more diversity, variability, and variances, thereby allowing for the generalization of study findings (Waldman et al., 2006b).

3.3. Data Collection Process

First, it was applied to get a permit for collecting data from the HR managers of the concerned firms and informing them about participating in academic research for the doctorate program in business administration and the purpose of the research. Also, permission has been obtained from the General Investment Authority in Erbil, for this research. It submitted a set of hard copies of 300 surveys that will be filled out by pen to the HR departments of the participating firms and then retrieved them within the specified period of three weeks.

Due to the COVID-19 pandemic, there was a mandatory quarantine for some employees, especially foreigners, in multinational companies, and the daily work of other employees was to be rotated, and it was given an additional week in order to increase the number of participants. Second, an introduction letter was added to the survey as a summary to provide more clarification for the respondents, and it indicated the purpose, procedures, benefits, and importance of data collection, as well as the method and technique for choosing questions and furthermore, option for filling out this survey in a voluntary and confidential manner (Bryman & Bell, 2015). Third, the survey was presented in English as the study language as well as the language of the original scales and instruments.

3.4. Demographics Information

The first section of the survey after the introduction letter aimed to collect demographic information from respondents. This section consisted of six demographic items, which included:

(i) Gender, (Male/Female), (ii) Age, (Less than 25 years /25-35/ 36-45/ 46-55/ 56 years above).

(iii) Education Degree, (High School/ Diploma, which is 2 years over high school / Bachelors/ Master/ Doctorate).

(iv) Current Job Level (Employee/ Supervisor / Unit-Department Manager). (v) Tenure of Experience, (1-2 Year/ 3-5 Years/ 6-9 Years/ 10 Years Above). (vi) Business Industry Field, (Constructions / Oil and Gas / Telecommunications / Foods products). These variables were chosen because earlier research suggested they could have an effect on the relationships through investigation with dependent variable. It is also possible, through its descriptive nature, to reveal the percentages of employees of each gender, age, and educational level working in those fields.

3.5. Measures and Instruments

After the questions about the participants personal demographic information, the second part asked questions about the study constructs from the following instruments:

Leadership style MLQ-5X (Bass, 1985; Bass & Avolio, 1995) with Authentic leadership ALQ (Avolio et al., 2007; Walumbwa et al., 2008), Organizational Culture Index (Wallach, 1983). Corporate Social Responsibility (Turker, 2009).

The participants choose the Likert scale of questionnaires ranging from (Not at all) to (Frequently if not always), and (Does not describe) to (Describes most of the time) and (Strongly Disagree) to (Strongly Agree), for complete scales, see the Appendices.

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

Bryman's (1992) leadership theories have been renamed the “Full-Range Leadership Theory” (FRLT). The FRLT constructs denote three typologies of leadership behavior: Transformational, Transactional, and Laissez-Faire, which are represented by nine distinct factors, and the Multifactor Leadership Questionnaire has been the most widely used survey instrument to assess these nine factors in the FRLT.

The MLQ was developed by Bass (1985) at the Center for Leadership Studies School of Management at SUNY-Binghamton. The conceptual foundation for the MLQ initial factor structure originated with Burns' (1978) definition of transformational leadership. And seventy-eight CEOs were polled on how they characterize themselves or a leader who has influenced them. “What was important to them in their roles as leaders?” As well as, “What are their roles as leaders and how do they lead”. According to survey results, the best leaders are those who can persuade others to put the group's interests ahead of their own. Then it was added additional items from literature and concepts of Charisma, the total original items became 142 generated were sorted into transformational, transactional and contingent reward leadership categories. “An item was retained only if there was at least 80% agreement about the item. The final set of 73 items was evaluated by 176 US Army colonels, who were asked to describe their superiors.

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

As noted above, their ratings were then factor analyzed using principal components analysis into three transformational, two transactional, and a passive-avoidant laissez-faire factor (Bass, 1985).

The MLQ (Form 5X) was created to solve issues with previous versions of the MLQ survey.

A number of issues have been identified with this scale, including issues with item wording, a lack of discriminant validity among specific leadership variables, and the combination of actions and attributions in the same scale. The current edition of the MLQ (Form 5X), was produced based on past research employing older versions of the MLQ, the professional opinion of six leadership academics who advised item additions or deletions, and confirmatory factor analyses (CFA). It has also been revised multiple times in an effort to properly evaluate the component elements while resolving concerns about its psychometric qualities. (Avolio et al., 1995; Avolio et al., 1999).

The MLQ (Form 5X) contains 45 items: 36 items represent the nine leadership factors (i.e., each leadership scale is comprised of four items), and 9 items that assess three leadership outcomes.

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

(Uses a 5-point from 0 to 4 Likert scale). The anchors used to evaluate the MLQ factors are presented as follows: 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always (Bass & Avolio, 1995).

“Such a measurement is provided by the MLQ; it is built on a wonderful conceptual framework, is supported by serious research, is simple to apply, and is well-known in many leadership literatures. The latest iteration of the MLQ is a legitimate and trustworthy tool that can accurately gauge the complete spectrum of leadership theory” (Antonakis et al., 2003, p. 266-267).

There will always be certain limits in every leadership survey, the fundamental critique that runs across many studies that use the MLQ: “is that the self-perception of the leaders answering the questionnaire may vary from the judgment of the leaders' employees about them?”.

The MLQ testing does not offer a solution to resolve this risk. The reason for this is because, as one would assume, “employees' assessments of their leaders' attributes are lower than those of the leaders themselves” (Bass et al., 2006). The probability that MLQ scores are influenced by social desirability, such that leaders evaluate themselves as leaders based on what they perceive to be the more desirable responses. Avolio et al (1999), make an investigation and came to the negative result that social desirability does not significantly affect test scores.

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

In conclusion, the MLQ has been widely used in a variety of organizations across sectors, levels, and cultural contexts with varying levels of management, and the findings have shown stable reliability. The MLQ therefore reflects an endeavor to capture a wide range of leadership behaviors, from laissez-faire to idealized leadership, identifying ineffective leaders from effective leaders.

Additionally, it focuses on particular actions and individual behaviors taken by associates at any organizational level to transform employees and organizations.

Since the MLQ questionnaire measures leadership behaviors that drive and satisfy individuals to achieve agreed upon and desired levels of productivity and efficiency.

Therefore, there is also confidence and justification for the use of MLQ in this dissertation, given its track record of validity and reliability. The MLQ is divided into two versions: one for the leader and one for the followers of the leader, and both consist of the same statements, the leaders fill out a questionnaire on their own leadership style, while the (followers) fill out a questionnaire about the leadership style of their leaders.

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

In this study, the follower's version was used to assess the behavior of leadership, CEOs, and general managers at multiple levels of organizations, depending on the followers who report to the relevant head, general manager, or director. Respondents were asked to do this by scoring each individual question on a scale from 1 to 5 to describe the behavior of the person responsible for or directly supervised by him. The MLQ assesses a wide range of leadership styles, which may be classified into three major groups. The form of the leadership actions and the intended consequences vary for each category as shown below in Table 3.1:

3.5.1. Multifactor Leadership Questionnaire (MLQ-X5)

Table 3.1: Categories of the MLQ, Source: Bass & Avolio, (1995) Mind Garden.

Transformational Behavior (Also known as the 5 I'S) 20 Items	Builds Trust “Idealized Influence - Attributes”	IIA 4 Items	This behavior is able to instill strength and pride in their followers by looking beyond their own particular interests and concentrating on the interests of others.
	Acts with Integrity “Idealized Influence - Behaviors”	IIB 4 Items	This behavior acts with integrity and openly discuss their most significant principles and beliefs, also concentrate on a desired vision and constantly evaluate the moral and ethical implications of their activities.
	Encourages Others “Inspirational Motivation”	IM 4 Items	This behavior acts in ways that excite people around them by giving significance and challenge to the work of their followers, Individual and team spirit is stimulated and make them enthusiasm and optimism
	Creative & Innovative Thinking “Intellectual Stimulation”	IS 4 Items	This behavior stimulates their followers' efforts to be innovative and creative, reframing problems, and approaching old situations in new ways and finding solutions without ridicule or criticism
	Coaches & Develops People “Individualized Consideration”	IC 4 Items	This behavior pay attention to each individual's need and growth by acting as a coach or mentor and developing them by creating new learning opportunities in a supportive climate.
Transactional Behavior Constructive & Corrective 8 Items	Rewards Achievement “Contingent Reward”	CR 4 Items	These Leaders rewarding their follower when they achieving goals expected levels of performance.
	Monitors Deviations & Mistakes “Management-by-Exception/Active”	MBEA 4 Items	These leaders specify the standards for compliance and they are sensitive to mistakes and punish followers for being out of compliance with those standards and they close monitoring for deviations, and errors, then taking immediate corrective action.
Passive-Avoidant Behaviors Passive 4 Items	Fights Fires “Management-by-Exception/Passive”	MBEP 4 Items	These leaders are rigorous and harsh with their followers, they wait for a problem to appear before taking corrective action and corrective action is most often punitive.
Laissez-Faire Behavior Avoidant 4 Items	Avoids Involvement “Laissez-Faire”	LF 4 Items	These leaders avoiding involvement, and could be easily defined as 'non-leadership, and they refuse to assume the responsibilities, do not offer enough information, or feedback or giving knowledge.

3.5.2. Authentic Leadership Questionnaire (ALQ)

Authentic Leadership Questionnaire (ALQ) developed by Walumbwa et al (2008) with 16-items four dimensions: “Self-Awareness, Relational Transparency, Balanced Processing, Internalized Moral Perspective”, used 5 point Likert scale from (0 to 4). (0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always).

Walumbwa et al (2008) utilized several samples collected from three different locations, United States, China, and Kenya in order to perform (CFA) to test ALQ's discriminant validity in comparison to transformational leadership (MLQ-5X: Bass & Avolio, 1995) and ethical leadership measures (ELQ: Brown & Trevino, 2006).

Walumbwa et al (2008), proposed ALQ that has evidence to support its reliability and validity and provides future researchers and studies with one method for assessing authentic leadership. and their results suggested that “it is possible to discriminate the authentic leadership measure from other related leadership orientations, e.g., transformational leadership and ethical leadership. Also, they suggested that the core components of authentic leadership may generalize across cultural contexts” (Gardner et al., 2011).

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3.5.2. Authentic Leadership Questionnaire (ALQ)

It is also reasonable to claim that the structures from which the measures of authentic leadership are established, could be an inseparable part of transformational and ethical leadership without the dimension that is represented in self-awareness, as indicated in the past in the conceptual differences between authentic leadership and other leadership theories.

Table 3.2 below, Walumbwa et al (2008), refer to the behavior of the dimensions of Authentic leadership with a detailed explanation.

3.5.2. Authentic Leadership Questionnaire (ALQ)

Table 3.2: Categories of the ALQ, Source: Walumbwa et al, (2008)

Self-Awareness 4 Items	Leaders with self-awareness understand their strengths and weaknesses, which includes developing one's self-awareness via exposure to others and being conscious of one's influence on others. One who is self-conscious is aware of and confides in their own intentions, emotions, desires, personality traits, and self-relevant ideas.
Relational Transparency 5 Items	Transparency is exhibiting genuine self to others (as opposed to a phony or distorted self) such as honest information sharing and the admission of one's actual ideas and emotions (true thoughts and feelings), this behavior fosters trust. When you are in connections that are genuine, people may see both your good and bad sides.
Balanced Processing 3 Items	Leaders that use balanced processing analyze objectively review all pertinent information before making a decision and take in to consider feedback from many viewpoints. They take into account how the many viewpoints could fairly and impartially influence their judgments and understanding of a certain issue or opportunity.
Internalized Moral Perspective 4 Items	A sort of self-regulation that is internalized and integrated this kind of self-regulation is driven by internal moral standards that is using in workplace, or the present culture.

3.5.3. The Overall Model of MLQ and ALQ

The Full Range Leadership Theory, contains a variety of leadership styles, and all leaders exhibit each type to varying degrees. Transformational and Authentic leadership styles are the most active and effective, while (Avoids Involvement) behavior is the most passive and ineffectual. Also, the findings of the MLQ/ALQ research are the most investigated assessment of leadership styles, with high validity, reliability, and applicability as a predictor of positive organizational outcomes.

The ALQ was created to broaden the MLQ's styles to include morality and authenticity, and the two instruments work together to offer a thorough assessment of leadership styles (Bass & Avolio, 1995; Avolio et al., 2004; Avolio & Bass, 2004; Walumbwa et al., 2008).

Although, there are few existing research studies and empirical evidence that have used both the scales full range leadership model (MLQ -5X), 36 items with authentic leadership (ALQ), 16 items in describing leadership behavior, this study could be one of the preliminary studies that used both.

Taking into consideration that leaders' self-assessment may not generalize to actual leadership behavior due to a number of reasons, sometimes an appropriate leader may not be the only one doing the self-assessment with no other assessors and evaluators, there is evidence that self-assessment of leadership doesn't consider the actual or real behavior of the leader.

3.5.3. The Overall Model of MLQ and ALQ

Leadership is a matter of intentions and perceptions, which do not always necessarily coincide. Because followers' motivation and commitment are only affected by leadership, the leadership perceived by the followers is expected to have a stronger correlation with organizational performance than the leadership intended by the leader (Jacobsen & Andersen, 2015). Moreover, leaders are prepared to put themselves in harm's way personal risk and make concessions if it means earning their followers' respect and confidence (Conger & Kanungo, 1998).

The GLOBE project assessed the impact of culture and leadership in 61 countries worldwide, the findings support the assumption that leadership concepts are culturally endorsed and assumption that effective leadership is in the eye of the beholder (Hofstede, 1983; Jacobsen & Andersen, 2015).

This is a crucial point: leadership is fundamentally in the eye of the beholder, yet leaders might have distinct relationships with peers, followers, and others, and “their impact ratings will vary as a result of the unique nature of these interactions” (Javidan et al., 2006).

3.5.3. The Overall Model of MLQ and ALQ

Avolio (2011) clarified the technique of using MLQ/ALQ self-rating perception and follow-observer's perception for measuring leadership behaviors;

For example, if a leader has about 10 followers and the results got a rating from 1, it is unlikely that that rating will represent the 9, other views, if that follower has worked for the leader for one month or less. If results get ratings from his/her peers, that may not generalize to followers.

If results got ratings from the leader him/herself, one must ask, how representative are those ratings of all other sources?

If the study interest is to understand or change the self-perceptions of a leader, then measuring self-ratings is appropriate. If the goal of the study is to measure leadership behavior, then measuring followers'/observers' perceptions of that leader is the most appropriate (Avolio, 2011).

3.5.3. The Overall Model of MLQ and ALQ

This study examines both scales as independent variables separately, without merging the instruments with each other (MLQ-5X), 36 items, and (ALQ), 16 items. Followers will rate their leaders using a 5-point Likert scale to measure both from (0 to 4).

“0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always”

A- Transformational Leadership five dimensions 20- items

- Idealized Influence (Attributes) (4 items)

- Idealized Influence (Behavior) (4 items)

- Inspirational Motivation (4 items)

- Intellectual Stimulation (4 items)

- Individual Consideration (4 items)

B - Transactional Leadership three dimensions 12-items

- Contingent Reward (4 items)

- Management by exception /Active (4 items)

- Management by exception /Passive (4 items)

C - Laissez-Faire one dimension 4- items

- Avoids Involvement (4 items)

D - Authentic leadership four dimensions 16-items

- Self-Awareness (4 items)

- Relational Transparency (5 items)

- Balanced Processing (3 items)

- Internalized Moral Perspective (4 items)

3.5.4. Approval to Administrate MLQ and ALQ

In this thesis, permission was requested to use and administer the Multifactor Leadership Questionnaire MLQ with the Authentic Leadership Questionnaire ALQ from the publisher of the instrument, Mind Garden Inc., via email. In addition to this, before the research was conducted and data collected, it was informed to the esteemed dissertation advisor as well as the administration of the Institute of Graduate Science in Istanbul Okan University to use those instruments to obtain permission from the publishers, and then it was received the licenses from the sources as shown in the dissertation appendices.

According to the instructions and regulations of Mind Garden Inc. for publications, the entire instrument and the complete items should not be included in the appendices or tables of any thesis or dissertation, however it may use the four sample items of MLQ as well as the ALQ, the elements identified by Mind Garden. Academic committees understand copyright requirements and satisfied with sample elements of the appendices and tables (Mind Garden Inc., 1995).

3.5.5. Corporate Social Responsibility Questionnaire (CSRQ)

Corporate social responsibility was developed by Turker (2009), 17-item questionnaire to measure corporate social responsibility. Response options ranged from 1 to 5 Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The scale's reliability was 0.9. Which indicated the positive effects of business on stakeholders and provided a valid and reliable measure of corporate social responsibility that reflects business responsibilities to various stakeholders (Turker, 2009).

The study was created using a methodical, large-scale procedure. Data from 269 professionals business in Turkey and used an exploratory factor analysis to find the major factor scale structure. As a result, the analysis produced a four-dimensional structure of CSR with four dimensions. "Employees, customers, and the government are among the social and non-social stakeholders". The economic component was excluded from the definition of corporate social responsibility which was defined as: Corporate behaviors that aim to positively influence stakeholders beyond economic interest (Turker, 2009: p.413). This definition is closely interrelated with the concept of stakeholder theory of Freeman (1984) in which he defined stakeholders, as those groups that are affected by the achievement of the organization's objectives and have a direct and indirect impact on firm.

3.5.5. Corporate Social Responsibility Questionnaire (CSRQ)

According to the Carroll (1991) model, there is a natural fit between the idea of CSR and an organization's stakeholders. In the study the conceptual scales were selected from Wheeler and Sillanpaa's (1997) model, as the most suitable classification to categorize stakeholder, constructs where stakeholders that have a direct impact on organizations and human entities are defined as primary social stakeholders. The natural environment, future generations, and NGOs represent the dimension of society. Employees, customers, and government represent the other dimensions. Study scale reliability was 0.89 for Environment & Society and employees 0.88, customers 0.85, and government 0.92. The final score for the items was as follows in Table 3.3. Environment & Society (6 items), Employees (6 items), Customers (3 items), Government (2 items) (Turker, 2009, p. 423).

3.5.5. Corporate Social Responsibility Questionnaire (CSRQ)

Table 3.3: CSR Dimensions and Instruments, Source: Turker, (2009, p.422)

Dimensions		Item #	CSR- Instruments
Environment & Society 6 Items	SS	1	“Our company participates to the activities which aim to protect and improve the quality of the natural environment”.
		2	“Our company makes investment to create a better life for the future generations”.
		3	“Our company implements special programs to minimize its negative impact on the natural environment”.
		4	“Our company targets a sustainable growth which considers to the future generations”.
		5	“Our company supports the non-governmental organizations working in the problematic areas”.
		6	“Our company contributes to the campaigns and projects that promote the well-being of the society.”
Employees 6 Items	EM	7	“Our company encourages its employees to participate to the voluntarily activities”.
		8	“Our company policies encourage the employees to develop their skills and careers”.
		9	“The management of our company primarily concerns with employees’ needs and wants”.
		10	“Our company implements flexible policies to provide a good work and life balance for its employees”.
		11	“The managerial decisions related with the employees are usually fair”.
		12	“Our company supports employees who want to acquire additional education”.
Customers 3 Items	CU	13	“Our company protects consumer rights beyond the legal requirements”.
		14	“Our company provides full and accurate information about its products to its customers”.
		15	“Customer satisfaction is highly important for our company”.
Government 2 Items	GO	16	“Our company always pays its taxes on a regular and continuing basis”.
		17	“Our company complies with the legal regulations completely and promptly”.

3.5.6. Organizational Culture Index (OCI)

Organizational culture index by Wallach (1983) described corporate culture in terms of three distinct dimensions: bureaucratic, innovative, and supportive, 24-items. As in Table 3.4 below, it measures a 4-point Likert scale ranging from 0 to 3, which (0 = does not describe my organization, 4 = describe my organization most of the time). In comparison to the other cultural instruments, these three dimensions seem to be more closely associated with national cultural dimensions (Hofstede, 1980). Wallach (1983) suggested, that individuals' degrees of commitment to the organizations may vary from culture to another one because they bring their own values, attitudes, and beliefs to the job and workplaces. The individuals' behaviors reflected the national cultures through individuals' personal values, attitudes and beliefs fit in with the existing organizational culture and this one is influencing the national culture.

This is the major difference between the cultures of eastern and western firms. The situation is also observed in the firms of the Middle East countries, and most firms have almost identical scores with the highest scores for power distance and the lowest for future orientation, representing “the high degree of power in top levels of management and low individualism, cultures all stood out as large power distance, strong uncertainty avoidance, and masculine societies, thus showing a similarity in terms of these cultural characteristics” (Kabasakal & Bodur, 2002).

3.5.6. Organizational Culture Index (OCI)

Table 3.4: Organization Culture Index and Dimensions,
Source: Wallach, (1983,p.32-32)

Organizational culture Dimensions			Item #	Index
Bureaucratic Culture 8 Items	BC	A bureaucratic culture; “Is hierarchical and compartmentalized. There are clear lines of responsibility and authority. Work is organized and systematic, and power-oriented, established, solid”.	1-d	Procedural
			2-c	Hierarchical
			3-j	Structured
			4-l	Ordered
			5-n	Regulated
			6-t	Established, Solid
			7-u	Cautious
			8-x	Power-Oriented
Innovative Culture 8 Items	IC	An innovative culture; “Refers to a creative, results-oriented, challenging work environment. It is characterized as being entrepreneurial, ambitious, stimulating, driven and risk-taking”.	9-a	Risk Taking
			10-f	Results-Oriented
			11-g	Creative
			12-k	Pressurized
			13-m	Stimulating
			14-r	Challenging
			15-s	Enterprising
			16-w	Driving
Supportive Culture 8 Items	SC	Supportive cultures; “Are characterized as open, harmonious, trusting, safe, equitable, sociable, relationships-oriented, humanistic, collaborative, and likened to an extended family” (p.32-33)	17-b	Collaborative
			18-e	Relationships-Oriented
			19-h	Encouraging
			20-i	Sociable
			21-o	Personal Freedom
			22-p	Equitable
			23-q	Safe
			24-v	Trusting

3.6. Data Analysis Approaches

Some of the technique criteria and assumptions in this study must be reviewed before statistical analyses to ensure that no violations of the foundations of parametric research occur.

The data analysis in this study, is conducted IBM SPSS Statistics (V. 23).

To examine the reliability and internal consistency of the data supplied by estimations of the Cronbach alpha coefficient. The values of Cronbach alpha indicate item internal consistency, “which refers to the degree to which the items in a test assess the same construct. And a figure larger than 0.80 is typically recognized as a good rule of thumb” (Crano & Brewer, 1973).

Exploratory Factor Analysis (EFA) was used via SSPS in this study, while (CFA) is utilized when researchers have some understanding of the underlying structure of the construct they wish to study, (EFA), is used when there is ambiguity regarding the number of factors that are suitable to describe the interrelationships among a collection of constructs (Petty et al., 2003). Multiple Linear Regression Analysis (MLRA), is one of the statistical methods that has various techniques used to study and determine the relationships between multiple independent, dependent and mediating variables (Hair et al., 2013).

3.6. Data Analysis Approaches

It was employed the techniques of (MRA and SRA) to examining how leadership styles directly or indirectly impact on corporate social responsibility and organization culture, as well as the normality of samples distribution and the linear relationships of independent, dependent and mediation variables.

Analysis of variance (ANOVA); “Statistical technique used to determine whether samples from two or more groups come from populations with equal means ” (Hair et al., 2013. p.666).

3.7. Mediation Impact

Organizational culture has been proposed as a mediating variable in the relationship between leadership styles and corporate social responsibility; a mediating variable is defined as; “Third variable that intervenes in the relation between an independent variable and a dependent variable, transmitting the effect of the independent variable on the dependent variable”(MacKinnon et al., 2012, p.418).

The study hypothesized that organizational culture as a mediator can influence leadership styles on corporate social responsibility (Baron & Kenny, 1986).

CHAPTER FOUR

RESULTS AND FINDINGS

Results and Findings

This chapter offers the data analysis and findings acquired to support the hypotheses investigated in this dissertation. The chapter begins with a brief examination of the demographic information provided by the participants. Following that, it discusses the appropriate statistical methods for exploratory factor analyses, scale reliability, and correlation estimates between research variables. ANOVA and multiple, simple regression analysis were also utilized to address the relationships among the study hypotheses.

4.1. Participant Demographics Results

The study sample frame consisted of employees and their supervisors, unit managers without CEOs, and general managers in four industrial fields operating in Erbil, Iraq. The study depended on convenience sampling techniques for data collection (Creswell, 2009; 2013).

After obtaining permissions and approvals from the relevant authorities, it was distributed (300) surveys to the multi-production companies. After contacting their management and explaining the purpose and method of filling out the questionnaire as it was referred to before, After four weeks a total of (254) returned survey responses were received. By examining and uploading the data, 42 responses from participants were considered to be a significant lack of 50% missing data, in addition to the 7 responses considered outliers through Mahalanobis Distance, such that their test scores were greater than 20 and they had a probability of MD ($P < 0.001$) (Kline, 2005, p. 52).

As a consequence, these replies were eliminated from the study, the end results were (205) viable responses, and the initial rules of thumb suggested that any $N > 200$ provided sufficient statistical power for data processing (Singh et al., 2016).

4.1. Participant Demographics Results

Comrey and Lee (1992) graded; “Factor analysis sample of 50 as very poor, 100 as poor, 200 as fair, 300 as good, 500 as very good, and 1000 as excellent”. According to Kline (2011), the N 200 may be low for complex models with non-normal distributions or missing data. In general, the data of more than 200 participants is appropriate, and statistical operations tend to indicate a high probability level of fixing the criteria. On the other hand, if the sample size falls below 100, statistical processes will indicate that there are no significant levels of probability.

The study data fulfilled the acceptable skewness and kurtosis levels as specified by Kline (2005) within the acceptable range ($-1.5 > +1.5$). The skewness values ranged from (-1.019 to +1.141) while the values of kurtosis ranged from (-1.211 to +1.351), these values confirmed the normal distribution of the study data. The descriptive results of the demographic breakdown of 205 usable data include the following Table 4.1.

4.1. Participant Demographics Results

Table 4.1: Demographics Descriptive and Frequency Results

#	Demographic Variable	Label	Frequency	% Percentage
1	Gender	Male	153	74.6
		Female	52	25.4
2	Age in Years	Less 25	31	15.1
		25-35	107	52.2
		36-45	55	26.8
		46-55	7	3.4
		56 above	5	2.4
3	Educational Degree	High School	20	9.8
		Diploma	45	22.0
		Bachelors	110	53.7
		Master	23	11.2
		Doctorate	7	3.4
4	Job Level	Employee	127	62.0
		Supervisor	42	20.5
		Unit Manager	36	17.6
5	Tenure of Experience	1-2 Year	33	16.1
		3-5 Years	69	33.7
		6-9 Years	49	23.9
		10 Years Above	54	26.3
6	Field of Business	Constructions	42	20.5
		Oil and Gas	79	38.5
		Telecommunications	43	21.0
		Food Products	41	20.0

4.1.1. Gender

The total results for the participants according to gender for the respondents who answered that they are males included 153 from the 205 sample with a percentage of 74.6% and 52 females.

4.1.2. Age

The total results for the participants according to age in each group are as follows: The answers of the participants who reported that their ages were less than 25 years made up 31 participants with a percentage of 15.1% of the population, and between 25 and 35 years old were 107 participants with a percentage of 52.2%, and between 36 and 45 years old were 55 participants with a percentage of 26.8%, and the participants between 46 and 55 years old were 7 participants with a percentage of 3.4%, while participants above 56 years old made up 5 with a percentage of 2.4% of the population.

4.1.3. Educational Degree

According to the educational levels of the participants in the study, according to their answers, the results of the first category represented that they had a high school certificate with 20 participants and a percentage of 9.8%. A diploma is an academic or professional degree that an individual obtains after two years of high school.

In this category, there were 45 participants for a percentage of 22%. Participants who had a bachelor's degree were 110, with a percentage of 53.7%; participants who had high educational degrees in master were 23 participants, with a percentage of 11.2%; and for a doctoral degree, there were 7 participants, with a percentage of 3.4%.

4.1.4. Job Level

Through the responses of the participants in the first category, represented by employees and workers, there were 127 employees and workers with a percentage of 62%, 42 work supervisors and observers with a percentage of 20.5%, and 36 unit managers with a percentage of 17.6%.

4.1.5. Tenure of Experience

The results of the responses are based on the participants tenure of experience in years.

The first category representing 1-2 years of experience, were answered by 33 participants, with a percentage of 16.1%. And between 3-5 years, there were 69 participants with a percentage of 33.7%, from 6 to 9 years there were 49 participants with a percentage of 23.9%; and over 10 years, 54 participants, with a percentage of 26.3%.

4.1.6. Field of Business

As for the industrial fields, which were represented in the study, the results for the construction field were 42 participants with a percentage of 20.5%, and for oil and gas, 79 participants with a percentage of 38.5%, for telecommunications, 43 participants with a percentage of 21%, and lastly, for food products, 41 participants with a percentage of 20%.

4.2. Factor Analysis

Factor analysis is used to find interrelationships among a large collection of observable variables, and then to arrange a smaller set of these variables into dimensions or components that have similar characteristics via data reduction (Kline, 2011).

There are some issues with certain item-level data being noisy. People's reactions to specific things may be volatile, resulting in poor item reliability. Exploratory factor analysis (EFA) items often have relatively high secondary loadings (e.g., around 0.30) on factors other than the ones on which they have main loadings (e.g., > 0.50), (Hair et al., 2005; 2013). Secondary loadings in EFA often account for rather large shares of the variation, EFA is used when there is ambiguity regarding the number of factors that are suitable to describe the interrelationships among a collection of variables (Pett et al., 2003).

Researchers attempt to choose an EFA rotation choice (such as the varimax, quatrain, or ProMax, to mention a few) that makes factor interpretation clearer (Kline, 2011).

This study used EFA to explore the loading for factors of each variable in order to ensure the results of the parameter and the integrity of the model fit measurement, it was used factors for each item whose value was greater than 0.50, and factors below 0.50 were excluded from the study analysis, As recommended, the typical rule of thumb is that loading factors that have a value “above 0.70 are excellent, 0.65 are very good, 0.55 good, 0.45 fair, and 0.35 poor” (Tabachnick & Fidell, 2007).

4.2.1. Exploratory Factor Analysis (EFA) Results

The analysis results of the study variables' factors, using both principal components and varimax, via the rotated component matrix, revealed, that the values of some factors loading were not greater than 0.50. Furthermore, some of the factors have cross-loading. As a result, it cannot be proceeded with until eliminating from the analysis process as recommended by (Kline, 2005; 2011).

Since, the study conceptual model each variable has a number of dimensions (multidimensional) and some variables have different measurement scales, in order to achieve the required criteria for the values of the factors, loading through dimension reduction extraction (the process of fixing the numbers of factors) absolute factors whose values were below 0.50. Factors were analyzed for each variable with dimensions (Tabachnick & Fidell, 2007).

In social science studies, rather than deleting items, researchers should investigate the influence of the removal item on the test of reliability and validity (Fornell & Larcker, 1981).

4.2.1. Exploratory Factor Analysis (EFA) Results

The Cronbach alphas (α), and zero order correlation coefficients, were used to estimate scale reliability. “The reliability of a construct is one minus the proportion of total observed variance due to random error and it is also utilized as a reliability coefficient, i.e., the estimator of a multi-item scale's internal consistency reliability” (Kline, 2011, p.69).

The required acceptance level of Cronbach alpha is 0.70, also 0.60 can be used in exploratory research (Fornell & Larcker, 1981). The Kaiser-Meyer-Olkin (KMO) test measures sampling adequacy for each variable in the model when factor analysis is performed. KMO values between 1.0 to 0.80, indicate the sampling was adequate, and less than 0.60 indicates the sampling was not adequate, Bartlett's test for sphericity, “is a statistical approach for determining if variances in available samples are similar or equal” (Hair et al., 2013).

4.2.1.1. Transformational Leadership Factor Analysis Results

The results of the factor analysis of transformational leadership through principal component analysis (PCA) and varimax in the rotated component matrix returned five components. In total of 20 items, three appeared with a weak load whose sum were 17 items, and the value of Kaiser Meyer Olkin (KMO) was 0.889, and the Bartlett's test of sphericity, chi-square = 1229.7, df = 136, p value = 0.000, at the significant level p-value < 0.01. The communalities values for all 17 items were higher than 0.50, and there were no cross-loading factors except for the items values that were less than 0.50, which are three items (TrLIA4, TrLIM1, and TrLIC3).

These items were removed from the analysis. Furthermore, the Cronbach alpha values for all five dimensions were greater than 0.60, and the % of variance explained by each factor was higher than 1.0. showed a cumulative variance 63.623%, higher than 50%, which is acceptable (Kaiser, 1960; Fornell & Larcker, 1981; Hair et al., 2010). As shown in Table 4.2.

4.2.1.1. Transformational Leadership Factor Analysis Results

Table 4.2: Transformational Leadership (EFA) Results

Variable	Dimensions	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative %
Transformational	Idealized Attributes (IA)	TrLIA3	0.748	0.645	19.341	63.623
		TrLIA2	0.699			
		TrLIA1	0.650			
	Idealized Behavior (IB)	TrLIB1	0.832	0.606	15.099	
		TrLIB3	0.728			
		TrLIB4	0.628			
		TrLIB2	0.591			
	Inspirational Motivation (IM)	TrLIM2	0.730	0.693	13.629	
		TrLIM4	0.613			
		TrLIM3	0.568			
	Intellectual Stimulation (IS)	TrLIS3	0.768	0.679	8.409	
		TrLIS4	0.701			
		TrLIS1	0.599			
		TrLIS2	0.545			
	Individualized Consideration (IC)	TrLIC2	0.874	0.601	7.147	
		TrLIC4	0.760			
		TrLIC1	0.569			
	5 Dimensions	17 Items				
(KMO)				0.889		
Bartlett's Test of Sphericity, Chi-Square				1229		
df				136		
p- value				0.000		

4.2.1.2. Transactional Leadership Factor Analysis Results

The results of the factor analysis of transactional leadership through principal components analysis and varimax in the rotated component matrix returned three components, and the value of (KMO) was 0.681, which is greater than 0.50, and the Bartlett's test of sphericity value, chi-square was 340.2, $df = 36$, $p\text{-value} = 0.000$, at the significant level $p\text{-value} < 0.01$, for 9 items.

The items value that loaded less than 0.50, were also three items for transactional leadership (TcLCR2, TcLCR3, and TcLMA3). These items were removed from the analysis, as in the following Table 4.3. And the Cronbach alpha values for three dimensions were greater than 0.60, showed a cumulative variance 60.661%, which is acceptable (Fornell & Larcker, 1981; Hair et al., 2010).

4.2.1.2. Transactional Leadership Factor Analysis Results

Table 4.3: Transactional Leadership (EFA) Results

Variable	Dimensions	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative %
Transactional	Contingent Reward	TcLCR4	0.770	0.619	24.760	60.661
		TcLCR1	0.751			
	Management-by-Exception/Active	TcLMA1	0.782	0.602	19.136	
		TcLMA4	0.787			
		TcLMA2	0.570			
	Management-by-Exception/Passive	TcLMP4	0.794	0.728	16.765	
		TcLMP3	0.760			
		TcLMP1	0.692			
		TcLMP2	0.676			
		3 Dimensions	9 Items			
(KMO)				0.681		
Bartlett's Test of Sphericity, Chi-Square				340		
df				36		
p-value				0.000		

4.2.1.3. Laissez-Faire Factor Analysis Results

The results of laissez-faire factor analysis showed that the value of (KMO) was 0.673, which is greater than 0.50, and the Bartlett's test of sphericity value, chi-square value was 173, df = 6, p = 0.00, significant level p-value < 0.01, for 4 items. There were no items value that loaded less than 0.50, (EFA < 0.50). And the cumulative variance was 54.929%. As well as the Cronbach alpha value for laissez-faire one dimension was 0.723, as shown in Table 4.4.

Table 4.4: Laissez-Faire (EFA) Results

Variable	Dimension	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative %
Laissez-Faire	Avoids Involvement	LF3	0.816	0.723	54.929	54.929
		LF1	0.744			
		LF2	0.727			
		LF4	0.670			
	1 Dimension	4 Items				
(KMO)				0.673		
Bartlett's Test of Sphericity, Chi-Square				173		
df				6		
p-value				0.000		

4.2.1.4. Authentic Leadership Factor Analysis Results

The results of the factor analysis of authentic leadership returned four components and 13 items in total 16. The items value that loaded less than 0.50, were three items which are (AuLSA2, AuLSA3, AuLRT3). These items were removed from the analysis, as shown in the following Table 4.5, and the value of (KMO) was 0.883. And the Bartlett's test, chi-square value = 1240.8, df = 78, p = 0.000, at the significant level. p-value < 0.01, for 13 items. Also, the Cronbach alpha values for authentic leadership all four dimensions were greater than 0.70, while the cumulative variance showed 70.399%., which is acceptable (Hair et al., 2010).

Table 4.5: Authentic Leadership (EFA) Results

Variable	Dimensions	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative %
Authentic	Self-Awareness (SA)	AuLSA1	0.858	0.711	21.867	70.399
		AuLSA4	0.760			
	Relational Transparency (TR)	AuLRT5	0.765	0.760	21.551	
		AuLRT2	0.747			
		AuLRT1	0.714			
		AuLRT4	0.643			
	Balanced Processing (BP)	AuLBP1	0.748	0.797	14.504	
		AuLBP2	0.669			
		AuLBP3	0.613			
	Moral Perspective (MP)	AuLMP2	0.727	0.789	12.477	
		AuLMP4	0.722			
		AuLMP3	0.695			
		AuLMP1	0.665			
	4 Dimensions	13 Items				
(KMO)				0.883		
Bartlett's Test of Sphericity, Chi-Square				1240		
df				78		
p-value				0.000		

4.2.1.5. Organization Culture Factor Analysis Results

The results of factor analysis of organizational culture through analysis dimension reduction principal components analysis (PCA) and varimax in the rotated component matrix returned three components, and the value of (KMO) was 0.882, which is greater than 0.50, and the Bartlett's test value chi-square was 1330, df = 105, p = 0.000, at the significant level p-value < 0.01, for 15 items in total of 24. Furthermore, it was found some items have a cross loading and also loaded less than 0.50, these 9 items in total 24 were removed from the analysis (BC1, BC2, BC3, BC4, BC5, BC6, IC5, IC7, SC5). The cumulative variance showed 60.118%, and the Cronbach alpha values for organization culture three dimensions were greater than 0.60, which is acceptable (Hair et al., 2010). as shown in Table 4.6.

Table 4.6: Organizational Culture (EFA) Results

Variable	Dimension	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative %
Culture	Bureaucratic Culture (BC)	BC8	0.776	0.621	26.526	60.118
		BC7	0.705			
	Innovative Culture (IC)	IC4	0.843	0.672	23.818	
		IC8	0.734			
		IC3	0.685			
		IC6	0.676			
		IC1	0.648			
		IC2	0.585			
		Supportive Culture (SC)	SC1			
	SC4		0.742			
	SC3		0.696			
	SC2		0.681			
	SC7		0.657			
	SC8		0.597			
	SC6		0.561			
	3 Dimensions	15 Items				
(KMO)				0.882		
Bartlett's Test of Sphericity, Chi-Square				1330		
df				105		
p-value				0.000		

4.2.1.6. CSR Factor Analysis Results

The results of factor analysis of CSR returned four components and 16 items in total 17. The items value that loaded less than 0.50, it was just one items which is (SRss5). And it was removed from the analysis, as shown in the following Table 4.7. And the value of (KMO) was 0.930, and the Bartlett's test, chi-square was 2151, df = 120, p = 0.000, significant level p-value < 0.01. for 16 items, The Cronbach alpha values for CSR four dimensions were greater than 0.70, and the cumulative variance showed 72.498%. (Hair et al., 2010).

Table 4.7: CSR (EFA) Results

Variable	Dimensions	Items	Factor Loading	Cronbach Alpha	Variance %	Cumulative%
CSR	Environment & Society (SS)	SRss3	0.872	0.875	20.992	72.498
		SRss6	0.850			
		SRss1	0.774			
		SRss2	0.685			
		SRss4	0.667			
	Employees (EM)	SRem6	0.802	0.895	20.550	
		SRem3	Kısaltmalar metni			
		SRem5	0.637			
		SRem4	0.615			
		SRem2	0.595			
		SRem1	0.524			
	Customers (CU)	SRcu3	0.745	0.837	19.751	
		SRcu2	0.677			
		SRcu1	0.578			
Government (GO)	SRgo2	0.767	0.778	11.205		
	SRgo1	0.762				
	4 Dimensions	16 Items				
(KMO)				0.930		
Bartlett's Test of Sphericity, Chi-Square				2151		
df				120		
p-value				0.000		

4.2.1.6. CSR Factor Analysis Results

Through the results of factor analysis and the elimination of factors with weak loads, as well as the cross-loading between factors, it was shown, all the factors loadings were greater than 0.50, and the internal consistency reliability for each variable was greater than 0.60.

According to Fornell & Larcker (1981), It would appear ineffective to exclude many factors from the model; may it affect the conceptual consistency. In conclusion, a subpar item could be kept sometimes in order to fulfill statistical identification criteria, to satisfy the required minimum number of items for each category, or due to validity issues. But ultimately, when modifying models, the theory should always be taken seriously.

Bagozzi and Yi (2012). There are no commonly acknowledged rules for determining minimum acceptable items and component reliability, because individual indication dependability might be poor at times. Also, the factor analysis was assessed the possible influence of Common Method Bias (CMB) and, Harmon's one-factor test was applied to the data, and it was found that no dominant factor has more than 50% variance. In addition, the unrelated marker variable method was also used. Accordingly, the data were considered to be free from CMB (Podsakoff et al., 2003).

4.2.1.6. CSR Factor Analysis Results

The value of Kaiser-Meyer-Olkin (KMO) = 0.894, and the Bartlett's of Sphericity.

And the Chi-Square = 9965, df = 2701, p value = 0.000, p-value < 0.01 significant level for 6 variables and 74 items. The study model with main variables and hypotheses remained without a significant change in excluding any variable or in one of its dimensions as below:

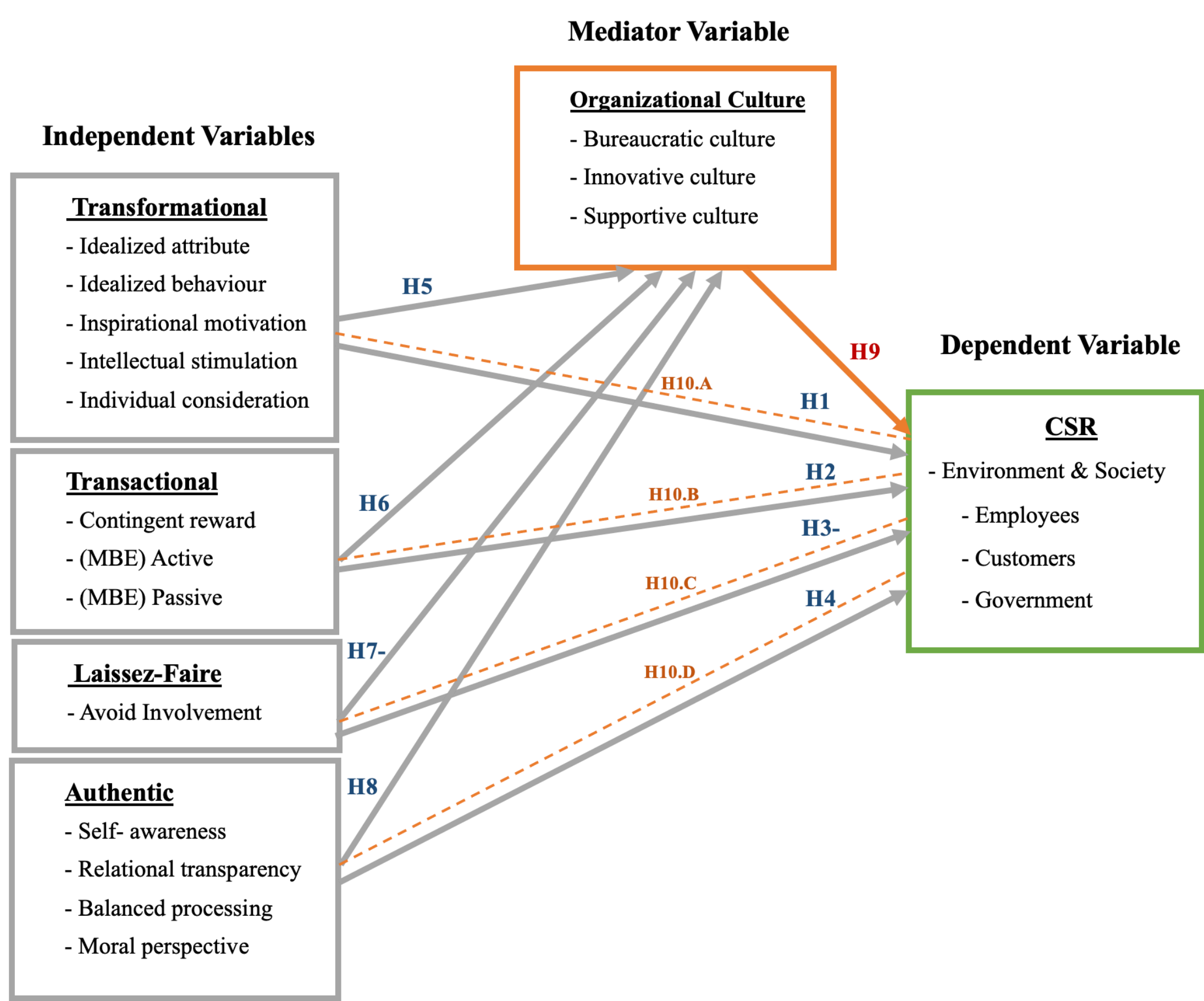


Figure 4.1; Conceptual Model After EFA Analysis

4.2.2. Correlation Analysis

Correlation coefficient (R): It's the coefficient that indicates the degree of correlation between variables. So, the (+ or -) denotes the direction. The values range from (+1 to -1), where (+1) indicates a perfect positive relationship, (-1) indicates a perfect negative or inverse relationship and (0.0) indicates no relationship (Hair et al., 2010, p. 156).

The “Pearson correlation coefficient (R)” was used to ensure that all of the transformational, transactional, Laissez-Faire and authentic leaderships dimensions with organizational culture dimensions and CSR dimensions are related to each other as shown in Table 4.8, below.

4.2.2. Correlation Analysis

Table 4.8: Variables Dimensions Correlation Estimates Matrix

Variable Dimension		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Transformational		1																		
1	I.Attribute																			
2	I.Behavior		.644**	1																
3	I.Motivation		.573**	.622**	1															
4	I.Stimulation		.641**	.657**	.653**	1														
5	I.Consideration		.534**	.560**	.494**	.577**	1													
Transactional																				
6	C.Reward		.602**	.606**	.597**	.645**	.517**	1												
7	MBEA		.334**	.347**	.375**	.309**	.288**	.317**	1											
8	MBEP		-.171*	-.114	-.164*	-.186**	.063	-.254**	-.006	1										
Laissez –Faire																				
9	Aviod.Involve		-.196**	-.079	-.209**	-.254**	.061	-.272**	.028	.657**	1									
Authentic																				
10	S.Awareness		.495**	.600**	.466**	.640**	.480**	.451**	.190**	-.129	-.133	1								
11	R.Transparency		.594**	.516**	.580**	.624**	.473**	.619**	.275**	-.275**	-.255**	.483**	1							
12	B.Processing		.548**	.611**	.682**	.707**	.520**	.643**	.250**	-.215**	-.248**	.501**	.647**	1						
13	M.Perspective		.579**	.641**	.562**	.621**	.518**	.564**	.340**	-.174*	-.133	.450**	.622**	.753**	1					
Culture																				
14	Bureaucratic		.404**	.423**	.408**	.482**	.277**	.432**	.177*	-.136	-.291**	.389**	.459**	.464**	.472**	1				
15	Innovative		.382**	.502**	.464**	.460**	.411**	.518**	.260**	-.108	-.150*	.403**	.467**	.538**	.513**	.658**	1			
16	Supportive		.641**	.645**	.593**	.674**	.585**	.673**	.154*	-.208**	-.279**	.580**	.631**	.725**	.653**	.574**	.696**	1		
CSR																				
17	Environment. S		.494**	.461**	.524**	.506**	.412**	.449**	.094	-.098	-.079	.483**	.492**	.489**	.440**	.367**	.395**	.618**	1	
18	Employees		.503**	.466**	.478**	.575**	.408**	.477**	.118	-.161*	-.223**	.558**	.537**	.482**	.439**	.512**	.472**	.676**	.785**	1
19	Customers		.382**	.339**	.397**	.466**	.316**	.426**	.270**	-.155*	-.158*	.461**	.435**	.434**	.408**	.429**	.416**	.537**	.651**	.708**
20	Government		.376**	.223**	.238**	.405**	.183**	.354**	.086	-.174*	-.302**	.324**	.402**	.315**	.307**	.312**	.345**	.460**	.527**	.586**

“Study correlations between variables dimensions, ** Significant at the level of (P-value < 0.01),

*Significant (p- value < 0.05), 2-tailed”.

4.2.2. Correlation Analysis

Table 4.8, shows the variables dimensions correlation estimates matrix indicated, transformational and authentic leadership dimensions have a positive and significant correlation with CSR and organizational culture dimensions, as for transactional leadership, management by exception passive, was negatively correlated to each variable dimension, and management by exception active, showed a weak correlation with other variables dimensions.

As well as avoid involvement of laissez-faire, showed a negative significant correlation with other variable dimensions and a positive significant correlation with management by exception passive dimension of transactional leadership.

According to the authentic leadership dimension (Balance Processing) showed 0.725, correlation with organizational (Supportive) culture, the auto serial correlations of Durbin-Watson = 1.691, indicated no auto correlation (Hair et al., 2013). While other independent variables dimensions values were less than 0.70.

4.3. Hypotheses Testing

Based on the study hypotheses and according to the study's main purpose, which is exploring the impact of leadership styles over corporate social responsibility and how the organization's culture, as a mediator variable can influence the relationship between them. It employed the technique of multiple and simple linear regression analysis to determine the relationships between multiple independent, dependent, and mediating variables (Hair et al., 2013).

The mediation impact is to determine the test of the direct and indirect impact of the mediator variable in the relationship between two variables (Baron & Kenny, 1986). And investigating the multicollinearity and multivariate normality tests through standardized residual plots and histograms.

An investigation of the hypotheses of the study based on the exploration of the total and direct, indirect impact among independent dependent and mediator variables according to the estimates of standardized coefficient.

4.3. Hypotheses Testing

The standardized regression coefficients also called Beta Weights (β) because each standardized coefficient estimates a population parameter designated by the beta weights, and its indicate the expected difference on the criterion in standard deviation units controlling for all other predictors, while the unstandardized regression coefficients indicate the expected raw score difference and given a difference of a single point in one predictor, because unstandardized coefficients reflect the scales of their respective predictors, values of (Bs) from predictors with different raw score metrics are not directly comparable. Thus, one cannot conclude however, that the level of statistical significance for an unstandardized estimate does not automatically apply to its standardized counterpart, because standardized estimates have their own standard errors, and the ratio of a standardized statistic over its standard error may not correspond to the same p-value as the ratio of that statistic's unstandardized counterpart over its standard error (Kline, 2011, p.22).

Also, the standardized coefficients recast regression coefficients and covariance in metrics of correlations, and unique variances, in terms of R-square. Fox (1997), recommended that researchers utilize beta weights (β) in multiple regression analysis (standardized regression coefficients) for comparing the relative importance of different incommensurable independent variables.

4.3. Hypotheses Testing

Furthermore, t-statistic for individual parameter estimates are referred in LISREL. The (t-test) determines if individual parameter estimates are statistically different from zero by the ratio of the parameter estimates to its estimated standard error (Fornell & Larcker, 1981). The impact of variables through the study hypotheses according to each variable dimensions as follows:

4.3.1. The Impact of Leadership Styles on Corporate Social Responsibility

The first step in testing the study hypotheses is to determine the impact of leadership styles on corporate social responsibility.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

After the factor analysis process, transformational leadership was formed by retaining five dimensions and 17 items, and for the dependent variable, CSR, 16 items and four dimensions remained. And 20 sub-hypotheses resulted from the H1 main hypothesis as follows;



Figure 4.2; Transformational Behaviors Impact CSR Dimensions

(H1.A). Transformational leadership behaviors have a positive effect on Environment and Society.

(H1.A1). Idealized attribute has a positive effect on Environment and Society.

(H1.A2). Idealized behavior has a positive effect on Environment and Society.

(H1.A3). Inspirational motivation has a positive effect on Environment and Society.

(H1.A4). Intellectual stimulation has a positive effect on Environment and Society.

(H1.A5). Individual consideration has a positive effect on Environment and Society.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.B). Transformational leadership behaviors have a positive effect on Employees.

(H1.B1). Idealized attribute has a positive effect on Employees.

(H1.B2). Idealized behavior has a positive effect on Employees.

(H1.B3). Inspirational motivation has a positive effect on Employees.

(H1.B4). Intellectual stimulation has a positive effect on Employees.

(H1.B5). Individual consideration has a positive effect on Employees.

(H1.C). Transformational leadership behaviors have a positive effect on Customers.

(H1.C1). Idealized attribute has a positive effect on Customers.

(H1.C2). Idealized behavior has a positive effect on Customers.

(H1.C3). Inspirational motivation has a positive effect on Customers.

(H1.C4). Intellectual stimulation has a positive effect on Customers.

(H1.C5). Individual consideration has a positive effect on Customers.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.D). Transformational leadership behaviors have a positive effect on Government.

(H1.D1). Idealized attribute has a positive effect on Government.

(H1.D2). Idealized behavior has a positive effect on Government.

(H1.D3). Inspirational motivation has a positive effect on Government.

(H1.D4). Intellectual stimulation has a positive effect on Government.

(H1.D5). Individual consideration has a positive effect on Government.

In order to determine the linear relationships, the Pearson correlation coefficient (R) was performed before to ensure that all of the transformational dimensions with CSR dimensions are related to each other as shown in previous part 4.2.2.

(H1.A). Transformational leadership behaviors have a positive effect on Environment and Society.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

Through the results of the multiple linear regression analysis process for H1.A, as shown in the Table 4.9.

Table 4.9: (H1.A) Multiple Regression Analysis Results of Transformational Dimensions on Environment and Society

Dependent Variable	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Environment & Society	Idealized Attribute	0.193	0.088	2.209	0.028	0.478	2.094
	Idealized Behavior	0.053	0.107	0.495	0.621	0.434	2.303
	Inspirational Motivation	0.291	0.091	3.177	0.002	0.493	2.030
	Intellectual Stimulation	0.180	0.109	1.647	0.101	0.408	2.450
	Individual Consideration	0.086	0.083	1.045	0.297	0.589	1.699
				95 % Confidence Interval (2-tailed)			
				R	0.593a		
				R ²	0.352		
				Adjusted R ²	0.335		
				F	21.592		
				P-value	0.000		

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

The results for H1.A in Table 4.9, showed that the test of tolerance value for transformational leadership dimensions toward CSR dimension (Environment and Society) ranged from 0.408 to 0.589, and all values were greater than 0.05, also the value of (VIF), which ranged from 1.699 to 2.450, was less than 10, and the (Durbin-Watson value = 2.318).

Thus, it can be inferred that the multi-collinearity values would not lead to incorrect interpretations of the findings (Hair et al., 2013). Also, the linear regression through standardized residual plots and a P-P plot were used to examine the multivariate normality of the distribution, the fact that the data follow the P-P plot's diagonal line suggests that the data are regularly distributed. The data appear to follow a linear pattern, Figures are shown in the thesis appendix.

Confirming the linearity of the residuals and predictor values. As a result, the assumptions of multiple regression analysis normality, linearity, can be assumed to be true (Kline, 2005).

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.A1). Idealized attribute has a positive effect on Environment and Society.

The results of the hypothesis H1.A1 showed, that the transformational leadership's dimension Idealized Attribute, has a positive direct effect on corporate social responsibility dimension Environment & Society, however, the standardized direct effect is statistically significant at the level 0.05. ($t\text{-value} = 2.209$, $t\text{-value} > 1.96$, $p = 0.028$, $p\text{-value} < 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H1.A1) cannot be rejected.

(H1.A2). Idealized behavior has a positive effect on Environment and Society.

The results of hypothesis H1.A2 showed, that the transformational leadership's dimension, Idealized Behavior, also has a positive direct effect on corporate social responsibility dimension Environment & Society, however, the standardized direct effect is statistically not significant at the level 0.05. ($t\text{-value} = 0.495$, $t\text{-value} < 1.96$, $p = 0.621$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H1.A2) is rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.A3). Inspirational motivation has a positive effect on Environment and Society.

The results of the hypothesis H1.A3 showed, transformational leadership's dimension Inspirational Motivation, has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.177, t-value > 1.96, p = 0.002, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H1.A3) cannot be rejected.

(H1.A4). Intellectual stimulation has a positive effect on Environment and Society.

The results of the hypothesis H1.A4 showed, transformational leadership's dimension Intellectual Stimulation, has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.647, t-value < 1.96, p = 0.101, p-value > 0.05, 95 % confidence interval (2-tailed).

The hypothesis (H1.A4) is rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.A5). Individual consideration has a positive effect on Environment & Society

The hypothesis H1.A5 showed, the transformational leadership's dimension Individual Consideration, has a positive direct effect on corporate social responsibility dimension Environment & Society, however, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.045, t-value < 1.96, p = 0.279, p-value > 0.05, 95 % confidence interval (2-tailed).

The hypothesis (H1.A5) is rejected.

As a result, the hypothesis (H1.A) demonstrated transformational leadership behaviors, Idealized Attribute and Inspirational Motivation, have a positive statistically significant effect on CSR dimension Environment & Society, as opposed to the Idealized Behavior, Intellectual Stimulation and Individual Consideration, which indicated a positive statistically not significant effect on CSR dimension Environment & Society.

(H1.B). Transformational leadership behaviors have a positive effect on Employees.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

Through the results of the multiple regression analysis process for H1.B, are shown in the Table 4.10 below.

Table 4.10: (H1.B) Multiple Regression Analysis Result of Transformational Dimensions on Employees

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Employees	Idealized Attribute	0.193	0.090	2.138	0.034	0.478	2.094
	Idealized Behavior	0.046	0.110	0.421	0.674	0.434	2.303
	Inspirational Motivation	0.131	0.094	1.385	0.168	0.493	2.030
	Intellectual Stimulation	0.440	0.113	3.898	0.000	0.408	2.450
	Individual Consideration	0.049	0.085	0.573	0.567	0.589	1.699
				95 % Confidence Interval (2-tailed)			
				R	0.609a		
				R ²	0.371		
				Adjusted R ²	0.356		
				F	23.508		
				P-value	0.000		

The results for H1.B in the Table 4.10, showed that the test of tolerance value for transformational leadership dimensions toward CSR dimension (Employees) ranged from 0.408 to 0.589, and all values were greater than 0.05, the value of (VIF) which ranged from 1.699 to 2.450, was less than 10, the (Durbin-Watson value = 1.994). Thus, it can be inferred that the multi-collinearity values would not lead to incorrect interpretations of the findings (Hair et al., 2013).

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.B1). Idealized attribute has a positive effect on Employees.

The results of the hypothesis H1.B1 showed, transformational leadership's dimension Idealized Attribute, has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significant at the level 0.05.

(t-value = 2.138, t-value > 1.96, p = 0.034, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H1.B1) cannot be rejected.

(H1.B2). Idealized behavior has a positive effect on Employees.

The results of hypothesis H1.B2 showed, transformational leadership's dimension Idealized Behavior, also has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.421, t-value < 1.96, p = 0.674, p-value > 0.05, 95 % confidence interval (2-tailed). So, hypothesis (H1.B2) is rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.B3). Inspirational motivation has a positive effect on Employees.

The results of the hypothesis H1.B3 showed, transformational leadership's dimension Inspirational Motivation, has a positive direct effect on corporate social responsibility dimension Employees the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.385, t-value < 1.96, p = 0.168, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H1.B3) is rejected.

(H1.B4). Intellectual stimulation has a positive effect on Employees.

The results of the hypothesis H1.B4 showed, transformational leadership's dimension Intellectual Stimulation, has a positive direct effect on corporate social responsibility dimension Employees the standardized direct effect is statistically significant at the level 0.01.

(t-value =3.898, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H1.B4) cannot be rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.B5). Individual consideration has a positive effect on Employees.

The hypothesis H1.B5 showed, the transformational leadership' dimension Individual Consideration, has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value =0.573, t-value < 1.96, p = 0.567, p-value > 0.05, 95 % confidence interval (2-tailed).

The hypothesis (H1.B5) is rejected.

As a result, the hypothesis (H1.B) demonstrated transformational leadership behaviors, Idealized Attribute and Intellectual Stimulation, have a positive statistically significant effect on CSR dimension Employees, as opposed to the Idealized Behavior, Inspirational Motivation and Individual Consideration which indicated a positive statistically not significant effect on CSR dimension Employees.

(H1.C). Transformational leadership behaviors have a positive effect on Customers.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

Through the results of the multiple regression analysis process for H1.C, shown in the Table 4.11, below.

Table 4.11: (H1.C) Multiple Regression Analysis Results of Transformational Dimensions on Customers

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Customers	Idealized Attribute	0.127	0.101	1.248	0.213	0.478	2.094
	Idealized Behavior	-0.057	0.123	-0.463	0.644	0.434	2.303
	Inspirational Motivation	0.169	0.106	1.593	0.113	0.493	2.030
	Intellectual Stimulation	0.412	0.127	3.248	0.001	0.408	2.450
	Individual Consideration	0.035	0.096	0.370	0.712	0.589	1.699
				95 % Confidence Interval (2-tailed)			
R				0.489a			
R ²				0.239			
Adjusted R ²				0.220			
F				12.533			
P-value				0.000			

The results for H1.C in Table 4.11, showed that the test of tolerance value for transformational leadership dimensions toward CSR dimension (Customers) ranged from 0.408 to 0.589, and all values were greater than 0.05, the value of VIF, which ranged from 1.699 to 2.450, was less than 10, the (Durbin-Watson value = 1.986). Thus, it can be inferred that the multi-collinearity values would not lead to incorrect interpretations of the findings (Hair et al., 2013).

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.C1). Idealized attribute has a positive effect on Customers.

The results of the hypothesis H1.C1 showed, transformational leadership's dimension Idealized Attribute, has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value =1.248, t-value < 1.96, p = 0.213, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H1.C1) is rejected.

(C2). Idealized behavior has a positive effect on Customers.

The results of hypothesis H1.C2 showed, transformational leadership's dimension Idealized Behavior, has a negative direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.463, t-value > -1.96, p = 0.644, p-value > 0.05, 95 % confidence interval (2-tailed). So, hypothesis (H1.C2) is rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.C3). Inspirational motivation has a positive effect on Customers.

The results of the hypothesis H1.C3 showed, transformational leadership's dimension Inspirational Motivation, has a positive direct effect on corporate social responsibility dimension Customers the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.593, t-value < 1.96, p = 0.113, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H1.C3) is rejected.

(H1.C4). Intellectual stimulation has a positive effect on Customers.

The results of the hypothesis H1.C4 showed, transformational leadership's dimension Intellectual Stimulation, has a positive direct effect on corporate social responsibility dimension Customers the standardized direct effect is statistically significant at the level 0.01.

(t-value =3.248, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H1.C4) cannot be rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.C5). Individual consideration has a positive effect on Customers.

The hypothesis H1.C5 showed, the transformational leadership's dimension Individual Consideration, has a positive direct effect on corporate social responsibility dimension Customers the standardized direct effect is statistically not significant at the level 0.05.

(t-value =0.370, t-value < 1.96, p = 0.712, p-value > 0.05, 95 % confidence interval (2-tailed).

The hypothesis (H1.C5) is rejected.

As a result, the hypothesis (H1.C) demonstrated transformational leadership behavior Intellectual Stimulation, has a positive statistically significant effect on CSR dimension Customers, as opposed to the Idealized Attribute, Inspirational Motivation and Individual Consideration behaviors which indicated a positive statistically not significant effect on CSR dimension Customers, while the Idealized Behavior, indicated a negative statistically not significant effect on CSR dimension Customers.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.D). Transformational leadership behaviors have a positive effect on Government.

The results of the multiple regression analysis process for H1.D, as in the Table 4.12:

Table 4.12: (H1.D) Multiple Regression Analysis Results of Transformational Dimensions on Government

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Government	Idealized Attribute	0.328	0.102	3.219	0.002	0.478	2.094
	Idealized Behavior	-0.182	0.124	-1.466	0.144	0.434	2.303
	Inspirational Motivation	-0.067	0.106	-0.632	0.528	0.493	2.030
	Intellectual Stimulation	0.522	0.127	4.095	0.000	0.408	2.450
	Individual Consideration	-0.117	0.096	-1.219	0.224	0.589	1.699
				95 % Confidence Interval (2-tailed)			
				R	0.459a		
				R ²	0.211		
				Adjusted R ²	0.191		
				F	10.630		
				P-value	0.000		

The results for H1.D in Table 4.12, showed that the test of tolerance value for transformational leadership dimensions toward CSR dimension (Government) ranged from 0.408 to 0.589, and all values were greater than 0.05, the value of VIF, which ranged from 1.699 to 2.450, was less than 10, the (Durbin-Watson value = 1.960).

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.D1). Idealized attribute has a positive effect on Government.

The results of the hypothesis H1.D1 showed, transformational leadership's dimension Idealized Attribute, has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significant at the level 0.01.

($t\text{-value} = 3.219$, $t\text{-value} > 1.96$, $p = 0.001$, $p\text{-value} < 0.01$, 95 % confidence interval (2-tailed). So, the hypothesis (H1.D1) cannot be rejected.

(H1.D2). Idealized behavior has a positive effect on Government.

The results of hypothesis H1.D2 showed, transformational leadership's dimension Idealized Behavior, has a negative direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

($t\text{-value} = -1.466$, $t\text{-value} > -1.96$, $p = 0.144$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, hypothesis (H1.D2) is rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.D3). Inspirational motivation has a positive effect on Government.

The results of the hypothesis H1.D3 showed, transformational leadership's dimension Inspirational Motivation, has a negative direct effect on corporate social responsibility dimension Government the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.632, t-value > -1.96, p = 0.528, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H1.D3) is rejected.

(H1.D4). Intellectual stimulation has a positive effect on Government.

The results of the hypothesis H1.D4 showed, transformational leadership's dimension Intellectual Stimulation, has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 4.095, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H1.D4) cannot be rejected.

4.3.1.1. (H1), Transformational leadership has a positive effect on corporate social responsibility.

(H1.D5). Individual consideration has a positive effect on Government

The hypothesis H1.D5 showed, the transformational leadership's dimension Individual Consideration, has a negative direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -1.219, t-value > -1.96, p = 0.224, p-value > 0.05, 95 % confidence interval (2-tailed). The hypothesis (H1.D5) is rejected.

As a result, the hypothesis (H1.D) demonstrated transformational leadership behaviors, Idealized Attribute and Intellectual Stimulation, have a positive statistically significant effect on CSR dimension Government, as opposed to the Idealized Behavior, Inspirational Motivation and Individual Consideration, behaviors which indicated a negative statistically not significant effect on CSR dimension Government.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

Transactional leadership was formed by retaining three dimensions and 9 items, and 12 sub-hypotheses resulted from the second H2 hypothesis.



Figure 4.3; Transactional Behaviors Impact CSR Dimensions

(H2.A). Transactional leadership behaviors have a positive effect on Environment and Society.

(H2.A1). Contingent reward has a positive effect on Environment and Society.

(H2.A2). Management by exception active has a positive effect on Environment and Society.

(H2.A3). Management by exception passive has a negative effect on Environment and Society.

(H2.B). Transactional leadership behaviors have a positive effect on Employees.

(H2.B1). Contingent reward has a positive effect on Employees.

(H2.B2). Management by exception active has a positive effect on Employees.

(H2.B3). Management by exception passive has a negative effect on Employees.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.C). Transactional leadership behaviors have a positive effect on Customers.

(H2.C1). Contingent reward has a positive effect on Customers.

(H2.C2). Management by exception active has a positive effect on Customers.

(H2.C3). Management by exception passive has a negative effect on Customers.

(H2.D). Transactional leadership behaviors have a positive effect on Government.

(H2.D1). Contingent reward has a positive effect on Government.

(H2.D2). Management by exception active has a positive effect on Government.

(H2.D3). Management by exception passive has a negative effect on Government.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.A). Transactional leadership behaviors have a positive effect on Environment and Society.
By examining the results of the H2.A, multiple linear regression analysis process, the results are shown in Table 4.13:

Table 4.13: (H2.A) Multiple Regression Analysis Results of Transactional Dimensions on Environment and Society

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Environment & Society	Contingent reward	0.486	0.071	6.856	0.000	0.836	1.196
	MBEA	-0.061	0.073	-0.834	0.405	0.894	1.119
	MBEP	0.022	0.065	0.332	0.740	0.929	1.076
				95 % Confidence Interval (2-tailed)			
				R	0.452a		
				R ²	0.204		
				Adjusted R ²	0.192		
				F	17.209		
				P-value	0.000		

The results for H2.A in Table 4.13, showed; the test of tolerance value for transactional leadership dimensions toward CSR dimension (Environment & Society) ranged from 0.836 to 0.929 all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 2.305). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013). The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values as in figures are shown in appendix.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.A1). Contingent reward has a positive effect on Environment and society.

The results of the hypothesis H2.A1 showed, Contingent Reward dimension of transactional has a positive direct effect on corporate social responsibility dimension Environment & Society.

The standardized direct effect is statistically significant at the level 0.01.

(t-value = 6.856, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H2.A1) cannot be rejected.

(H2.A2). Management by exception active has a positive effect on Environment and society.

The hypothesis H2.A2 indicated, the Management by exception active, dimension of transactional has a negative direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = - 0.834, t-value > -1.96, p = 0.405, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.A2) is rejected.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.A3). Management by exception passive has a negative effect on Environment and society.

The hypothesis H2.A3 indicated, Management by exception passive, dimension of transactional has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.332, t-value < 1.96, p = 0.740, p-value > 0.05, 95 % confidence interval (2-tailed).

So, the hypothesis (H2.A3) is rejected.

The hypothesis (H2.A), demonstrated the transactional leadership behavior Management by exception passive has a positive statistically not significant effect on CSR dimension Environment & Society, and Management by exception active, has a negative statistically not significant effect on CSR dimension Environment & Society, as opposed to the Contingent Reward, which indicated a positive statistically significant effect on CSR dimension Environment & Society.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.B). Transactional leadership behaviors have a positive effect on Employees.

By examining the results of the H2.B, multiple linear regression analysis process, the results are shown in Table 4.14:

Table 4.14: (H2.B) Multiple Regression Analysis Results of Transactional Dimensions on Employees

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Employees	Contingent reward	0.515	0.073	7.058	0.000	0.836	1.196
	MBEA	-0.039	0.075	-0.520	0.604	0.894	1.119
	MBEP	-0.041	0.067	-0.620	0.536	0.929	1.076
				95 % Confidence Interval (2-tailed)			
R				0.480a			
R ²				0.230			
Adjusted R ²				0.219			
F				13.960			
P-value				0.000			

The results for H2.B in Table 4.14, showed; the test of tolerance value for transactional leadership dimensions toward CSR dimension (Employees) ranged from 0.836 to 0.929 all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 2.011).

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.B1). Contingent reward has a positive effect on Employees.

The results of the hypothesis H2.B1 showed, Contingent Reward dimension of transactional has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 7.058, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H2.B1), cannot be rejected.

(H2.B2). Management by exception active has a positive effect on Employees.

The hypothesis H2.B2 indicated, the Management by exception active dimension of transactional has a negative direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.520, t-value > -1.96, p = 0.604, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.B2) is rejected.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.B3). Management by exception passive has a negative effect on Employees.

The hypothesis H2.B3 indicated, Management by exception passive dimension of transactional has a negative direct effect on corporate social responsibility dimension Employees,

the standardized direct effect is statistically not significant at the level 0.05.

(t-value -0.620, t-value > -1.96 , $p = 0.536$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H2.B3) is rejected.

The hypothesis (H2.B), demonstrated the transactional leadership Contingent Reward behavior, indicated a positive statistically significant effect on CSR dimension Employees. While the behaviors Management by exception passive and Management by exception active, indicated negative statistically not significant effect on CSR dimension Employees.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

The results for H2.C in Table 4.15, showed, the test of tolerance value for transactional leadership dimensions toward CSR dimension (Customers) ranged from 0.836 to 0.929 all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 2.053). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013).

(H2.C1). Contingent reward has a positive effect on Customers.

The results of the hypothesis H2.C1 showed, Contingent Reward dimension of transactional has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significant at the level 0.01.

(t-value =5.258, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H2.C1) cannot be rejected.

(H2.C2). Management by exception active has a positive effect on Customers.

(t-value = 2.325, t-value > 1.96, p = 0.021, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.C2) cannot be rejected.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

The hypothesis H2.C2 indicated, the Management by exception active, dimension of transactional has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significant at the level 0.05.

(H2.C3). Management by exception passive has a negative effect on Customers.

The hypothesis H2.C3 indicated, Management by exception passive dimension of transactional has a negative direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.957, t-value > -1.96, p = 0.339, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.C3) is rejected.

The hypothesis (H2.C) demonstrated, the transactional leadership behaviors, Contingent Reward and Management by exception active, indicated a positive statistically significant effect on CSR dimension Customers, And Management by exception passive indicated a negative statistically not significant effect on CSR dimension Customers.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.D). Transactional leadership behaviors have a positive effect on Government.

By examining the results of the H2.D, multiple linear regression analysis process are shown in Table 4.16:

Table 4.16: (H2.D) Multiple Regression Analysis Results of Transactional Dimensions on Government

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Government	Contingent reward	0.368	0.078	4.715	0.000	0.836	1.196
	MBEA	-0.025	0.080	-0.314	0.754	0.894	1.119
	MBEP	-0.093	0.072	-1.295	0.197	0.929	1.076
				95 % Confidence Interval (2-tailed)			
R				0.365a			
R ²				0.133			
Adjusted R ²				0.120			
F				10.313			
P-value				0.000			

The results for H2.D in Table 4.16 showed, the test of tolerance value for transactional leadership dimensions toward CSR dimension (Government) ranged from 0.836 to 0.929 all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 2.087).

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.D1). Contingent reward has a positive effect on Government.

The results of the hypothesis H2.D1 showed, Contingent Reward dimension of transactional has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 4.715, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H2.D1), cannot be rejected.

(H2.D2). Management by exception active has a positive effect on Government.

The hypothesis H2.D2 indicated, the Management by exception active dimension of transactional has a negative direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.314, t-value > -1.96, p = 0.754, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.D2) is rejected.

4.3.1.2. (H2), Transactional leadership has a positive effect on corporate social responsibility.

(H2.D3). Management by exception passive has a negative effect on Government.

The hypothesis H2.D3 indicated, Management by exception passive dimension of transactional has a negative direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -1.295, t-value > -1.96, p = 0.197, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H2.D3) is rejected.

The hypothesis (H2.D) demonstrated the transactional leadership Contingent Reward behavior indicated a positive statistically significant effect on CSR dimension Government, And the Management by exception active and Management by exception passive, indicated a negative statistically not significant effect on CSR dimension Government.

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.



Figure 4.4; Laissez-Faire Impact CSR Dimensions

(H3). Avoid involvement has a negative effect on corporate social responsibility.

(H3.A). Avoid involvement has a negative effect on Environment and Society.

(H3.B). Avoid involvement has a negative effect on Employees.

(H3.C). Avoid involvement has a negative effect on Customers.

(H3.D). Avoid involvement has a negative effect on Government.

Laissez-Faire was formed by retaining one dimension and 4 items, and 4 sub-hypotheses resulted from the H3 hypothesis.

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.

(H3.A). Avoid involvement has a negative effect on Environment and Society.

By examining the results of the H3, simple linear regression analysis process was used as shown in Table 4.17:

Table 4.17: (H3.A) Simple Regression Analysis Results of Laissez-Faire on Environment and Society

Dependent Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
CSR Environment & Society	Avoids Involvement	-0.074	0.066	-1.126	0.262
				95 % Confidence Interval (2-tailed)	
R				0.079a	
R ²				0.006	
Adjusted R ²				0.001	
F				1.268	
P-value				(P-value = 0.262 > 0.05) Not Significant	

Multivariate normality test showed the data follow a linear pattern, which also supports the linearity of the residuals and predictor values. The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values as in Figure are shown in appendix.

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.

The results of the H3.A, indicated, laissez-faire behavior Avoids Involvement, has a negative direct effect on corporate social responsibility Environment & Society, the standardized direct effect of laissez-faire on corporate social responsibility Environment & Society dimension, is statistically not significant at the level 0.05. (t-value = -1.126, t-value > -1.96, p = 0.262, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H3.A) is rejected.

(H3.B). Avoid involvement has a negative effect on Employees.

The results of the H3.B, simple linear regression analysis process, shown in Table 4.18:

Table 4.18: (H3.B) Simple Regression Analysis Results of Laissez-Faire on Employees

Dependent Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
CSR Employees	Avoids Involvement	-0.220	0.068	-3.260	0.001
				95 % Confidence Interval (2-tailed)	
R				0.223a	
R ²				0.050	
Adjusted R ²				0.045	
F				10.625	
P-value				0.001	

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.

The results of the H3.B, indicated, laissez-faire behavior Avoids Involvement, has a negative direct effect on corporate social responsibility Employees, the standardized direct effect of laissez-faire on corporate social responsibility Employees dimension is statistically significant at the level 0.01. (t-value = -3.260, t-value < -1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H3.B) cannot be rejected.

(H3.C). Avoid involvement has a negative effect on Customers.

The results of the H3.C, simple linear regression analysis process, shown in Table 4.19:

Table 4.19: (H3.C) Simple Regression Analysis Results of Laissez-Faire on Customers

Dependent Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
CSR Customers	Avoids Involvement	-0.159	0.070	-2.274	0.024
				95 % Confidence Interval (2-tailed)	
R				0.158a	
R ²				0.025	
Adjusted R ²				0.020	
F				5.173	
P-value				0.024	

The results of the H3.C, indicated, laissez-faire Avoids Involvement behavior, has a negative direct effect on corporate social responsibility Customers, the standardized direct effect of laissez-faire on corporate social responsibility Customers dimension is statistically significant at the level 0.05.

(t-value = -2.274, t-value < -1.96, p = 0.024, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H3.C),cannot be rejected.

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.

(H3.D). Avoid involvement has a negative effect on Government.

The results of the H3.D, simple linear regression analysis process, shown in Table 4.20:

Table 4.20: (H3.D) Simple Regression Analysis Results of Laissez-Faire on Government

Dependent Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
CSR Government	Avoids Involvement	-0.300	0.066	-4.506	0.000
				95 % Confidence Interval (2-tailed)	
R				0.302a	
R ²				0.091	
Adjusted R ²				0.086	
F				20.308	
P-value				0.000	

The results of the H3.D, indicated, laissez-faire Avoids Involvement behavior, has a negative direct effect on corporate social responsibility Government, the standardized direct effect of laissez-faire on corporate social responsibility Government dimension is statistically significant at the level 0.01.

(t-value = -4.506, t-value < -1.96, p = 0.000, p-value < 0.01, 95 % confidence interval, (2-tailed). So, the hypothesis (H3.D),cannot be rejected.

4.3.1.3. (H3), Laissez –Faire has a negative effect on corporate social responsibility.

The results of the hypothesis H3, indicated laissez-faire Avoids Involvement behavior, has a negative statistically significant effect on CSR dimensions Employees, Customers and Government and a negative statistically not significant effect on CSR dimension Environment & Society.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

Authentic leadership was formed by retaining four dimensions and 13 items, 16 sub-hypotheses resulted from the H4 hypothesis.



Figure 4.5; Authentic Behaviors Impact CSR Dimensions

(H1.A). Authentic leadership behaviors have a positive effect on Environment and society.

(H4.A1). Self-awareness has a positive effect on Environment & Society.

(H4.A2). Relational transparency has a positive effect on Environment & Society.

(H4.A3). Balanced processing has a positive effect on Environment & Society.

(H4.A4). Moral perspective has a positive effect on Environment & Society.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.B). Authentic leadership behaviors have a positive effect on Employees.

(H4.B1). Self-awareness has a positive effect on Employees.

(H4.B2). Relational transparency has a positive effect on Employees.

(H4.B3). Balanced processing has a positive effect on Employees.

(H4.B4). Moral perspective has a positive effect on Employees.

(H4.C). Authentic leadership behaviors have a positive effect on Customers.

(H4.C1). Self-awareness has a positive effect on Customers.

(H4.C2). Relational transparency has a positive effect on Customers.

(H4.C3). Balanced processing has a positive effect on Customers.

(H4.C4). Moral perspective has a positive effect on Customers.

(H4.D). Authentic leadership behaviors have a positive effect on Government.

(H4.D1). Self-awareness has a positive effect on Government.

(H4.D2). Relational transparency has a positive effect on Government.

(H4.D3). Balanced processing has a positive effect on Government.

(H4.D4). Moral perspective has a positive effect on Government.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H1.A). Authentic leadership behaviors have a positive effect on Environment and Society.

Through the results of the multiple linear regression analysis process for H4.A, the results are shown in Table 4.21:

Table 4.21: (H4.A) Multiple Regression Analysis Results of Authentic Dimensions on Environment and Society

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Environment & Society	Self-awareness	0.265	0.068	3.903	0.000	0.703	1.423
	Relational transparency	0.237	0.087	2.719	0.007	0.514	1.944
	Balanced processing	0.175	0.094	1.853	0.065	0.366	2.731
	Moral perspective	0.059	0.100	0.588	0.557	0.400	2.503
				95 % Confidence Interval (2-tailed)			
				R	0.587a		
				R ²	0.345		
				Adjusted R ²	0.332		
				F	26.307		
				P-value	0.000		

The test of tolerance value for authentic leadership dimensions toward CSR (Environment & Society) ranged from 0.366 to 0.703 all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731. and the (Durbin-Watson = 2.273). Also, the multivariate normality test of distribution examined, showed the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.A1). Self-awareness has a positive effect on Environment & Society

The hypothesis H4.A1 showed, the Self-Awareness dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically significantly at the level 0.01.

(t-value = 3.903, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.A1) cannot be rejected.

(H4.A2). Relational transparency has a positive effect on Environment & Society

The hypothesis H4.A2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 2.719, t-value > 1.96, p = 0.007, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.A2) cannot be rejected.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.A3). Balanced processing has a positive effect on Environment & Society

The hypothesis H4.A3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.853, t-value < 1.96, p = 0.065, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.A3) is rejected.

(H4.A4). Moral perspective has a positive effect on Environment & Society

The hypothesis H4.A4 showed, Moral Perspective dimension of authentic leadership has a positive direct effect on corporate social responsibility Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.588, t-value < 1.96, p = 0.557, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.A4) is rejected.

The hypothesis (H4.A) demonstrated Self-Awareness and Relational Transparency behaviors of authentic leadership have a positive statistically significant effect on CSR dimension Environment & Society, as opposed to the Balanced Processing and Moral Perspective behaviors indicated a positive statistically not significant effect on CSR dimension Environment & Society.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.B). Authentic leadership behaviors have a positive effect on Employees.

Through the results of the multiple linear regression analysis process for H4.B, the results are shown in Table 4.22:

Table 4.22: (H4.B) Multiple Regression Analysis Results of Authentic Dimensions on Employees

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Employees	Self-awareness	0.375	0.067	5.566	0.000	0.703	1.423
	Relational transparency	0.324	0.087	3.738	0.000	0.514	1.944
	Balanced processing	0.102	0.094	1.089	0.278	0.366	2.731
	Moral perspective	0.033	0.099	0.329	0.743	0.400	2.503
				95 % Confidence Interval (2-tailed)			
R				0.642a			
R ²				0.412			
Adjusted R ²				0.400			
F				35.043			
P-value				0.000			

The test of tolerance value for authentic leadership dimensions toward CSR (Employees) ranged from 0.366 to 0.703 all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731. and the (Durbin-Watson = 1.782).

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.B1). Self-awareness has a positive effect on Employees. The hypothesis H4.B1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significantly at the level 0.01.

(t-value = 5.566, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.B1) cannot be rejected.

(H4.B2). Relational transparency has a positive effect on Employees.

The hypothesis H4.B2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.738, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.B2) cannot be rejected.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.B3). Balanced processing has a positive effect on Employees.

The hypothesis H4.B3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.089, t-value < 1.96, p = 0.278, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.B3) is rejected.

(H4.B4). Moral perspective has a positive effect on Employees.

The hypothesis H4.B4 showed, Moral Perspective dimension of authentic leadership has a positive direct effect on corporate social responsibility Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.329, t-value < 1.96, p = 0.743, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.B4) is rejected.

The hypothesis (H4.B) demonstrated the Self-awareness and Relational Transparency behaviors of authentic leadership have a positive statistically significant effect on CSR dimension Employees, as opposed to the Balanced Processing and Moral Perspective behaviors have a positive statistically not significant effect on CSR dimension Employees.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.C). Authentic leadership behaviors have a positive effect on Customers.

Through the results of the multiple linear regression analysis process for H4.C, the results are shown in Table 4.23:

Table 4.23: (H4.C) Multiple Regression Analysis Results of Authentic Dimensions on Customers

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Customers	Self-awareness	0.299	0.076	3.955	0.000	0.703	1.423
	Relational transparency	0.197	0.097	2.026	0.044	0.514	1.944
	Balanced processing	0.126	0.105	1.202	0.231	0.366	2.731
	Moral perspective	0.105	0.112	0.936	0.350	0.400	2.503
				95 % Confidence Interval (2-tailed)			
				R	0.539a		
				R ²	0.290		
				Adjusted R ²	0.276		
				F	20.455		
				P-value	0.000		

The test of tolerance value for authentic leadership dimensions toward CSR (Customers) ranged from 0.366 to 0.703 all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731. And the (Durbin-Watson = 1.890).

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.C1). Self-awareness has a positive effect on Customers. The hypothesis H4.C1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significantly at the level 0.01.

(t-value = 3.955, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.C1) cannot be rejected.

(H4.C2). Relational transparency has a positive effect on Customers.

The hypothesis H4.C2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significant at the level 0.05.

(t-value = 2.026, t-value > 1.96, p = 0.044, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.C2) also cannot be rejected.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.C3). Balanced processing has a positive effect on Customers.

The hypothesis H4.C3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.202, t-value < 1.96, p = 0.231, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.C3) rejected.

(H4.C4). Moral perspective has a positive effect on Customers.

The hypothesis H4.C4 showed, Moral Perspective dimension of authentic leadership has a positive direct effect on corporate social responsibility Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.936, t-value < 1.96, p = 0.350, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.C4) is rejected.

The hypothesis (H4.C) demonstrated the Self-awareness and Relational Transparency, behaviors of authentic leadership have a positive statistically significant effect on CSR dimension Customers, as opposed to the Balanced Processing and Moral Perspective, behaviors have a positive statistically not significant effect on CSR dimension Customers.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.D). Authentic leadership behaviors have a positive effect on Government.

Through the results of the multiple linear regression analysis process for H4.D, the results are shown in Table 4.24:

Table 4.24: (H4.D) Multiple Regression Analysis Results of Authentic Dimensions on Government

Dependent Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Government	Self-awareness	0.163	0.080	2.046	0.042	0.703	1.423
	Relational transparency	0.331	0.103	3.223	0.001	0.514	1.944
	Balanced processing	0.017	0.111	0.152	0.880	0.366	2.731
	Moral perspective	0.055	0.118	0.466	0.642	0.400	2.503
				95 % Confidence Interval (2-tailed)			
				R	0.430a		
				R ²	0.185		
				Adjusted R ²	0.169		
				F	11.360		
				P-value	0.000		

The test of tolerance value for authentic leadership dimensions toward CSR (Government) ranged from 0.366 to 0.703 all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731. and the (Durbin-Watson = 1.890).

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.D1). Self-awareness has a positive effect on Government.

The hypothesis H4.D1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significantly at the level 0.05.

(t-value = 2.046, t-value > 1.96, p = 0.042, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H4.D1) cannot be rejected.

(H4.D2). Relational transparency has a positive effect on Government.

The hypothesis H4.D2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.223, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H4.D2) cannot be rejected.

4.3.1.4. (H4), Authentic leadership has a positive effect on corporate social responsibility.

(H4.D3). Balanced processing has a positive effect on Government.

The hypothesis H4.D3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

($t\text{-value} = 0.152$, $t\text{-value} < 1.96$, $p = 0.880$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H4.D3) is rejected.

(H4.D4). Moral perspective has a positive effect on Government.

The hypothesis H4.D4 showed, Moral Perspective dimension of authentic leadership has a positive direct effect on corporate social responsibility Government, the standardized direct effect is statistically not significant at the level 0.05. ($t\text{-value} = 0.446$, $t\text{-value} < 1.96$, $p = 0.642$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H4.D4) is rejected.

The hypothesis (H4.D) demonstrated the Self-awareness and Relational Transparency, behaviors of authentic leadership have a positive statistically significant effect on CSR dimension Government. As opposed to the Balanced Processing and Moral Perspective behaviors have a positive statistically not significant effect on CSR dimension Government.

4.3.2. The Impact of Leadership Styles on Organizational Culture

The second part of the study hypotheses testing is to find the impact of leadership styles toward organizational culture;

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

As it was indicated before in the factor analysis process, transformational leadership was formed by retaining five dimensions and 17 items, and for the mediator variable organizational culture, 15 items and three dimensions remained. 15 sub-hypotheses resulted from the main H5 hypothesis.



Figure 4.6; Transformational Behaviors Impact Organizational Culture Dimensions

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.A). Transformational leadership behaviors have a positive effect on bureaucratic culture.

(H5.A1). Idealized attribute has a positive effect on bureaucratic culture.

(H5.A2). Idealized behavior has a positive effect on bureaucratic culture.

(H5.A3). Inspirational motivation has a positive effect on bureaucratic culture.

(H5.A4). Intellectual stimulation has a positive effect on bureaucratic culture.

(H5.A5). Individual consideration has a positive effect on bureaucratic culture.

(H5.B). Transformational leadership behaviors have a positive effect on innovative culture

(H5.B1). Idealized attribute has a positive effect on innovative culture.

(H5.B2). Idealized behavior has a positive effect on innovative culture.

(H5.B3). Inspirational motivation has a positive effect on innovative culture.

(H5.B4). Intellectual stimulation has a positive effect on innovative culture.

(H5.B5). Individual consideration has a positive effect on innovative culture.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.C). Transformational leadership behaviors have a positive effect on supportive culture

(H5.C1). Idealized attribute has a positive effect on supportive culture

(H5.C2). Idealized behavior has a positive effect on supportive culture

(H5.C3). Inspirational motivation has a positive effect on supportive culture

(H5.C4). Intellectual stimulation has a positive effect on supportive culture

(H5.C5). Individual consideration has a positive effect on supportive culture

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.A). Transformational leadership behaviors have a positive effect on bureaucratic culture.

The results of the multiple linear regression analysis process for H5.A, in Table 4.25:

Table 4.25: (H5.A) Multiple Regression Analysis Results of Transformational Dimensions on Bureaucratic Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Bureaucratic Culture	Idealized Attribute	0.088	0.074	1.198	0.232	0.478	2.094
	Idealized Behavior	0.134	0.090	1.495	0.137	0.434	2.303
	Inspirational Motivation	0.093	0.077	1.207	0.229	0.493	2.030
	Intellectual Stimulation	0.294	0.092	3.189	0.002	0.408	2.450
	Individual Consideration	-0.073	0.070	-1.042	0.298	0.589	1.699
				95 % Confidence Interval (2-tailed)			
R				0.516a			
R ²				0.266			
Adjusted R ²				0.248			
F				14.457			
P-value				0.000			

The results for H5.A in Table 4.25, showed that the test of tolerance value for transformational leadership dimensions toward organizational bureaucratic culture ranged from 0.408 to 0.589, and all values were greater than 0.05, and the value of (VIF) ranged from 1.699 to 2.450, less than 10, also the (Durbin-Watson value = 1.930). Thus, results can be inferred that multi-collinearity values would not lead to the incorrect interpretations of the findings (Hair et al., 2013).

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

Also, the linear regression through standardized residual plots and a P-P plot were used to examine the multivariate normality of the distribution, as Figures are shown in appendix.

The fact that the data follow the P-P plot's diagonal line suggests that the data are regularly distributed. The data appear to follow a linear pattern, confirming the linearity of the residuals and predictor values. As a result, the assumptions of multiple regression analysis normality, linearity, can be assumed to be true (Kline, 2005).

(H5.A1). Idealized attribute has a positive effect on bureaucratic culture.

The results of the hypothesis H5.A1 showed, the transformational leadership's dimension Idealized Attribute has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is not significant at the level 0.05.

($t\text{-value} = 1.198$, $t\text{-value} < 1.96$, $p = 0.232$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H5.A1) is rejected.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.A2). Idealized behavior has a positive effect on bureaucratic culture.

The results of hypothesis H5.A2 showed, the transformational leadership's dimension Idealized Behavior has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.495, t-value < 1.96, p = 0.137, p-value > 0.05, 95 % confidence Interval (2-tailed). So, the hypothesis (H5.A2) is rejected.

(H5.A3). Inspirational motivation has a positive effect on bureaucratic culture.

The results of the hypothesis H5.A3 showed, the transformational leadership's dimension Inspirational Motivation has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.207, t-value < 1.96, p = 0.229, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H5.A3) is rejected.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.A4). Intellectual stimulation has a positive effect on bureaucratic culture.

The results of the hypothesis H1.A4 showed, the transformational leadership's dimension Intellectual Stimulation has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.189, t-value > 1.96, p =0.002, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H5.A4) cannot be rejected.

(H5.A5). Individual consideration has a positive effect on bureaucratic culture.

the hypothesis H5.A5 showed, the transformational leadership's dimension Individual Consideration has a negative direct effect on organizational bureaucratic culture, the standardized direct effect is not significant at the level 0.05.

(t-value = -1.042, t-value > -1.96, p =0.298, p-value > 0.05, 95 % confidence interval (2-tailed). The hypothesis (H5.A5) is rejected.

As a result of the study hypothesis (H5.A) demonstrated, the transformational leadership behaviors, Idealized Attribute, Idealized Behavior, Inspirational Motivation, have a positive statistically not significant effect on organizational bureaucratic culture, and the Intellectual Stimulation, has a positive statistically significant effect, as opposed to the behavior Individual Consideration which indicated a negative statistically not significant effect on organizational bureaucratic culture.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.B). Transformational leadership behaviors have a positive effect on innovative culture

The results of the multiple linear regression analysis process for H5.B, in Table 4.26:

Table 4.26: (H5.B) Multiple Regression Analysis Results of Transformational Dimensions on Innovative Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Innovative Culture	Idealized Attribute	-0.022	0.056	-0.385	0.700	0.478	2.094
	Idealized Behavior	0.200	0.068	2.950	0.004	0.434	2.303
	Inspirational Motivation	0.125	0.058	2.139	0.034	0.493	2.030
	Intellectual Stimulation	0.090	0.070	1.287	0.200	0.408	2.450
	Individual Consideration	0.085	0.053	1.615	0.108	0.589	1.699
				95 % Confidence Interval (2-tailed)			
R				0.556a			
R ²				0.309			
Adjusted R ²				0.291			
F				17.769			
P-value				0.000			

The results for H5.B in Table 4.26, showed that the test of tolerance value for transformational leadership dimensions toward organizational innovative culture ranged from 0.408 to 0.589, and all values were greater than 0.05, and the value of (VIF) ranged from 1.699 to 2.450, less than 10, also the (Durbin-Watson value = 1.900).

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.B1). Idealized attribute has a positive effect on innovative culture

The results of the hypothesis H5, B1 showed, the transformational leadership's dimension Idealized Attribute has a negative direct effect on organizational innovative culture, the standardized direct effect is not significant at the level 0.05.

(t-value = -0.385, t-value > -1.96, p = 0.700, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H5.B1) is rejected.

(H5.B2). Idealized behavior has a positive effect on innovative culture

The results of hypothesis H5.B2 showed, the transformational leadership's dimension Idealized Behavior has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 2.950, t-value > 1.96, p = 0.004, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H5.B2) cannot be rejected.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.B3). Inspirational motivation has a positive effect on innovative culture

The results of the hypothesis H5.B3 showed, the transformational leadership's dimension Inspirational Motivation has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically significant at the level 0.05.

(t-value = 2.139, t-value > 1.96, p = 0.034, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H5.B3) cannot be rejected.

(H5.B4). Intellectual stimulation has a positive effect on innovative culture

The results of the hypothesis H1.B4 showed, the transformational leadership's dimension Intellectual Stimulation has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.287, t-value < 1.96, p = 0.200, p-value > 0.05, 95 % confidence interval (2-tailed). The hypothesis (H5.B4) is rejected.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.B5). Individual consideration has a positive effect on innovative culture

the hypothesis H5.B5 showed, the transformational leadership's dimension Individual Consideration has a positive direct effect on organizational innovative culture, the standardized direct effect is not significant at the level 0.05.

(t-value = 1.615, t-value < 1.96, p =0.108, p-value > 0.05, 95 % confidence interval (2-tailed).

The hypothesis (H5.B5) is rejected.

As a result of the study hypothesis (H5.B) demonstrated, the transformational leadership behaviors, Idealized Behavior, Inspirational Motivation have a positive statistically significant effect on organizational innovative culture, and the Intellectual Stimulation, Individual Consideration have a positive statistically not significant effects, as opposed to the behavior Idealized Attribute which indicated a negative statistically not significant effect on organizational innovative culture.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.C). Transformational leadership behaviors have a positive effect on supportive culture
The results of the multiple linear regression analysis process for H5.B, in Table 4.27:

Table 4.27: (H5.C) Multiple Regression Analysis Results of Transformational Dimensions on Supportive Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Supportive Culture	Idealized Attribute	0.153	0.049	3.147	0.002	0.478	2.094
	Idealized Behavior	0.154	0.059	2.601	0.010	0.434	2.303
	Inspirational Motivation	0.089	0.051	1.746	0.082	0.493	2.030
	Intellectual Stimulation	0.212	0.061	3.479	0.001	0.408	2.450
	Individual Consideration	0.134	0.046	2.920	0.004	0.589	1.699
				95 % Confidence Interval (2-tailed)			
				R	0.765a		
				R ²	0.586		
				Adjusted R ²	0.575		
				F	56.259		
				P-value	0.000		

The results for H5.C in Table 4.27, showed that the test of tolerance value for transformational leadership dimensions toward organizational supportive culture ranged from 0.408 to 0.589, and all values were greater than 0.05, and the value of (VIF) ranged from 1.699 to 2.450, less than 10, also the (Durbin-Watson value = 1.785).

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

(H5.C1). Idealized attribute has a positive effect on supportive culture

The results of the hypothesis H5.C1 showed, the transformational leadership's dimension Idealized Attribute has a positive direct effect on organizational supportive culture, the standardized direct effect is significant at the level 0.01.

(t-value = 3.147, t-value > 1.96, p = 0.002, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H5.C1 cannot be rejected.

(H5.C2). Idealized behavior has a positive effect on supportive culture

The results of hypothesis H5.C2 showed, the transformational leadership's dimension Idealized Behavior has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 2.601, t-value > 1.96, p = 0.010, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H5.C2) cannot be rejected.

(H5.C3). Inspirational motivation has a positive effect on supportive culture.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

The results of the hypothesis H5.B3 showed, the transformational leadership's dimension Inspirational Motivation has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.746, t-value < 1.96, p = 0.082, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H5.C3) is rejected.

(H5.C4). Intellectual stimulation has a positive effect on supportive culture

The results of the hypothesis H1.C4 showed, the transformational leadership's dimension Intellectual Stimulation has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.479, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H5.C4) cannot be rejected.

(H5.C5). Individual consideration has a positive effect on supportive culture

The hypothesis H5.B showed the transformational leadership's dimension Individual Consideration has a positive direct effect on organizational supportive culture, the standardized direct effect is significant at the level 0.01.

(t-value = 2.920, t-value > 1.96, p = 0.004, p-value < 0.01, 95 % confidence interval (2-tailed).

The hypothesis (H5.C5) cannot be rejected.

4.3.2.1. (H5), Transformational leadership has a positive effect on organizational culture.

As a result of the study hypothesis (H5.C) demonstrated, the transformational leadership behaviors, Idealized Attribute, Idealized Behavior, Intellectual Stimulation, Individual Consideration have a positive statistically significant effect on organizational supportive culture, and the Inspirational Motivation has a positive statistically not significant effect on organizational supportive culture.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

As it was indicated before in the factor analysis process, Transactional leadership was formed by retaining three dimensions and 9 items, and for the mediator variable organizational culture, 15 items and three dimensions remained. 9 sub-hypotheses resulted from the main H6 hypothesis.

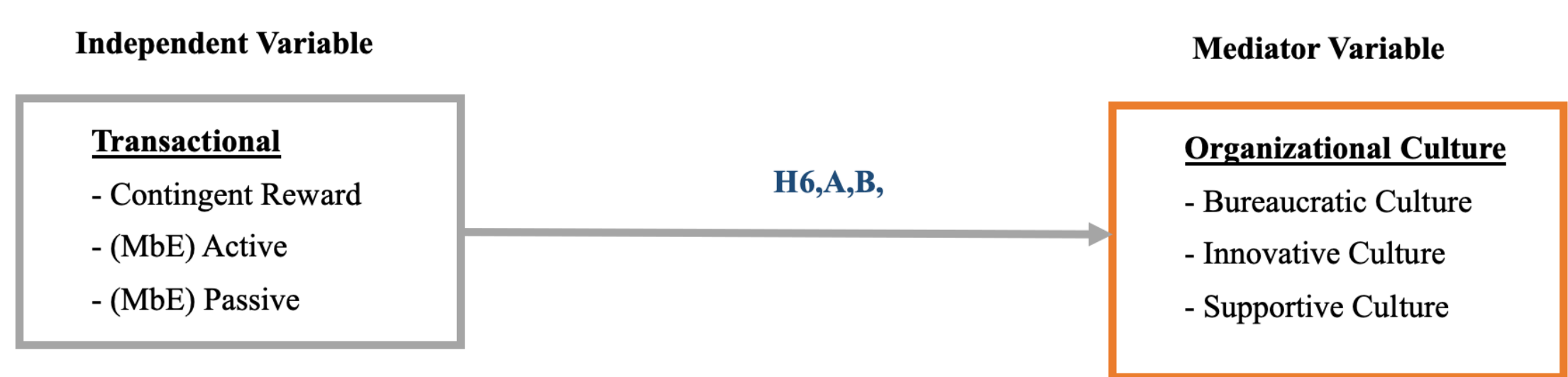


Figure 4.7; Transactional Behaviors Impact Organizational Culture Dimensions

- (H6.A). Transactional leadership behaviors have a positive effect on bureaucratic culture.
- (H6.A1). Contingent reward has a positive effect on bureaucratic culture.
- (H6.A2). Management by exception active has a positive effect on bureaucratic culture.
- (H6.A3). Management by exception passive has a negative effect on bureaucratic culture.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.B). Transactional leadership behaviors have a positive effect on innovative culture

(H6.B1). Contingent reward has a positive effect on innovative culture.

(H6.B2). Management by exception active has a positive effect on innovative culture.

(H6.B3). Management by exception passive has a negative effect on innovative culture.

(H6.C). Transactional leadership behaviors have a positive effect on supportive culture

(H6.C1). Contingent reward has a positive effect on supportive culture.

(H6.C2). Management by exception active has a positive effect on supportive culture.

(H6.C3). Management by exception passive has a negative effect on supportive culture.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.A). Transactional leadership behaviors have a positive effect on bureaucratic culture

By examining the results of the H6.A, multiple linear regression analysis process, are shown in Table 4.28:

Table 4.28: (H6.A) Multiple Regression Analysis Results of Transactional Dimensions on Bureaucratic Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Bureaucratic Culture	Contingent reward	0.333	0.057	5.882	0.000	0.836	1.196
	MBEA	0.041	0.058	0.710	0.478	0.894	1.119
	MBEP	-0.025	0.052	-0.480	0.632	0.929	1.076
				95 % Confidence Interval (2-tailed)			
R				0.435a			
R ²				0.189			
Adjusted R ²				0.177			
F				15.630			
P-value				0.000			

The results for H6.A in the Table 4.28, showed that the test of tolerance value for transactional leadership dimensions toward organizational bureaucratic culture ranged from 0.836 to 0.929, all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 1.985). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013). The multivariate normality test shows that the data same appear to follow a linear pattern in P-P plot which also supports the linearity of the residuals and predictor values.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.A1). Contingent reward has a positive effect on bureaucratic culture.

The results of the hypothesis H6.A1 showed, the Contingent Reward dimension of transactional leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically significant at the level 0.01.

($t\text{-value} = 5.882$, $t\text{-value} > 1.96$, $p = 0.000$, $p\text{-value} < 0.01$, 95 % confidence interval (2-tailed). So, the hypothesis (H6.A1) cannot be rejected.

(H6.A2). Management by exception active has a positive effect on bureaucratic culture.

The hypothesis H6.A2 showed, the Management exception active dimension of transactional leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is not statistically significant at the level 0.05.

($t\text{-value} = 0.710$, $t\text{-value} < 1.96$, $p = 0.478$, $p\text{-value} > 0.05$, 95 % confidence interval (2-tailed). So, the hypothesis (H6.A2) is rejected.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.B). Transactional leadership behaviors have a positive effect on innovative culture.

By examining the results of the H6.B, multiple linear regression analysis process, are shown in Table 4.29:

Table 4.29: (H6.B) Multiple Regression Analysis Results of Transactional Dimensions on Innovative Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Innovative Culture	Contingent reward	0.310	0.042	7.455	0.000	0.836	1.196
	MBEA	0.071	0.043	1.661	0.098	0.894	1.119
	MBEP	0.010	0.038	0.273	0.785	0.929	1.076
				95 % Confidence Interval (2-tailed)			
R				0.528a			
R ²				0.278			
Adjusted R ²				0.268			
F				25.848			
P-value				0.000			

The results for H6.AB in the Table 4.29, showed that the test of tolerance value for transactional leadership dimensions toward organizational innovative culture ranged from 0.836 to 0.929, all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 2.015). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013).

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.B1). Contingent reward has a positive effect on innovative culture

The results of the hypothesis H6.B1 showed, the Contingent Reward dimension of transactional leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 7.455, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H6.B1) cannot be rejected.

(H6.B2). Management by exception active has a positive effect on innovative culture

The hypothesis H6.B2 showed, the Management exception active dimension of transactional leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is not statistically significant at the level 0.05.

(t-value = 1.661, t-value < 1.96, p = 0.098, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H6.B2) is rejected.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.B3). Management by exception passive has a negative effect on innovative culture

The hypothesis H6.B3 showed, the Management exception passive dimension of transactional leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is not statistically significant at the level 0.05.

(t-value = 0.273, t-value < 1.96, p = 0.785, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H6.B3) is rejected.

The study hypothesis (H6.B) demonstrated the transactional leadership behaviors, the Contingent Reward behavior indicated a positive statistically significant effect on organizational innovative culture, and the Management by exception passive and Management by exception active have a positive statistically not significant effect on organizational innovative culture.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.C). Transactional leadership behaviors have a positive effect on supportive culture

By examining the results of the H6.C, multiple linear regression analysis process, are shown in Table 4.30:

Table 4.30: (H6.C) Multiple Regression Analysis Results of Transactional Dimensions on Supportive Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Supportive Culture	Contingent reward	0.490	0.041	12.047	0.000	0.836	1.196
	MBEA	-0.048	0.042	-1.144	0.254	0.894	1.119
	MBEP	-0.024	0.037	-0.647	0.519	0.929	1.076
				95 % Confidence Interval (2-tailed)			
R				0.677a			
R ²				0.458			
Adjusted R ²				0.450			
F				56.635			
P-value				0.000			

The results for H6.AC in the Table 4.30, showed that the test of tolerance value for transactional leadership dimensions toward organizational supportive culture ranged from 0.836 to 0.929, all values were greater than 0.05, and the value of (VIF) ranged from 1.076 to 1.196, less than 10, and the (Durbin-Watson value = 1.989). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013).

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.C1). Contingent reward has a positive effect on supportive culture

The results of the hypothesis H6.C1 showed, the contingent reward dimension of transactional leadership has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 12.047, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H6.C1) cannot be rejected.

(H6.C2). Management by exception active has a positive effect on supportive culture

The hypothesis H6.C2 showed, the management exception active dimension of transactional leadership has a negative direct effect on organizational supportive culture, the standardized direct effect is not statistically significant at the level 0.05.

(t-value = -1.144, t-value > -1.96, p = 0.254, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H6.C2) is rejected.

4.3.2.2. (H6), Transactional leadership has a positive effect on organizational culture.

(H6.C3). Management by exception passive has a negative effect on supportive culture

The hypothesis H6.B3 showed, the management exception passive dimension of transactional leadership has a negative direct effect on organizational supportive culture, the standardized direct effect is not statistically significant at the level 0.05.

(t-value = -0.647, t-value > -1.96, p = 0.519, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H6.C3) is rejected.

The study hypothesis (H6.C) demonstrated the transactional leadership behaviors, the Contingent Reward behavior indicated a positive statistically significant effect on organizational supportive culture, and the Management by exception passive and Management by exception active have a negative statistically not significant effect on organizational supportive culture.

4.3.2.3. (H7), Laissez –Faire has a negative effect on organizational culture.

The H7 main hypothesis in the study was divided into three sub-hypotheses.

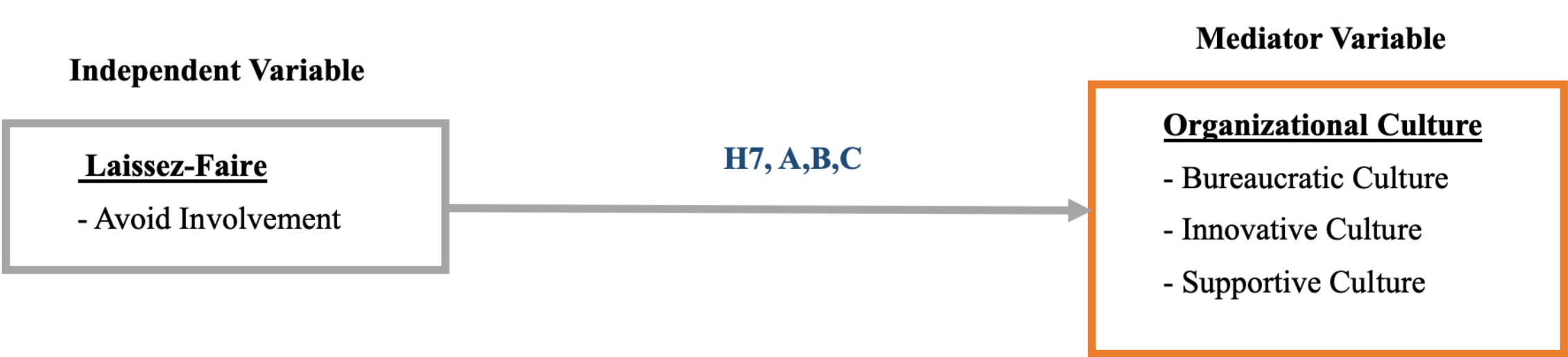


Figure 4.8; Laissez-Faire Impact Organizational Culture Dimensions

- (H7.A). Avoid involvement has a negative effect on bureaucratic culture.
- (H7.B). Avoid involvement has a negative effect on innovative culture.
- (H7.C). Avoid involvement has a negative effect on supportive culture.
- (H7.A). Avoid involvement has a negative effect on bureaucratic culture.

4.3.2.3. (H7), Laissez –Faire has a negative effect on organizational culture.

The results of the H7.A, simple regression analysis, are shown in Table 4.31:

Table 4.31: (H7.A) Simple Regression Analysis Results of Laissez-Faire on Bureaucratic Culture

Mediation Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
Bureaucratic culture	Avoids Involvement	-0.217	0.050	-4.337	0.000
				95 % Confidence Interval (2-tailed)	
R				0.291a	
R ²				0.085	
Adjusted R ²				0.080	
F				18.805	
P-value				0.000	

The Durbin-Watson value =1.806. And the normality test showed the data follow a linear pattern. The data seems to appear to follow a linear pattern, and it was skewed slightly to the right tail and there were a few deviations from the path, as figures are shown in appendix.

The results of the H7.A, showed laissez-faire Avoids Involvement has a negative direct effect on organizational bureaucratic culture, the standardized direct effect is significant at the level 0.01.

(t-value = - 4.334, t-value < -1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). The hypothesis (H7. A) cannot be rejected.

4.3.2.3. (H7), Laissez –Faire has a negative effect on organizational culture.

(H7.B). Avoid involvement has a negative effect on innovative culture.

The results of the H7.B, simple regression analysis, are shown in Table 4.32:

Table 4.32: (H7.B) Simple Regression Analysis Results of Laissez-Faire on Innovative Culture

Mediation Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
Innovative culture	Avoids Involvement	-0.087	0.040	-2.163	0.032
				95 % Confidence Interval (2-tailed)	
R				0.150a	
R ²				0.023	
Adjusted R ²				0.018	
F				4.679	
P-value				0.032	

The Durbin-Watson value =1.924. And the normality test showed the data follow a linear pattern. The multivariate normality test data appear to follow a linear pattern

The results of the H7.B, showed laissez-faire Avoids Involvement has a negative direct effect on organizational innovative culture, the standardized direct effect is significant at the level 0.05.

(t-value = - 2.161, t-value < -1.96, p = 0.032, p-value < 0.05, 95 % confidence interval (2-tailed). The hypothesis (H7.B) cannot be rejected.

4.3.2.3. (H7), Laissez –Faire has a negative effect on organizational culture.

(H7.C). Avoid involvement has a negative effect on supportive culture.

The results of the H7.C, simple regression analysis, are shown in Table 4.33:

Table 4.33: (H7.C) Simple Regression Analysis Results of Laissez-Faire on Supportive Culture

Mediation Variable Dimension	Independent Variable Dimension	β	Std. Error	t-value	p-value
Supportive culture	Avoids Involvement	-0.183	0.044	- 4.141	0.000
				95 % Confidence Interval (2-tailed)	
R				0.279a	
R ²				0.078	
Adjusted R ²				0.073	
F				17.146	
P-value				0.000	

The Durbin-Watson value =1.841.The normality test showed the data follow a linear pattern.

The results of the H7.C, showed laissez-faire Avoids Involvement has a negative direct effect on organizational supportive culture, the standardized direct effect is significant at the level 0.01.

(t-value = - 4.141, t-value < -1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). The hypothesis (H7.C) cannot be rejected.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

The factor analysis process, authentic leadership was formed by retaining four dimensions and 13 items, and for the mediator variable organizational culture, 15 items and three dimensions remained. 12 sub-hypotheses resulted from the main H8 hypothesis.

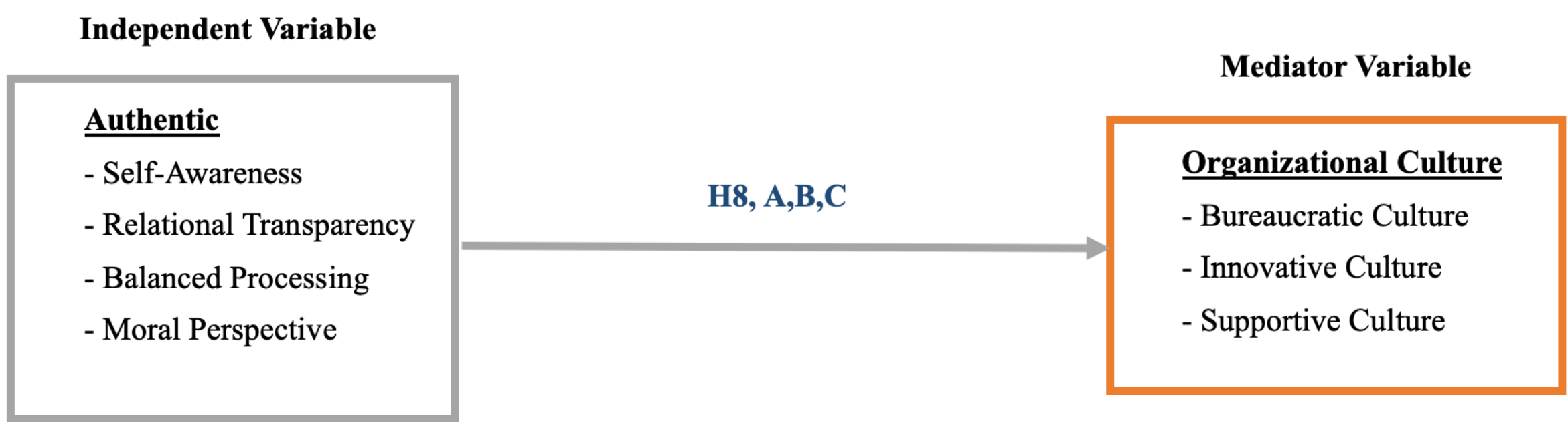


Figure 4.9; Authentic Behaviors Impact Organizational Culture Dimensions

- (H8.A). Authentic leadership behaviors have a positive effect on bureaucratic culture.
- (H8.A1). Self-awareness has a positive effect on bureaucratic culture.
- (H8.A2). Relational transparency has a positive effect on bureaucratic culture.
- (H8.A3). Balanced processing has a positive effect on bureaucratic culture.
- (H8.A4). Moral perspective has a positive effect on bureaucratic culture.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.B). Authentic leadership behaviors have a positive effect on innovative culture

(H8.B1). Self-awareness has a positive effect on innovative culture

(H8.B2). Relational transparency has a positive effect on innovative culture

(H8.B3). Balanced processing has a positive effect on innovative culture

(H8.B4). Moral perspective has a positive effect on innovative culture

(H8.C). Authentic leadership behaviors have a positive effect on supportive culture

(H8.C1). Self-awareness has a positive effect on supportive culture

(H8.C2). Relational transparency has a positive effect on supportive culture

(H8.C3). Balanced processing has a positive effect on supportive culture

(H8.C4). Moral perspective has a positive effect on supportive culture

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.A). Authentic leadership behaviors have a positive effect on bureaucratic culture.

Through the results of the multiple linear regression analysis process for H8.A, as it in Table 4.34.

Table 4.34: (H8.A) Multiple Regression Analysis Results of Authentic Dimensions on Bureaucratic Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Bureaucratic Culture	Self-awareness	0.118	0.056	2.112	0.036	0.703	1.423
	Relational transparency	0.161	0.072	2.243	0.026	0.514	1.944
	Balanced processing	0.093	0.078	1.204	0.230	0.366	2.731
	Moral perspective	0.176	0.083	2.128	0.035	0.400	2.503
				95 % Confidence Interval (2-tailed)			
R				0.541a			
R ²				0.293			
Adjusted R ²				0.279			
F				20.731			
P-value				0.000			

The value of the test of tolerance for authentic leadership dimensions toward organizational bureaucratic culture ranged from 0.366 to 0.703, all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731, also the value of Durbin-Watson = 1.934. Thus, it can be inferred that the multi-collinearity values would not lead to incorrect interpretations of the findings (Hair et al., 2013). The linear regression through standardized residual plots and a P-P plot were used to examine the multivariate normality of the distribution, and showed the data appeared to follow a linear pattern. As it shown in appendix.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.A1). Self-awareness has a positive effect on bureaucratic culture.

The hypothesis H8.A1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically significant at the level 0.05.

(t-value = 2.112, t-value > 1.96, p = 0.036, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H8.A1) cannot be rejected.

(H8.A2). Relational transparency has a positive effect on bureaucratic culture.

The hypothesis H8.A2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically significant at the level 0.05.

(t-value =2.243, t-value > 1.96, p = 0.026, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H8.A2) cannot be rejected.

(H8.A3). Balanced processing has a positive effect on bureaucratic culture.

The hypothesis H8.A3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 1.204, t-value < 1.96, p = 0.230, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H8.A3) is rejected.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.A4). Moral perspective has a positive effect on bureaucratic culture.

The hypothesis H8.A4 showed, the Moral Perspective dimension of authentic leadership has a positive direct effect on organizational bureaucratic culture, the standardized direct effect is statistically significant at the level 0.05.

($t\text{-value} = 2.128$, $t\text{-value} > 1.96$, $p = 0.035$, $p\text{-value} < 0.05$, 95 % confidence interval, (2-tailed). So, the hypothesis (H8.A4) cannot be rejected.

The study hypothesis (H8.A) demonstrated the Self-awareness and Relational Transparency and Moral Perspective behaviors of authentic leadership have a positive statistically significant effect on organizational bureaucratic culture. And the Balanced Processing has a positive statistically not significant effect on organizational bureaucratic culture.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.B). Authentic leadership behaviors have a positive effect on innovative culture

Through the results of the multiple linear regression analysis process for H8.B, as it shown in Table 4.35:

Table 4.35: (H8.B) Multiple Regression Analysis Results of Authentic Dimensions on Innovative Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Innovative Culture	Self-awareness	0.082	0.042	1.949	0.053	0.703	1.423
	Relational transparency	0.084	0.054	1.555	0.122	0.514	1.944
	Balanced processing	0.153	0.058	2.619	0.010	0.366	2.731
	Moral perspective	0.129	0.062	2.086	0.038	0.400	2.503
				95 % Confidence Interval (2-tailed)			
				R	0.585a		
				R ²	0.342		
				Adjusted R ²	0.329		
				F	26.027		
				P-value	0.000		

The value of the test of tolerance for authentic leadership dimensions toward organizational innovative culture ranged from 0.366 to 0.703, all values were greater than 0.05, and the value of (VIF) ranged from 1.423 to 2.731, the value Durbin-Watson = 1.787. Thus, it can be inferred that the multi-collinearity values would not lead to incorrect interpretations of the findings. The multivariate normality of the distribution, showed the data appeared to follow a linear pattern.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.B1). Self-awareness has a positive effect on innovative culture

The hypothesis H8.B1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically not significant at the level 0.05. (t-value = 1.949, t-value < 1.96, p = 0.053, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H8.B1) is rejected.

(H8.B2). Relational transparency has a positive effect on innovative culture

The hypothesis H8.B2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically not significant at the level 0.05.

(t-value =1.555, t-value < 1.96, p = 0.122, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H8.B2)is rejected.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.B3). Balanced processing has a positive effect on innovative culture

The hypothesis H8.A3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 2.619, t-value > 1.96, p = 0.01, p-value < 0.01, 95 % confidence interval (2-tailed), the hypothesis (H8.B3) cannot be rejected.

(H8.B4). Moral perspective has a positive effect on innovative culture

The hypothesis H8,B4 showed, the Moral perspective dimension of authentic leadership has a positive direct effect on organizational innovative culture, the standardized direct effect is statistically significant at the level 0.05.

(t-value =2.086, t-value > 1.96, p = 0.038, p-value < 0.05, 95 % confidence interval (2-tailed) Also, the hypothesis (H8.B4) cannot be rejected.

The study hypothesis (H8.B) demonstrated the Balanced Processing, and Moral Perspective behaviors of authentic leadership have a positive statistically significant effect on organizational innovative culture. And the Self-awareness and Relational Transparency have a positive statistically not significant effect on organizational innovative culture.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.C). Authentic leadership behaviors have a positive effect on supportive culture

Through the results of the multiple linear regression analysis process for H8.C, as it shown in Table 4.36:

Table 4.36: (H8.C) Multiple Regression Analysis Results of Authentic Dimensions on Supportive Culture

Mediation Variable Dimension	Independent Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
Supportive Culture	Self-awareness	0.163	0.036	4.566	0.000	0.703	1.423
	Relational transparency	0.135	0.046	2.941	0.004	0.514	1.944
	Balanced processing	0.262	0.050	5.259	0.000	0.366	2.731
	Moral perspective	0.117	0.053	2.208	0.028	0.400	2.503
				95 % Confidence Interval (2-tailed)			
				R	0.789a		
				R ²	0.623		
				Adjusted R ²	0.615		
				F	82.494		
				P-value	0.000		

The value of the test of tolerance for authentic leadership dimensions toward organizational supportive culture ranged from 0.366 to 0.703, all values were greater than 0.05, and the value of (VIF) ranged from 1.432 to 2.731, the value of Durbin-Watson = 1.587. Also, the multivariate normality test showed the data appeared to follow a linear pattern.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.C1). Self-awareness has a positive effect on supportive culture

The hypothesis H8.C1 showed, the Self-awareness dimension of authentic leadership has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 4.566, t-value >1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H8.C1) cannot be rejected.

(H8.C2). Relational transparency has a positive effect on supportive culture

The hypothesis H8.C2 showed, the Relational Transparency dimension of authentic leadership has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value =2.941, t-value > 1.96, p = 0.004, p-value < 0.01, 95 % confidence interval, (2-tailed). Also, the hypothesis (H8.C2) cannot be rejected.

(H8.C3). Balanced processing has a positive effect on supportive culture

The hypothesis H8.C3 showed, the Balanced Processing dimension of authentic leadership has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 5.259, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H8.C3) cannot be rejected.

4.3.2.4. (H8), Authentic leadership has a positive effect on organizational culture.

(H8.C4). Moral perspective has a positive effect on supportive culture

The hypothesis H8.C4 showed, the Moral Perspective dimension of authentic leadership has a positive direct effect on organizational supportive culture, the standardized direct effect is statistically significant at the level 0.05.

($t\text{-value} = 2.208$, $t\text{-value} > 1.96$, $p = 0.028$, $p\text{-value} < 0.05$, 95 % confidence interval (2-tailed). Also, the hypothesis (H8.C4) cannot be rejected.

The study hypothesis (H8.C) demonstrated the Self-awareness and Relational Transparency, Balanced Processing, and also Moral Perspective behaviors of authentic leadership have a positive statistically significant effect on organizational supportive culture.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

This part investigate the impact of organizational culture on corporate social responsibility, organizational culture was formed by 15 items, and 12 sub-hypotheses.



Figure 4.10; Organizational Culture Impact CSR Dimensions

(H9.A). Organizational culture have a positive effect on Environment & Society

(H9.A1). Bureaucratic culture has a negative effect on Environment & Society.

(H9.A2). Innovative culture has a positive effect on Environment & Society.

(H9.A3). Supportive culture has a positive effect on Environment & Society.

(H9.B). Organizational culture have a positive effect on Employees.

(H9.B1). Bureaucratic culture has a negative effect on Employees.

(H9.B2). Innovative culture has a positive effect on Employees.

(H9.B3). Supportive culture has a positive effect on Employees.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

This part investigate the impact of organizational culture on corporate social responsibility, organizational culture was formed by 15 items, and 12 sub-hypotheses.

(H9.C). Organizational culture has a positive effect on Customers.

(H9.C1). Bureaucratic culture has a negative effect on Customers.

(H9.C2). Innovative culture has a positive effect on Customers.

(H9.C3). Supportive culture has a positive effect on Customers.

(H9.D). Organizational culture has a positive effect on Government.

(H9.D1). Bureaucratic culture has a negative effect on Government.

(H9.D2). Innovative culture has a positive effect on Government.

(H9.D3). Supportive culture has a positive effect on Government.

(H9.A). Organizational culture has a positive effect on Environment & Society

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

The results of the H9.A, multiple regression analysis of organizational culture dimensions toward the CSRdimension Environment and Society are shown in Table 4.37:

Table 4.37: (H9.A) Multiple Regression Analysis Results of Organizational Cultures on Environment and Society

Dependent Variable Dimension	Mediation Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Environment & Society	Bureaucratic culture	0.068	0.095	0.721	0.472	0.541	1.848
	Innovative culture	-0.154	0.139	-1.112	0.267	0.417	2.400
	Supportive culture	0.940	0.113	8.296	0.000	0.492	2.033
				95 % Confidence Interval (2-tailed)			
R				0.622a			
R ²				0.386			
Adjusted R ²				0.377			
F				42.200			
P-value				0.000			

The results for H9.A in Table 4.37, indicated that the test of tolerance value for organizational culture dimensions toward CSR (Environment & Society) ranged from 0.417 to 0.541 all values were greater than 0.05, and the value of (VIF) ranged from 1.848 to 2.400, less than 10, and the (Durbin-Watson value = 2.311). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013). The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values, as in figures see appendix.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.A1). Bureaucratic culture has a negative effect on Environment & Society

The results of the hypothesis H9.A1 showed, the bureaucratic culture has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.721, t-value < 1.96, p = 0.472, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.A1) is rejected.

(H9.A2). Innovative culture has a positive effect on Environment & Society

The results of the hypothesis H9.A2 showed, the innovative culture has a negative direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -1.112, t-value > -1.96, p = 0.267, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.A2) is rejected.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.A3). Supportive culture has a positive effect on Environment & Society

The hypothesis H9.A3 showed, supportive culture has a positive direct effect on corporate social responsibility dimension Environment & Society, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 8.296, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H9.A3) cannot be rejected.

The study hypothesis (H9.A) demonstrated the organizational bureaucratic culture has a positive statistically not significant effect on CSR dimension Environment & Society, So instead negative effect indicated a positive effect. and supportive culture has a positive significant effect on CSR, as opposed to the innovative culture which indicated a negative statistically not significant effect on CSR Environment & Society.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.B). Organizational culture has a positive effect on Employees.

The results of the H9.B, multiple regression analysis of organizational culture dimensions toward the CSRdimension Employees, are shown in Table 4.38:

Table 4.38: (H9.B) Multiple Regression Analysis Results of Organizational Cultures on Employees

Dependent Variable Dimension	Mediation Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Employees	Bureaucratic culture	0.301	0.091	3.308	0.001	0.541	1.848
	Innovative culture	-0.186	0.133	-1.398	0.164	0.417	2.400
	Supportive culture	0.935	0.109	8.599	0.000	0.492	2.033
				95 % Confidence Interval (2-tailed)			
R				0.696a			
R ²				0.484			
Adjusted R ²				0.477			
F				62.952			
P-value				0.000			

The results for H9.B, in Table 4.38, indicated that the test of tolerance value for organizational culture dimensions toward the CSR (Employees) ranged from 0.417 to 0.541, all values were greater than 0.05, and the value of (VIF) ranged from 1.848 to 2.400, less than 10, and the (Durbin-Watson value = 1.930). Thus, results can be inferred that multicollinearity values found would not lead to incorrect interpretations of the findings.

The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.B1). Bureaucratic culture has a negative effect on Employees.

The results of the hypothesis H9.B1 showed, the bureaucratic culture has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 3.308, t-value > 1.96, p = 0.001, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H9.B1) cannot be rejected.

(H9.B2). Innovative culture has a positive effect on Employees.

The results of the hypothesis H9.B2 showed, the innovative culture has a negative direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -1.398, t-value > -1.96, p = 0.164, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.B2) is rejected

(H9.B3). Supportive culture has a positive effect on Employees.

The hypothesis H9.B3 showed, supportive culture has a positive direct effect on corporate social responsibility dimension Employees, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 8.599, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H9.B3) cannot be rejected.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

The study hypothesis (H9.B) demonstrated the organizational bureaucratic culture and supportive culture have a positive statistically significant effect on CSR dimension Employees, as opposed to the innovative culture which indicated a negative statistically not significant effect on CSR dimension Employees.

(H9.C). Organizational culture have a positive effect on Customers.

The results of the H9.C, multiple regression analysis of organizational culture dimensions toward the CSRdimension Customers, are shown in Table 4.39:

Table 4.39: (H9.C) Multiple Regression Analysis Results of Organizational Cultures on Customers

Dependent Variable Dimension	Mediation Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Customers	Bureaucratic culture	0.248	0.107	2.306	0.022	0.541	1.848
	Innovative culture	-0.017	0.157	-0.110	0.912	0.417	2.400
	Supportive culture	0.675	0.129	5.249	0.000	0.492	2.033
				95 % Confidence Interval (2-tailed)			
				R	0.557a		
				R ²	0.310		
				Adjusted R ²	0.300		
				F	30.117		
				P-value	0.000		

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

The results for H9.C in Table 4.39, indicated that the test of tolerance value for organizational culture dimensions toward the CSR (Customers) ranged from 0.417 to 0.541, all values were greater than 0.05 and the value of (VIF) ranged from 1.848 to 2.400, less than 10, and the (Durbin-Watson value = 1.848). Thus, results can be inferred that multicollinearity values found would not lead to incorrect interpretations of the findings (Hair et al., 2013). The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values.

(H9.C1). Bureaucratic culture has a negative effect on Customers.

The results of the hypothesis H9.C1 showed, the bureaucratic culture has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significant at the level 0.05.

(t-value = 2.306, t-value > 1.96, p = 0.022, p-value < 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.C1) cannot be rejected.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.C2). Innovative culture has a positive effect on Customers.

The results of the hypothesis H9.C2 showed, the innovative culture has a negative direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = -0.110, t-value > -1.96, p = 0.912, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.C2) is rejected.

(H9.C3). Supportive culture has a positive effect on Customers.

The hypothesis H9.C3 showed, supportive culture has a positive direct effect on corporate social responsibility dimension Customers, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 5.249, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H9.C3) cannot be rejected.

The study hypothesis (H9.C) demonstrated the organizational bureaucratic and supportive culture have a positive statistically significant effect on CSR dimension Customers, as opposed to the innovative culture which indicated a negative statistically not significant effect on CSR dimension Customers.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.D). Organizational culture have a positive effect on Government.

The results of the H9.D, multiple regression analysis of organizational culture dimensions toward the CSRdimension Government, are shown in Table 4.40:

Table 4.40: (H9.D) Multiple Regression Analysis Results of Organizational Cultures on Government

Dependent Variable Dimension	Mediation Variable Dimensions	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR Government	Bureaucratic culture	0.088	0.113	0.774	0.440	0.541	1.848
	Innovative culture	0.028	0.166	0.169	0.866	0.417	2.400
	Supportive culture	0.623	0.135	4.610	0.000	0.492	2.033
				95 % Confidence Interval (2-tailed)			
R				0.464a			
R ²				0.215			
Adjusted R ²				0.203			
F				18.363			
P-value				0.000			

The results for H9.D in Table 4.40, indicated that the test of tolerance value for organizational culture dimensions toward the CSR (Government) ranged from 0.417 to 0.541 all values were greater than 0.05 and the value of (VIF) ranged from 1.848 to 2.400, less than 10, and the (Durbin-Watson value =1.954). Thus, results can be inferred that multi-collinearity values found would not lead to incorrect interpretations of the findings. the multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values.

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.D1). Bureaucratic culture has a negative effect on Government.

The results of the hypothesis H9.D1 showed, the bureaucratic culture has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the level 0.05.

(t-value = 0.774, t-value < 1.96, p = 0.440, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.D1) is rejected.

(H9.D2). Innovative culture has a positive effect on Government.

The results of the hypothesis H9.D2 showed, the innovative culture has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically not significant at the 0.05 level.

(t-value = 0.169, t-value < 1.96, p = 0.866, p-value > 0.05, 95 % confidence interval (2-tailed). So, the hypothesis (H9.C2) is rejected

4.3.3. (H9), Organizational culture has a positive effect on corporate social responsibility

(H9.D3). Supportive culture has a positive effect on Government.

The hypothesis H9.D3 showed, supportive culture has a positive direct effect on corporate social responsibility dimension Government, the standardized direct effect is statistically significant at the level 0.01.

(t-value = 4.610, t-value > 1.96, p = 0.000, p-value < 0.01, 95 % confidence interval (2-tailed). So, the hypothesis (H9.D3) cannot be rejected.

The study hypothesis (H9.D) demonstrated the organizational bureaucratic and innovative culture have a positive statistically not significant effect on CSR dimension Government, as opposed to the supportive culture which indicated a positive statistically significant effect on CSR dimension Government.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The direct and indirect impact between independent and dependent variables through the mediator variable affects the relationship between a dependent variable and an independent variable through the transfer of the effect between them. This is a bootstrap approximation obtained by constructing two-sided bias corrected confidence intervals. It was used to examine the mediation effect according to Baron and Kenny's (1986) formula analysis. Mediation occurs if the effect of the independent variable on the dependent variable is reduced when the mediator is included, the concept statistical mediation, relates to a chain of causation in which one or more independent variables' effects are supposed to be communicated to one or more dependent variables.

Mediation means that the influence of an independent variable X is conveyed to a dependent variable Y via a third mediator variable: $X \rightarrow M \rightarrow Y$ (Preacher et al., 2007).

In order to compute the study variables as one composite, it is required to transform each variable item and find the mean obtained by dividing the sum of the variable items, during the process of exploratory factor analysis described in paragraph 4.2. The items of each variable whose value was less than 0.5 were eliminated from the analysis process, so the variables were combined as one contract based on the items values being higher than 0.50, $EFA > 0.50$ (Hair et al., 2005; 2013).

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Also, there are many studies and articles that have been conducted on the impact of multiple leadership behaviors on CSR, and the statistical method has been used to analyze the elements as one variable by combining the items related to the variable and then finding their mean (Groves & LaRocca, 2011; Lz Wu et al., 2014; Iqbal et al., 2018; Kim et al., 2018; Rahman et al., 2019).

Before carrying out the process of finding the mediation impact of the main variables of the study, there are some statistical requirements whose values are to be found. Kaiser-Meyer-Olkin (KMO), also Cronbach's alpha correlation coefficient (α) and zero correlation coefficients were used to estimate the reliability and consistency of the study variables (Kline, 2011).

Based on the literature, the mediating impact of organizational culture in the relationship between leadership styles and corporate social responsibility will be analyzed as each variable in itself a single construct.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The internal consistency and reliability of the study main variables as one contract, the results for five dimensions and 17 items of transformational leadership Cronbach alpha = 0.893, and three dimensions and 9 items of transactional leadership Cronbach alpha = 0.614, one dimension 4 items of laissez-fair Cronbach alpha = 0.723, and four dimensions and 13 items of authentic leadership, Cronbach alpha = 0.901, also three dimensions and 15 items of organizational culture, Cronbach alpha = 0.883 and four dimensions 16 items of the CSR, Cronbach alpha = 0.943 all variables exceeded represented 74 items the required Cronbach's coefficient threshold with an alpha 0.925. Also, the value of (KMO) was 0.890, which is greater than 0.50, and the Bartlett's test of sphericity, chi-square = 9929.420, df = 2701, $p = 0.000$, at the significant level $p\text{-value} < 0.01$. The cumulative variance showed 68.618 % were greater than 0.50, which is acceptable (Hair et al., 2010). Also, the study correlations between the main variables showed significant level of ($P\text{-value} < 0.01$).

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The consistent with the study literature and theories, as well as the conceptual model, which showed that leadership styles positively correlate with CSR and organizational culture, except for Laissez Faire which has a negative correlation with other independents variables and the dependent variable CSR. As well as organization culture, while the transactional leadership showed a weak correlation with all other variables except of Laissez Faire style was positively correlated.

To confirm that no statistical norms were broken, the tolerance value, variance inflation factor (VIF), and (Durbin-Watson) value were used to test for multicollinearity and also the auto (serial) correlations among the variables. It is advised that the tolerance value should be greater than 0.05 and the (VIF) should be less than 10 in order to prevent the problems associated with multi-collinearity. And for (Durbin-Watson) value between 0 to 4. (Hair et al., 2013).

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Many independent variables are considered to be fully collinear if their correlation coefficient is 1.0, and completely non-collinear if their correlation value is 0. When a single independent variable is significantly associated with a group of other independent variables, this is referred to as multi-collinearity, expression of the connection between two independent variables collinearity or more multi-collinearity. The variance inflation factor is directly related to the tolerance value ($VIF = 1/TOL$) and the large VIF values also indicate a high degree of collinearity or multi-collinearity among the independent variables, (Hair et al., 2013). According to the study results, the test of tolerance value ranged from 0.215 to 0.662, and the value of VIF ranged from 1.511 to 4.644, and Durbin-Watson value = 2.140.

Thus, it can be concluded that the multi-collinearity values discovered in the study and data would not lead to incorrect interpretations of the findings (Hair et al., 2013). The results also showed transformational leadership indicated 0.719 correlation with organizational culture the test of auto serial correlations among the variables, Durbin-Watson = 1.856, also for authentic leadership indicated 0.752 correlation with organizational culture, the value of Durbin-Watson = 1.685. these results showed there are no auto correlation. To investigate the mediation relationship between the variables, Baron and Kenny (1986) developed four analytical steps. As in Figure 4.11 below.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

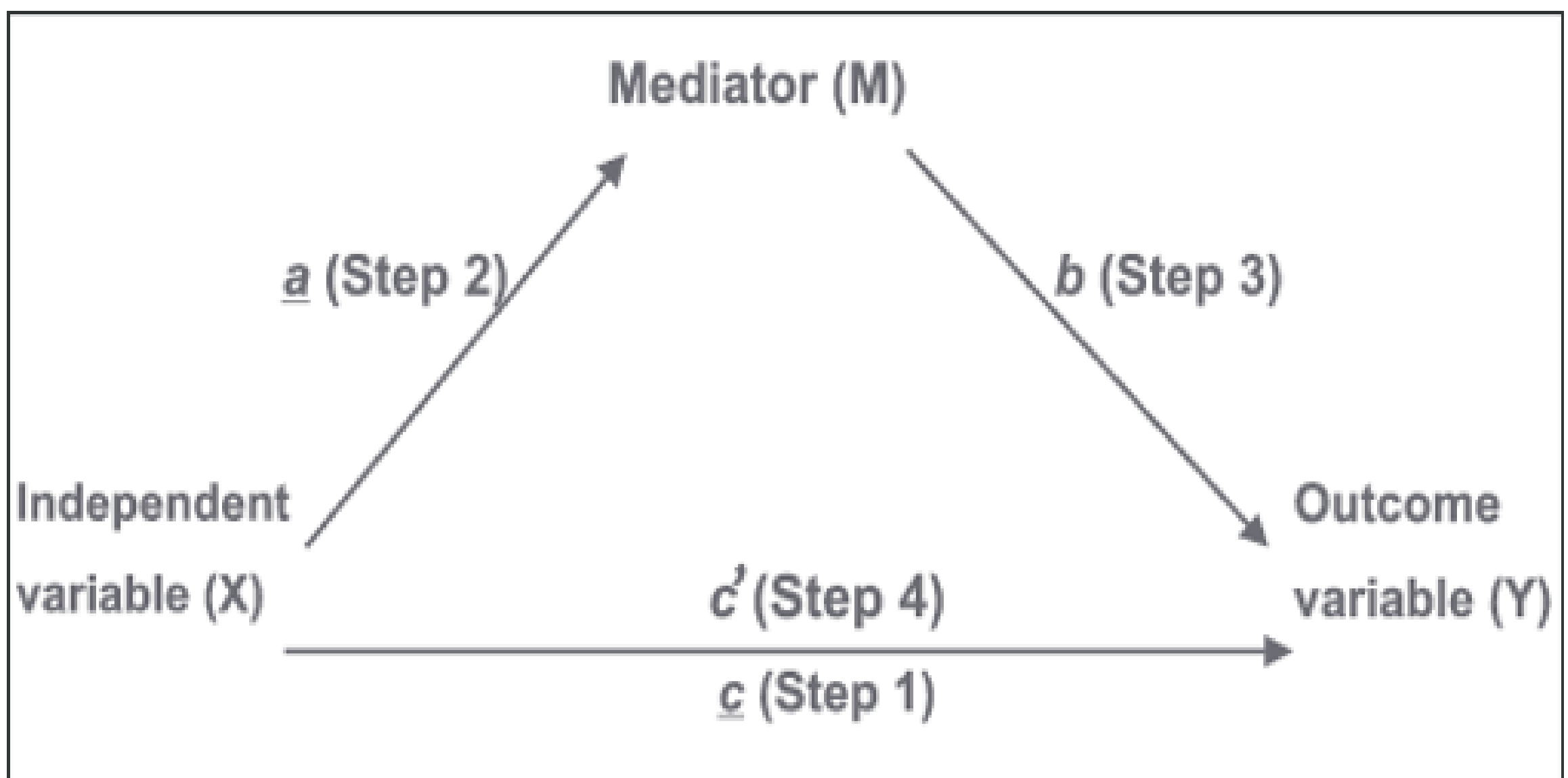


Figure 4.11; Mediation Model
Baron and Kenny's (1986)

A- The first step is to find the total impact of the independent on dependent variable.

$$X \rightarrow Y$$

$$Y = \beta_0 + \beta_1 X + e$$

B- Second one is to find the impact of the independent on mediator variable.

$$X \rightarrow M$$

$$M = \beta_0 + \beta_1 X + e$$

C- The third one is to find the impact of the mediator variable on dependent variables.

$$M \rightarrow Y$$

$$Y = \beta_0 + \beta_1 M + e$$

D- The last step is to find the impact of the independent variable on dependent variables through the mediator variable.

$$X \rightarrow Y$$

$$X \rightarrow M \rightarrow Y$$

$$Y = \beta_0 + \beta_1 X + \beta_2 M + e$$

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

In order to find the mediating impact of organizational culture on the relationship between leadership style and corporate social responsibility, four sub-hypotheses were formulated.

(H10.A) Organizational “bureaucratic, innovative, supportive” culture mediate the relationship between transformational leadership behaviors “idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration” and corporate social responsibility “ environment & society, employees, customers, government”.

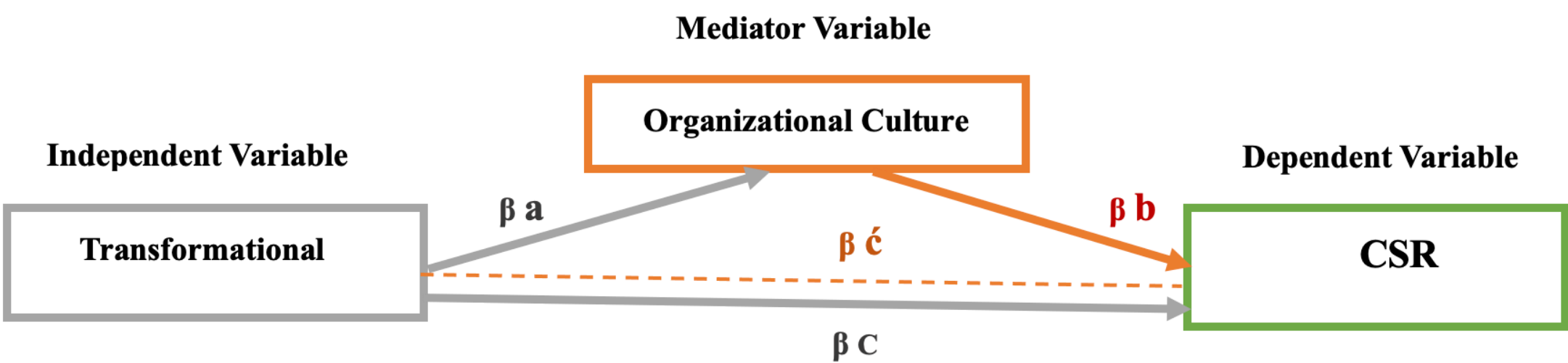


Figure 4.12; Mediation Impact of Organizational Culture between Transformational and CSR

Transformational leadership showed a positive relationship with organizational culture and also with CSR, and the organizational culture also positively related to the CSR.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

A- The first step of Baron and Kenny’s approach, is to find the standardized coefficients β beta weight (c), of the total effect of transformational leadership behaviors on CSR through the simple linear regression. The value of beta weights for transformational leadership toward CSR were determined as shown in Table 4.41.

Table 4.41: Simple Regression Analysis Results of Transformational Leadership on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value
CSR	Transformational	0.605	0.071	10.839	0.000
				95 % Confidence Interval (2-tailed)	
R				0.605a	
R ²				0.367	
Adjusted R ²				0.363	
F				117.487	
P-value				0.000	

These results indicated a total positive statistically significant effect of transformational leadership style on CSR, (t-value = 10.839, t-value > 1.96, p = 0.000, p-value < 0.01) cannot be rejected.

Also, the Durbin-Watson value = 2.130. And the multivariate normality test of distribution examined, and showed that the data appear to follow a linear pattern, which supports the linearity of the residuals and predictor values. As in appendix.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

B- The values of Beta weights (a) is to find the standardized coefficients β beta weight of the total effect of transformational leadership behaviors on organizational culture through the simple linear regression, as shown in Table 4.42.

Table 4.42: Simple Regression Analysis Results of Transformational Leadership on Organizational Culture

Mediator Variable	Independent Variable	β	Std. Error	t-value	p-value
Organizational Culture	Transformational	0.719	0.041	14.734	0.000
				95 % Confidence Interval (2-tailed)	
R				0.719a	
R ²				0.517	
Adjusted R ²				0.514	
F				217.086	
P-value				0.000	

These results indicated a total positive statistically significant effect of transformational leadership on organizational culture (t-value = 14.734, t-value > 1.96, p = 0.000, p-value < 0.01) cannot be rejected.

Also, The Durbin-Watson value = 1.856. And the multivariate normality test of distribution examined, and the data appear to follow a linear pattern.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

In order to complete the third step of the mediation process, and find the values of beta weight (b) of organizational culture on corporate social responsibility. A multiple regression analysis of transformational leadership and organizational culture toward corporate social responsibility were required. Following Table 4.43 indicates the results.

Table 4.43: Multiple Regression Analysis Results of Transformational Leadership and Organizational Culture on CSR.

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR	Transformational	0.284	0.095	3.826	0.000	0.483	2.069
	Organizational Culture	0.448	0.113	6.037	0.000	0.483	2.069
				95 % Confidence Interval (2-tailed)			
R				0.681a			
R ²				0.463			
Adjusted R ²				0.458			
F				87.227			
P-value				0.000			

The results for H10.A, indicated a positive statistically significant effect of transformational leadership on CSR (t-value = 3.826, t-value > 1.96, p-value = 0.000, p-value < 0.01) cannot be reject. And also, a positive statistically significant effect of organizational culture on CSR. (t-value = 6.037, t-value > 1.96, p-value = 0.000, p-value < 0.01) cannot be reject.

The test of tolerance values was 0.483 greater than 0.05, and the value of VIF was 2.069, less than 10, also the Durbin Watson value = 2.138. The multivariate normality test of the distribution, shown that the data appear to follow a linear pattern.

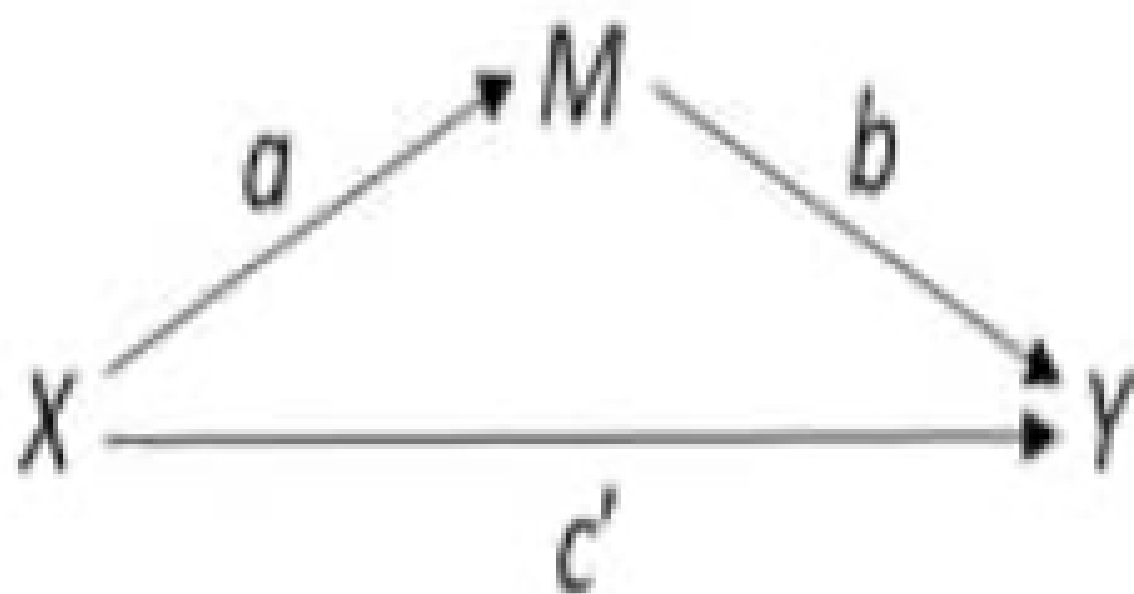
4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Finally, to achieve the mediation effect, variables' beta weights for each regression total effect direct and indirect effect must be calculated through the below equations (Preacher et al., 2007).

- (1-Total effect: $c = ab + c'$, 2-Direct effect: $c' = c - ab$, 3-Indirect effect: $c - c' = ab$,
4- Mediation effect: $c' = c - ab$).



1. Total effect: $c = ab + c'$



2. Direct effect: $c' = c - ab$

3. Indirect effect: $c - c' = ab$

Figure 4.13; Mediation Formulas
Baron and Kenny's (1986)

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The results of the mediation analysis process for H10A, were determined by achieving the total effect of the transformational leadership on corporate social responsibility as well as the direct and indirect effects through organizational culture. “The fourth step in Baron and Kenny’s (1986) method allows concluding that empirical evidence compatible with the mediation hypothesis when the direct effect (c') is less than the total effect (c), or what is equivalent, when the indirect effect the product of (ab) is different to zero” (Pardo & Roman, 2013. p.616). The results of the total and mediation investigations are shown in Table 4.44. below.

Table 4.44: (H10.A) Mediation Results of Organizational Culture between Transformational and CSR

Coefficient		Total impact: $c = ab + c'$		Mediation impact: $c' = c - ab$			Mediation
Simple Regression		β	p-value	Multiple Regression	β	p-value	Result
H10A	Transformational → CSR	0.605	0.000 Significant	Transformational ~~→~~ Culture → CSR $0.605 - 0.719 \times 0.448 = 0.284$	0.284	0.000 Significant	Partial Mediation

Partial Mediation, can be achieved, when the coefficients for a,b was significantly different from zero. And the value of coefficient c' was significant and less than the value of coefficient c .

While the Full Mediation, if the values of the regression coefficients for all a, b, and c were different from zero. And the second condition is, if the value of coefficient c' was not significant and less than the value of coefficient c . “The strongest mediation demonstration” (Baron & Kenny, 1986, p. 1176).

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The hypothesis H10.A, showed that the transformational leadership has a positive total statistically significant effect on CSR, also has a positive statistically significant effect on organizational culture, addition to the positive indirect statistically significant effect on CSR. the results of the coefficients for a and b were different from zero, and the value of coefficient c' was significant and less than the value of coefficient c, indicated a partial mediation of the organizational culture in the relationship between transformational leadership style and CSR.

(H10.B) Organizational “bureaucratic, innovative, supportive” culture mediate the relationship between transactional leadership behaviors “contingent reward, management by exception active, management by exception passive and corporate social responsibility “ environment & society, employees, customers, government”.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The hypothesis H10.A, showed that the transformational leadership has a positive total statistically significant effect on CSR, also has a positive statistically significant effect on organizational culture, addition to the positive indirect statistically significant effect on CSR. the results of the coefficients for a and b were different from zero, and the value of coefficient c' was significant and less than the value of coefficient c, indicated a partial mediation of the organizational culture in the relationship between transformational leadership style and CSR.

(H10.B) Organizational “bureaucratic, innovative, supportive” culture mediate the relationship between transactional leadership behaviors “contingent reward, management by exception active, management by exception passive and corporate social responsibility “ environment & society, employees, customers, government”.

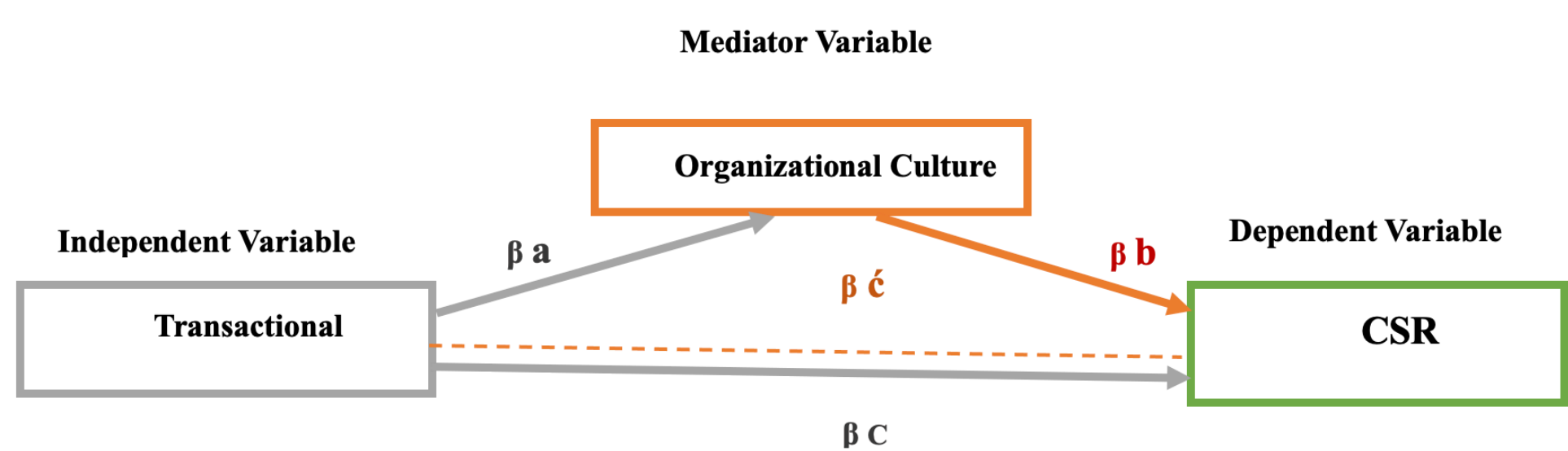


Figure 4.14; Mediation Impact of Organizational Culture between Transactional and CSR

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The correlation of transactional leadership showed a positive relationship with organizational culture and also with CSR. Also, organizational culture is positively related to the CSR.

The standardized coefficients β beta weight (c), of the total effect of transactional leadership behaviors on CSR, as shown in Table 4.45.

Table 4.45: Simple Regression Analysis Results of Transactional Leadership on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value
CSR	Transactional	0.145	0.110	2.089	0.038
				95 % Confidence Interval (2-tailed)	
R				0.145a	
R ²				0.021	
Adjusted R ²				0.016	
F				4.364	
P-value				0.038	

These results indicated a total positive statistically significant effect of transactional leadership on CSR, (t-value = 2.089, t-value > 1.96, p = 0.038, p-value < 0.05) cannot be rejected.

The Durbin-Watson value = 2.018. Also, the multivariate normality test of distribution examined, and the data also appear to follow a linear pattern, which also supports the linearity of the residuals and predictor values.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The values of Beta weights (a) is to find the standardized coefficients β beta weight of the total effect of transactional leadership behaviors on organizational culture through the simple linear regression, results as shown in Table 4.46.

Table 4.46: Simple Regression Analysis Results of Transactional Leadership on Organizational Culture
Regression Analysis Results

Mediator Variable	Independent Variable	β	Std. Error	t-value	p-value
Organizational Culture	Transactional	0.221	0.072	3.236	0.001
				95 % Confidence Interval (2-tailed)	
R				0.221a	
R ²				0.049	
Adjusted R ²				0.044	
F				10.469	
P-value				0.001	

These results indicated a total positive statistically significant effect of transactional leadership on organizational culture (t-value = 3.236, t-value > 1.96, p = 0.001, p-value < 0.01) cannot be rejected.

The Durbin-Watson value = 1.796. Also, the multivariate normality test of distribution examined, the data appear to follow a linear pattern.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The multiple regression analysis of transactional leadership and organizational culture toward corporate social responsibility are shown in Table 4.47, below.

Table 4.47: Multiple Regression Analysis Results of Transactional Leadership and Organizational Culture on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR	Transactional	0.001	0.087	0.015	0.988	0.951	1.052
	Organizational Culture	0.651	0.083	11.901	0.000	0.951	1.052
				95 % Confidence Interval (2-tailed)			
R				0.652a			
R ²				0.425			
Adjusted R ²				0.419			
F				74.507			
P-value				0.000			

The results for H10.B, in Table 4.47, indicated a positive statistically not significant effect of transactional leadership on CSR (t-value = 0.015, t-value < 1.96, p-value = 0.988, p-value > 0.05) is rejected. But there was a positive statistically significant effect of organizational culture on CSR (t-value = 11.901, t-value > 1.96 p-value= 0.000, p-value < 0.01) cannot be reject.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Also, it was showed that the test of tolerance values was 0.951, greater than 0.05, and the value of VIF, was 1.052 less than 10, also the Durbin Watson value = 2.109. while linear regression through standardized residual plots and a P-P plot were used to examine the multivariate normality of the distribution, and the data appear to follow a linear pattern. The results of the total and mediation investigations are shown in Table 4.48. below.

Table 4.48: (H10.B) Mediation Results of Organizational Culture between Transactional and CSR

Coefficient		Total impact: $c = ab + \epsilon$		Mediation impact: $\epsilon = c - ab$			Mediation	
Simple Regression		β	p-value	Multiple Regression		β	p-value	Result
H10B	Transactional → CSR	0.145	0.038	Transactional — Culture → CSR		0.001	0.988	Full
			Significant	0.145 – 0.221* 0.651= 0.001			Not Significant	Mediation

The hypothesis H10.B, showed that the transactional leadership has a positive total statistically significant effect on CSR, also has a positive statistically significant effect on organizational culture, but indicated a positive indirect statistically not significant effect on CSR, and the results of the coefficients for a and b were different from zero, but the value of coefficient c' was not significant and less than the value of coefficient c, indicated a full mediation of the organizational culture in the relationship between transactional leadership style and CSR.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

(H10.C) Organizational “bureaucratic, innovative, supportive” culture mediate the relationship between Laissez –Faire “avoid involvement” and corporate social responsibility “ environment & society, employees, customers, government”.

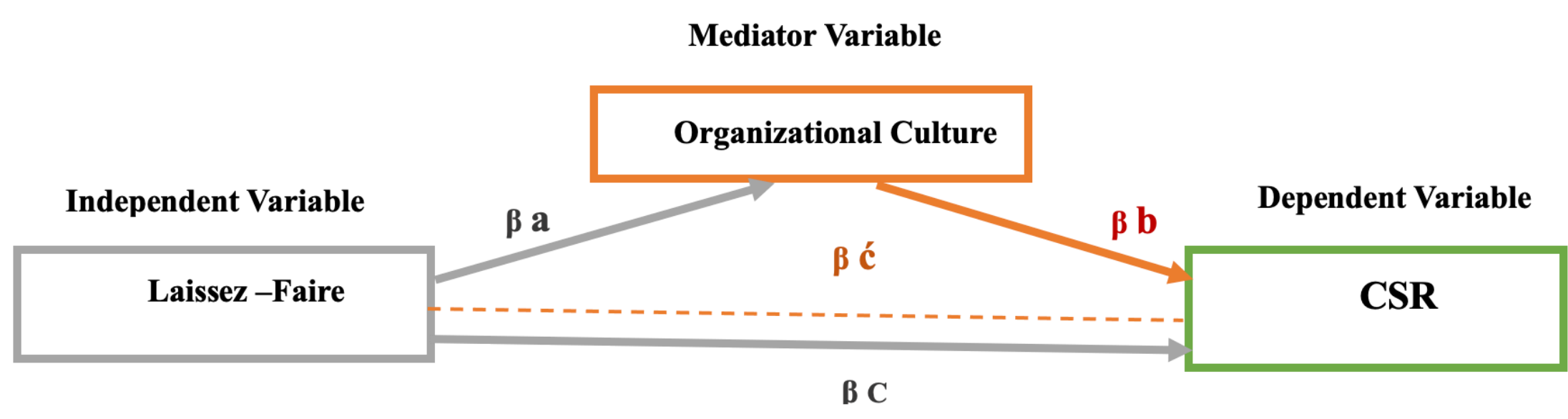


Figure 4.15; Mediation Impact of Organizational Culture between Laissez –Faire and CSR

The correlation between laissez-faire showed negative relationship with organizational culture and also with CSR. And, the organizational culture positively related to the CSR.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The standardized coefficients β beta weight (c), of the total effect of laissez-faire behaviors on CSR, as shown in Table 4.49.

Table 4.49: Simple Regression Analysis Results of Laissez-Faire on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value
CSR	Laissez-Faire	-0.201	0.059	-2.923	0.004
				95 % Confidence Interval (2-tailed)	
R				0.201a	
R ²				0.040	
Adjusted R ²				0.036	
F				8.545	
P-value				0.004	

These results indicated a total negative statistically significant effect of laissez-faire on CSR, (t-value = -2.923, t-value < -1.96, p = 0.004, p-value < 0.01) cannot be rejected.

The Durbin-Watson value = 2.086. The multivariate normality test of distribution showed the data appear to follow a linear pattern.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The values of Beta weights (a) is to find the standardized coefficients β beta weight of the total effect of laissez-faire behaviors on organizational culture through the simple linear regression, results as shown in Table 4.50.

Table 4.50: Simple Regression Analysis Results of Laissez-Faire on Organizational Culture

Mediator Variable	Independent Variable	β	Std. Error	t-value	p-value
Organizational Culture	Laissez-Faire	-0.263	0.038	-3.885	0.000
				95 % Confidence Interval (2-tailed)	
R				0.263a	
R ²				0.069	
Adjusted R ²				0.065	
F				15.090	
P-value				0.000	

These results indicated a total negative statistically significant effect of laissez-faire on organizational culture (t-value = -3.885, t-value < -1.96, p = 0.000, p-value < 0.01) cannot be rejected.

The Durbin-Watson value = 1.862. Also, the multivariate normality test of distribution examined, the data appear to follow a linear pattern.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The multiple regression analysis of laissez-faire and organizational culture toward corporate social responsibility. Table 4.51, below indicates the results.

Table 4.51: Multiple Regression Analysis Results of Laissez-Faire and Organizational Culture on CSR

Dependent Variable	Independent Variable	β	St. Error	t-value	p-value	Tolerance	VIF
CSR	Laissez-Faire	-0.032	0.048	-0.575	0.566	0.931	1.074
	Organizational Culture	0.643	0.084	11.636	0.000	0.931	1.074
				95 % Confidence Interval (2-tailed)			
R				0.652a			
R ²				0.425			
Adjusted R ²				0.420			
F				74.794			
P-value				0.000			

The results for H10.C, in Table 4.51, indicated a negative statistically not significant effect of laissez-faire on CSR (t-value = -0.575, t-value > -1.96, p-value= 0.566, p-value > 0.05) is rejected. But there was a positive statistically significant effect of organizational culture on CSR. (t-value = 11.636, t value > 1.96, p-value = 0.000, p-value < 0.01). Cannot be reject.

Also, that the test of tolerance values was 0.931, greater than 0.05, and the value of VIF, was 1.074 less than 10, also the Durbin Watson value = 2.118. and the multivariate normality of the distribution and data appear to follow a linear pattern. Total and mediation investigations are shown in Table 4.52, below.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Table 4.52: (H10.C) Mediation Results of Organizational Culture between Laissez-Faire and CSR

Coefficient		Total impact: $c = ab + \epsilon$		Mediation impact: $\epsilon = c - ab$			Mediation	
Simple Regression		β	p-value	Multiple Regression		β	p-value	Result
H10C	Laissez-Faire → CSR	-0.201	0.004	Laissez-Faire ~~→~~ Culture → CSR		- 0.032	0.566	Full
			Significant	-0.201 – (-0.263) * 0.643= -0.032			Not Significant	Mediation

The hypothesis H10.C, showed that the laissez-faire has a negative total statistically significant effect on CSR, also has a negative statistically significant effect on organizational culture, but indicated a negative indirect statistically not significant effect on CSR.

The results of the coefficients for a and b were different from zero, but the value of coefficient c' was not significant and higher than the value of coefficient c, indicated a full mediation of the organizational culture in the relationship between laissez-faire and CSR.

(H10.D) Organizational “bureaucratic, innovative, supportive” culture mediate the relationship between authentic leadership behaviors “self-awareness, relational transparency, balanced processing, moral perspective” and corporate social responsibility “ environment & society, employees, customers, government”.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

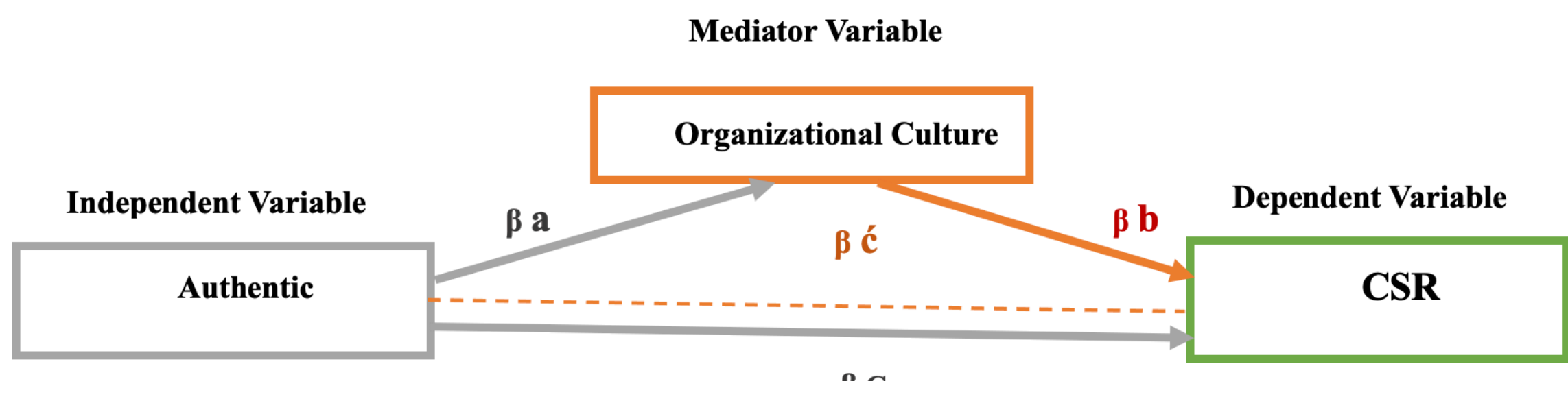


Figure 4.16; Mediation Impact of Organizational Culture between Authentic and CSR

The correlation of authentic leadership showed a positive relationship with organizational culture and also with CSR. Also, organizational culture positively related to the CSR.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The standardized coefficients β beta weight (c), of the total effect of authentic leadership behaviors on CSR, as shown in Table 4.53.

Table 4.53: Simple Regression Analysis Results of Authentic Leadership on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value
CSR	Authentic	0.620	0.063	11.273	0.000
				95 % Confidence Interval (2-tailed)	
R				0.620a	
R ²				0.385	
Adjusted R ²				0.382	
F				127.073	
P-value				0.000	

These results indicated a total positive statistically significant effect of authentic leadership on CSR, (t-value = 11.273, t-value > 1.96, p = 0.000, p-value < 0.01) cannot be rejected.

The Durbin-Watson value = 2.015. The multivariate normality test of distribution examined, and the data also appear to follow a linear pattern.

B- The values of Beta weights (a) is to find the standardized coefficients β beta weight of the total effect of authentic leadership behaviors on organizational culture through the simple linear regression, results as shown in Table 4.54.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

Table 4.54: Simple Regression Analysis Results of Authentic Leadership on Organizational Culture

Mediator Variable	Independent Variable	β	Std. Error	t-value	p-value
Organizational Culture	Authentic	0.752	0.035	16.259	0.000
				95 % Confidence Interval (2-tailed)	
R				0.752a	
R ²				0.566	
Adjusted R ²				0.564	
F				264.364	
P-value				0.000	

These results indicated a total positive statistically significant effect of authentic leadership on organizational culture. Also, the multivariate normality test of distribution examined, the data seems to appear to follow a linear pattern.

The multiple regression analysis of authentic leadership and organizational culture toward corporate social responsibility are in Table 4.55, below.

Table 4.55: Multiple Regression Analysis Results of Authentic Leadership and Organizational Culture on CSR

Dependent Variable	Independent Variable	β	Std. Error	t-value	p-value	Tolerance	VIF
CSR	Authentic	0.300	0.090	3.841	0.000	0.434	2.302
	Organizational Culture	0.426	0.119	5.445	0.000	0.434	2.302
				95 % Confidence Interval (2-tailed)			
R				0.681a			
R ²				0.464			
Adjusted R ²				0.458			
F				87.326			
P-value				0.000			

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The results for H10.D, in Table 4.55, indicated a positive statistically significant effect of authentic leadership on CSR, ($t\text{-value} = 3.841$, $t\text{-value} > 1.96$, $p\text{-value} = 0.000$, $p\text{-value} < 0.01$) cannot be rejected. Also, there was a positive statistically significant effect of organizational culture on CSR.

($t\text{-value} = 5.445$, $t\text{-value} > 1.96$, $p\text{-value} = 0.000$, $p\text{-value} < 0.01$) cannot be reject.

And the test of tolerance values was 0.432, greater than 0.05, and the value of VIF, was 2.302 less than 10, also the Durbin Watson value = 2.096. And the linear regression through standardized residual plots and a P-P plot were used to examine the multivariate normality of the distribution, as shown in appendix, The data appear to follow a linear pattern, confirming the linearity of the residuals and predictor values.

4.3.4. (H10), The Mediation Impact of Organizational Culture in the Relationship Between Leadership Styles and Corporate Social Responsibility

The results of the total and mediation investigations are shown in Table 4.56, below.

Table 4.56: (H10.D) Mediation Results of Organizational Culture between Authentic and CSR

Coefficient		Total impact: $c = ab + \epsilon$		Mediation impact: $\epsilon = c - ab$			Mediation
Simple Regression		β	p-value	Multiple Regression		β	Result
H10D	Authentic $\rightarrow$ CSR	0.620	0.000	Authentic ~~Culture~~ $\rightarrow$ CSR		0.300	Partial
			Significant	$0.620 - 0.752 * 0.426 = 0.300$		Significant	Mediation

The hypothesis H10.D, showed that the authentic leadership has a positive total statistically significant effect on CSR, also has a positive statistically significant effect on organizational culture, the results also showed a positive indirect statistically significant effect on CSR, the coefficients for a and b were different from zero, the value of coefficient c' was significant and less than the value of coefficient c, indicated a partial mediation of the organizational culture in the relationship between authentic leadership style and CSR.

4.4. Demographic Variables Analysis

For analysis demographic variables, it was used for gender the (Sample t-test) between two groups and the test of (ANOVA) one way for others, in order to test the differences between demographic variables (gender, age, education degree, job level, tenure of experience) to explore their impacts on corporate social responsibility (CSR), or How far do the participants' demographic characteristics impact on CSR?

According to Tredoux and Durrheim (2002); “ANOVA is used to test for differences between the means of more than two groups, and can be used in designs with more than one independent variable” (p.254).

4.4.1. Gender

The independent sample test between two groups (Male, Female) was used as in Table 4.57.

Table 4.57: Independent Sample Test Results for Gender

Dependent Variable	Gender	Std. Error	t-value	p-value	Results
CSR	Equal variances assumed	0.131	1.039	0.300	Not Significant
	Equal variances not assumed	0.122	1.112	0.269	Not Significant
Levene's Test for Equality of Variances, F				3.187	
				P-value	0.076

The results indicated, there were statistically not significant in males and female toward CSR.

(t-value = 1.039,t-value < 1.96 and p-value = 1.039, p-value > 0.05) for equal variances assumed t value = 0.122, t-value < 1.96, p-value = 1.112, p-value > 0.05), and the value of Levene's Test for Equality of Variances, F = 3.187, p-value = 0.076, p-value > 0.05, is not significant.

Also, the normality test of gender does not appear to follow a median hinge in the box plot, the male distribution indicates an upper adjacent value than the female, as in figures in appendix.

The descriptive results for gender variable indicated, that the male group perceptions of CSR, for male $\mu = 3.5179$ and the Std. Dev = 0.84538, and for female $\mu = 3.3812$, Std. Dev = 0.73696.

4.4.2. Age

The one-way ANOVA between five groups of ages and CSR was used.

Table 4.58: One-way ANOVA Test Results for Age

Dependent Variable	Age	N	Mean	Std. Dev	ANOVA		Results
					F	p-value	
CSR	Less 25	31	3.3605	0.69795	1.915	0.109	Not significant
	25-35	107	3.6058	0.85965			
	36-45	55	3.2781	0.80674			
	46-55	7	3.5042	0.79709			
	56 above	5	3.8471	0.15339			
Levene's Test for Equality of Variances, F							3.177
p-value							0.015

The result of Levene’s test of Homogeneity of Variances, $F = 3.177$, $p\text{-value} = 0.015$, $P < 0.05$, So its statistically significant, but there were statistically not significant on CSR for the five groups of age, ANOVA test $F = 1.915$, $p\text{-value} = 0.109$, $p\text{-value} > 0.05$.

The normality test of ages (Less 25, 46-55, 56 above) have different distribution and does not appear to follow a median hinge than the values of ages (25-35, 36-45), as in figures in appendix.

The age 56 above perceptions of CSR, $\mu = 3.8471$ and the Std. Dev = 0.15339, for 25-35 years $\mu = 3.6058$, Std. Dev = 0.85965. While the for 46-55 years $\mu = 3.5042$ and the Std. Dev = 0.79709, and for Less 25 years $\mu = 3.3605$, Std. Dev = 0.69795, lastly for 36-45 years $\mu = 3.2781$, Std. Dev = 0.80674. So, there were statistically not significant difference between them according to the variable of age.

4.4.3. Educational Degree

The results of one-way ANOVA test and five groups of education degree and CSR.

Table 4.59: One-way ANOVA Test Results for Educational Degree

Dependent Variable	Educational Degree	N	Mean	Std. Dev	ANOVA		Results
					F	p-value	
CSR	High School	20	3.5588	0.80982	0.349	0.845	Not significant
	Diploma	45	3.3843	0.67753			
	Bachelors	110	3.5075	0.86797			
	Master	23	3.5499	0.88726			
	Doctorate	7	3.3025	0.81750			
Levene's Test for Equality of Variances, F							1.754
p-value							0.140

The Levene’s test of Homogeneity of Variances, $F = 1.754$, $p\text{-value} = 0.140$, So it’s not significant, and also there were statistically not significant on CSR for the five level of educations, the ANOVA test for five groups $F = 0.349$, $p\text{-value} = 0.845$, $p > 0.05$.

The normality test does not appear to follow median hinge in, box plot the values of educational degree have different distribution ranges, as in figures in appendix

Through the above results, the perceptions of the group high school considered to CSR, $\mu = 3.5588$ and the Std. Dev = 0.80982, and then the group follows master $\mu = 3.5499$ and the Std. Dev = 0.88726, while the bachelors $\mu = 3.5075$ and the Std. Dev = 0.86797, and the group diploma $\mu = 3.3843$, Std. Dev = 0.67753, lastly the group doctorate $\mu = 3.3025$, Std. Dev = 0.81750.

4.4.4. Job Level

The one-way ANOVA between three groups of job level and CSR

Table 4.60: One-way ANOVA Test Results for Job Level

Dependent Variable	Job Level	N	Mean	Std. Dev	ANOVA		Results
					F	p-value	
CSR	Employee	127	3.4428	0.83202	1.002	0.369	Not significant
	Supervisor	42	3.4552	0.74713			
	Manager/Director	36	3.6585	0.85519			
Levene's Test for Equality of Variances, F							1.113
p-value							0.331

Levene’s test of Homogeneity of Variances; F =1.113, p-value = 0.331, $p > 0.05$, So it’s not significant, also there was statistically not significant on CSR for the three groups of job level. ANOVA test, F = 1.002, p-value = 0.369, $p > 0.05$.

Also, the normality test for job level (unit manager) does not appear to follow a median hinge in box plot while the supervisors got un upper range, as in figures in appendix. The results indicated the perceptions of the group departments manager and director considered to CSR, $\mu = 3.6585$ and the Std. Dev = 0.85519, and for the group supervisor $\mu = 3.4552$ and the Std. Dev = 0.74713, for employee $\mu = 3.4428$ and the Std. Dev = 0.85519, there were statistically not significant difference between them according to the variable of job level.

4.4.5. Tenure of Experience

The one-way ANOVA test between four groups of tenures of experience and CSR.

Table 4.61: One-way ANOVA Test Results for Tenures of Experience

Dependent Variable	Tenure of Experience	N	Mean	Std. Dev	ANOVA		Results
					F	p-value	
CSR	1-2 Year	33	3.7914	0.88261	3.089	0.028	Significant
	3-5 Years	69	3.5627	0.89776			
	6-9 Years	49	3.3001	0.64183			
	10 Years Above	54	3.3595	0.77101			
Levene's Test for Equality of Variances, F							3.654
p-value							0.013

Levene’s test of Homogeneity of Variances; $F = 3.654$, $p\text{-value} = 0.013$, $p < 0.05$, So it’s significant, and there were also statistically significant on CSR for the four experience groups and the test of ANOVA, $F = 3.089$, $p\text{-value} = 0.028$, $p < 0.05$. The Post-Hoc analysis were also used in order to determine from which groups tenures of experience is significant between groups. Tukey test was performed in this part to discover which group produced the substantial difference between the groups, since there was a significant difference between them and the Tukey test is applied when the variances are equal. The Multiple Comparisons THSD test for tenure of experiences between groups shows in Table 4.62.

4.4.5. Tenure of Experience

Table 4.62: Multiple Comparisons Tukey HSD Results for Tenures of Experience

Dependent Variable	Tenures of Experience I	Tenures of Experience J	Mean Difference I-J	Std. Error	p-value	Result
CSR	1-2 Year	3-5 Years	0.22878	0.17088	0.539	Not Significant
		6-9 Years	0.49132*	0.18181	0.037	Significant
		10 Years Above	0.43197	0.17839	0.076	Not Significant
	3-5 Years	1-2 Year	-0.22878	0.17088	0.539	Not Significant
		6-9 Years	0.26254	0.15083	0.305	Not Significant
		10 Years Above	0.20318	0.14669	0.510	Not Significant
	6-9 Years	1-2 Year	-0.49132*	0.18181	0.037	Significant
		3-5 Years	-0.26254	0.15083	0.305	Not Significant
		10 Years Above	-0.05936	0.15929	0.982	Not Significant
	10 Years Above	1-2 Year	-0.43197	0.17839	0.076	Not Significant
		3-5 Years	-0.20318	0.14669	0.510	Not Significant
		6-9 Years	0.05936	0.15929	0.982	Not Significant
*significant at the p-value > 0.05 level.						

According to the Tukey test results, it was assumed that there is a statistically significant difference in the perceptions of the CSR in the group 1-2 Year (6-9 Years), = 3.7914, Std. Dev = 0.88261, and p-value = 0.037, p-value 0.05, In other words, it can be said that the group 1-2 (6-9 years old) perceives CSR more positively compared to another group.

During the investigation of the total, direct, and indirect impacts of the study variables and their dimensions, many hypotheses were rejected, while others cannot be rejected. So according to the impacts of leadership behaviors on corporate social responsibility and organizational culture dimensions, as shown below, all the results of the analysis of study variables and their dimensions.

(H1) Transformational Leadership Behaviors (MRA)

Results toward CSR Dimensions

The impacts of transformational leadership behaviors on corporate social responsibility dimensions as shown in Table 4.63, below.

Table 4.63: (H1) Transformational Leadership Behaviors (MRA) Results toward CSR Dimensions

H1	Transformational leadership behaviors impact CSR dimensions					
H1.A	Transformational → (Environment)	β	t-value	p-value	Statistically effect	Results
H1.A1	Idealized attribute → Environment	0.193	2.209	0.028	Significant	Can't be rejected
H1.A2	Idealized behavior → Environment	0.053	0.495	0.621	Not Significant	Rejected
H1.A3	Inspirational motivation → Environment	0.291	3.177	0.002	Significant	Can't be rejected
H1.A4	Intellectual stimulation → Environment	0.180	1.647	0.101	Not Significant	Rejected
H1.A5	Individual consideration → Environment	0.086	1.045	0.297	Not Significant	Rejected
H1.B	Transformational → (Employees)	β	t-value	p-value	Statistically effect	Results
H1.A1	Idealized attribute → Employees	0.193	2.138	0.034	Significant	Can't be rejected
H1.A2	Idealized behavior → Employees	0.046	0.421	0.674	Not Significant	Rejected
H1.A3	Inspirational motivation → Employees	0.131	1.385	0.168	Not Significant	Rejected
H1.A4	Intellectual stimulation → Employees	0.440	3.898	0.000	Significant	Can't be rejected
H1.A5	Individual consideration → Employees	0.049	0.573	0.567	Not Significant	Rejected
H1.C	Transformational → (Customers)	β	t-value	p-value	Statistically effect	Results
H1.C1	Idealized attribute → Customers	0.127	1.248	0.213	Not Significant	Rejected
H1.C2	Idealized behavior → Customers	-0.057	-0.463	0.644	Not Significant	Rejected
H1.C3	Inspirational motivation → Customers	0.169	1.593	0.113	Not Significant	Rejected
H1.C4	Intellectual stimulation → Customers	0.412	3.248	0.001	Significant	Can't be rejected
H1.C5	Individual consideration → Customers	0.035	0.370	0.712	Not Significant	Rejected
H1.D	Transformational → (Government)	β	t-value	p-value	Statistically effect	Results
H1.D1	Idealized attribute → Government	0.328	3.219	0.002	Significant	Can't be rejected
H1.D2	Idealized behavior → Government	-0.182	-1.466	0.144	Not Significant	Rejected
H1.D3	Inspirational motivation → Government	-0.067	-0.632	0.528	Not Significant	Rejected
H1.D4	Intellectual stimulation → Government	0.522	4.095	0.000	Significant	Can't be rejected
H1.D5	Individual consideration → Government	-0.117	-1.219	0.224	Not Significant	Rejected

(H2) Transactional Leadership Behaviors (MRA) Results toward CSR Dimensions

The impacts of transactional leadership behaviors on corporate social responsibility dimensions as shown in Table 4.64, below

Table 4.64: (H2) Transactional Leadership Behaviors (MRA) Results toward CSR Dimensions

H2	Transactional leadership behaviors impact CSR dimensions					
H2.A	Transactional → (<u>Environment</u>)	β	t-value	p-value	Statistically effect	Results
H2.A1	Contingent reward → Environment	0.486	6.856	0.000	Significant	Can’t be rejected
H2.A2	MBEA → Environment	-0.061	-0.834	0.405	Not Significant	Rejected
H2.A3	MBEP → Environment	0.022	0.332	0.740	Not Significant	Rejected
H2.B	Transactional → (<u>Employees</u>)	β	t-value	p-value	Statistically effect	Results
H2.B1	Contingent reward → Employees	0.515	7.058	0.000	Significant	Can’t be rejected
H2.B2	MBEA → Employees	-0.039	-0.520	0.604	Not Significant	Rejected
H2.B3	MBEP → Employees	-0.041	-0.620	0.536	Not Significant	Rejected
H2.C	Transactional → (<u>Customers</u>)	β	t-value	p-value	Statistically effect	Results
H2.C1	Contingent reward → Customers	0.398	5.258	0.000	Significant	Can’t be rejected
H2.C2	MBEA → Customers	0.180	2.325	0.021	Significant	Can’t be rejected
H2.C3	MBEP → Customers	-0.066	-0.957	0.339	Not Significant	Rejected
H2.C	Transactional → (<u>Government</u>)	β	t-value	p-value	Statistically effect	Results
H2.C1	Contingent reward → Government	0.368	4.715	0.000	Significant	Can’t be rejected
H2.C2	MBEA → Government	-0.025	-0.314	0.754	Not Significant	Rejected
H2.C3	MBEP → Government	-0.093	-1.295	0.197	Not Significant	Rejected

(H3) Laissez –Faire Behavior (SRA) Results toward CSR Dimensions

The impacts of Laissez –Faire behaviors on corporate social responsibility dimensions as shown in Table 4.65, below

Table 4.65: (H3) Laissez –Faire Behavior (SRA) Results toward CSR Dimensions

H3	Laissez –Faire behavior impact CSR dimensions					
H3	Avoid involvement → CSR	β	t-value	p-value	Statistically effect	Results
H3.A	Avoid involvement → Environment	-0.074	-1.126	0.262	Not Significant	Rejected
H3.B	Avoid involvement → Employees	-0.220	-3.260	0.001	Significant	Can’t be rejected
H3.C	Avoid involvement → Customers	-0.159	-2.274	0.024	Significant	Can’t be rejected
H3.D	Avoid involvement → Government	-0.300	-4.506	0.000	Significant	Can’t be rejected

The impacts of authentic leadership behaviors on corporate social responsibility dimensions as shown in Table 4.66, below

Table 4.66: (H4) Authentic Leadership Behaviors (MRA) Results toward CSR Dimensions

H4	Authentic leadership behaviors impact CSR dimensions					
H4.A	Authentic → (Environment)	β	t-value	p-value	Statistically effect	Results
H4.A1	Self-awareness → Environment	0.265	3.903	0.000	Significant	Can’t be rejected
H4.A2	Relational transparency → Environment	0.237	2.719	0.007	Significant	Can’t be rejected
H4.A3	Balanced processing → Environment	0.175	1.853	0.065	Not Significant	Rejected
H4.A4	Moral perspective → Environment	0.059	0.588	0.557	Not Significant	Rejected
H4.B	Authentic → (Employees)	β	t-value	p-value	Statistically effect	Results
H4.B1	Self-awareness → Employees	0.375	5.566	0.000	Significant	Can’t be rejected
H4.B2	Relational transparency → Employees	0.324	3.738	0.000	Significant	Can’t be rejected
H4.B3	Balanced processing → Employees	0.102	1.089	0.278	Not Significant	Rejected
H4.B4	Moral perspective → Employees	0.033	0.329	0.743	Not Significant	Rejected
H4.C	Authentic → (Customers)	β	t-value	p-value	Statistically effect	Results
H4.C1	Self-awareness → Customers	0.299	3.955	0.000	Significant	Can’t be rejected
H4.C2	Relational transparency → Customers	0.197	2.026	0.044	Significant	Can’t be rejected
H4.C3	Balanced processing → Customers	0.126	1.202	0.231	Not Significant	Rejected
H4.C4	Moral perspective → Customers	0.105	0.936	0.350	Not Significant	Rejected
H4.D	Authentic → (Government)	β	t-value	p-value	Statistically effect	Results
H4.D1	Self-awareness → Government	0.163	2.046	0.042	Significant	Can’t be rejected
H4.D2	Relational transparency → Government	0.331	3.223	0.001	Significant	Can’t be rejected
H4.D3	Balanced processing → Government	0.017	0.152	0.880	Not Significant	Rejected
H4.D4	Moral perspective → Government	0.055	0.466	0.642	Not Significant	Rejected

(H5) Transformational Leadership Behaviors (MRA)

Results toward Organizational Culture Dimensions

The impacts of transformational leadership behaviors on organizational culture dimensions as shown in Table 4.67, below.

Table 4.67: (H5) Transformational Leadership Behaviors (MRA)
Results toward Organizational Culture Dimensions

H5	Transformational leadership behaviors impact Culture dimensions					
H5.A	Transformational → (<u>Bureaucratic</u>)	β	t-value	p-value	Statistically effect	Results
H5.A1	Idealized attribute → Bureaucratic	0.088	1.198	0.232	Not Significant	Rejected
H5.A2	Idealized behavior → Bureaucratic	0.134	1.495	0.137	Not Significant	Rejected
H5.A3	Inspirational motivation → Bureaucratic	0.093	1.207	0.229	Not Significant	Rejected
H5.A4	Intellectual stimulation → Bureaucratic	0.294	3.189	0.002	Significant	Can't be rejected
H5.A5	Individual consideration → Bureaucratic	-0.073	-1.042	0.298	Not Significant	Rejected
H5.B	Transformational → (<u>Innovative</u>)	β	t-value	p-value	Statistically effect	Results
H5.A1	Idealized attribute → Innovative	-0.022	-0.385	0.700	Not Significant	Rejected
H5.A2	Idealized behavior → Innovative	0.200	2.950	0.004	Significant	Can't be rejected
H5.A3	Inspirational motivation → Innovative	0.125	2.139	0.034	Significant	Can't be rejected
H5.A4	Intellectual stimulation → Innovative	0.090	1.287	0.200	Not Significant	Rejected
H5.A5	Individual consideration → Innovative	0.085	1.615	0.108	Not Significant	Rejected
H5.C	Transformational → (<u>Supportive</u>)	β	t-value	p-value	Statistically effect	Results
H5.C1	Idealized attribute → Supportive	0.153	3.147	0.002	Significant	Can't be rejected
H5.C2	Idealized behavior → Supportive	0.154	2.601	0.010	Significant	Can't be rejected
H5.C3	Inspirational motivation → Supportive	0.089	1.746	0.082	Not Significant	Rejected
H5.C4	Intellectual stimulation → Supportive	0.212	3.479	0.001	Significant	Can't be rejected
H5.C5	Individual consideration → Supportive	0.134	2.920	0.004	Significant	Can't be rejected

(H6) Transactional Leadership Behaviors (MRA) Results toward Organizational Culture Dimensions

The impacts of transactional leadership on organizational culture in Table 4.68, below

Table 4.68: (H6) Transactional Leadership Behaviors (MRA) Results toward Organizational Culture Dimensions

H6	Transactional leadership behaviors impact Culture dimensions					
H2.A	Transactional → (<u>Bureaucratic</u>)	β	t-value	p-value	Statistically effect	Results
Table 4.69: (H7) Laissez –Faire Behavior (SRA) Results toward Organizational Culture Dimensions						
H6.A1	Contingent reward → Bureaucratic	0.333	5.882	0.000	Significant	Can’t be rejected
H6.A2	MBEA → Bureaucratic	0.041	0.710	0.478	Not Significant	Rejected
H6.A3	MBEP → Bureaucratic	-0.025	-0.480	0.632	Not Significant	Rejected
H6.B	Transactional → (<u>Innovative</u>)	β	t-value	p-value	Statistically effect	Results
H6.B1	Contingent reward → Innovative	0.310	7.455	0.000	Significant	Can’t be rejected
H6.B2	MBEA → Innovative	0.071	1.661	0.098	Not Significant	Rejected
H6.B3	MBEP → Innovative	0.010	0.273	0.785	Not Significant	Rejected
H6.C	Transactional → (<u>Supportive</u>)	β	t-value	p-value	Statistically effect	Results
H6.C1	Contingent reward → Supportive	0.490	12.047	0.000	Significant	Can’t be rejected
H6.C2	MBEA → Supportive	-0.048	-1.144	0.254	Not Significant	Rejected
H6.C3	MBEP → Supportive	-0.024	-0.647	0.519	Not Significant	Rejected

The impacts of Laissez –Faire behaviors on organizational culture dimensions as shown in Table 4.69, below.

Table 4.69: (H7) Laissez –Faire Behavior (SRA) Results toward Organizational Culture Dimensions

H7	Laissez –Faire behavior impact Culture dimensions					
H7	Avoid involvement → Culture	β	t-value	p-value	Statistically effect	Results
H7.A	Avoid involvement → Bureaucratic	-0.217	-4.337	0.000	Significant	Can’t be rejected
H7.B	Avoid involvement → Innovative	-0.087	-2.163	0.032	Significant	Can’t be rejected
H7.C	Avoid involvement → Supportive	-0.183	-4.141	0.000	Significant	Can’t be rejected

(H8) Authentic leadership Behaviors (MRA) Results toward Organizational Culture Dimensions

The impacts of authentic leadership behaviors on organizational culture dimensions as in Table 4.70, below.

Table 4.70: (H8) Authentic leadership Behaviors (MRA) Results toward Organizational Culture Dimensions

H8	Authentic leadership behaviors impact Culture dimensions					
H8.A	Authentic → (Bureaucratic)	β	t-value	p-value	Statistically effect	Results
H8.A1	Self-awareness → Bureaucratic	0.118	2.112	0.036	Significant	Can't be rejected
H8.A2	Relational transparency → Bureaucratic	0.161	2.243	0.026	Significant	Can't be rejected
H8.A3	Balanced processing → Bureaucratic	0.093	1.204	0.230	Not Significant	Rejected
H8.A4	Moral perspective → Bureaucratic	0.176	2.128	0.035	Significant	Can't be rejected
H8.B	Authentic → (Innovative)	β	t-value	p-value	Statistically effect	Results
H8.B1	Self-awareness → Innovative	0.082	1.949	0.053	Not Significant	Rejected
H8.B2	Relational transparency → Innovative	0.084	1.555	0.122	Not Significant	Rejected
H8.B3	Balanced processing → Innovative	0.153	2.619	0.010	Significant	Can't be rejected
H8.B4	Moral perspective → Innovative	0.129	2.086	0.038	Significant	Can't be rejected
H8.C	Authentic → (Supportive)	β	t-value	p-value	Statistically effect	Results
H8.C1	Self-awareness → Supportive	0.163	4.566	0.000	Significant	Can't be rejected
H8.C2	Relational transparency → Supportive	0.135	2.941	0.004	Significant	Can't be rejected
H8.C3	Balanced processing → Supportive	0.262	5.259	0.000	Significant	Can't be rejected
H8.C4	Moral perspective → Supportive	0.117	2.208	0.028	Significant	Can't be rejected

(H9) Organizational Culture (MRA) Results toward CSR Dimensions

The impacts of organizational culture on corporate social responsibility dimensions Table 4.71.

Table 4.71: (H9) Organizational Culture (MRA) Results toward CSR Dimensions

H9	Organizational Culture impacts CSR dimensions					
H9.A	Culture → (Environment)	β	t-value	p-value	Statistically effect	Results
H9.A1	Bureaucratic → Environment	0.068	0.721	0.472	Not Significant	Rejected
H9.A2	Innovative → Environment	-0.154	-1.112	0.267	Not Significant	Rejected
H9.A3	Supportive → Environment	0.940	8.296	0.000	Significant	Can’t be rejected
H9.B	Culture → (Employees)	β	t-value	p-value	Statistically effect	Results
H9.B1	Bureaucratic → Employees	0.301	3.308	0.001	Significant	Rejected
H9.B2	Innovative → Employees	-0.186	-1.398	0.164	Not Significant	Rejected
H9.B3	Supportive → Employees	0.935	8.599	0.000	Significant	Can’t be rejected
H9.C	Culture → (Customers)	β	t-value	p-value	Statistically effect	Results
H9.C1	Bureaucratic → Customers	0.248	2.306	0.022	Significant	Rejected
H9.C2	Innovative → Customers	-0.017	-0.110	0.912	Not Significant	Rejected
H9.C3	Supportive → Customers	0.675	5.249	0.000	Significant	Can’t be rejected
H9.D	Culture → (Government)	β	t-value	p-value	Statistically effect	Results
H9.D1	Bureaucratic → Government	0.088	0.774	0.440	Not Significant	Rejected
H9.D2	Innovative → Government	0.028	0.169	0.866	Not Significant	Rejected
H9.D3	Supportive → Government	0.623	4.610	0.000	Significant	Can’t be rejected

(H10.A) Mediation Results of Organizational Culture between Transformational and CSR

The results of H10.A, the mediation investigations are shown in Table 4.72, below.

Table 4.72: (H10.A) Mediation Results of Organizational Culture between Transformational and CSR

H10A	Organizational Culture Mediate between Transformational Leadership and CSR							
	Regression	β	p-value	Regression		β	p-value	Mediation
1	Transformational → CSR	0.605	0.000	4	Transformational → Culture → CSR	0.284	0.000	Partial
2	Transformational→ Culture	0.719	0.000					
3	Culture → CSR	0.448	0.000					

The results of H10.B, the mediation investigations are shown in Table 4.73, below.

Table 4.73: (H10.B) Mediation Results of Organizational Culture between Transactional and CSR

H10B	Organizational Culture Mediate between Transactional Leadership and CSR							
	Regression	β	p-value	Regression		β	p-value	Mediation
1	Transactional → CSR	0.145	0.038	4	Transactional → Culture → CSR	0.001	0.988	Full
2	Transactional → Culture	0.221	0.001					
3	Culture → CSR	0.651	0.000					

(H10.C) Mediation Results of Organizational Culture between Laissez-Faire and CSR

The results of H10.C, the mediation investigations are shown in Table 4.74, below.

Table 4.74: (H10.C) Mediation Results of Organizational Culture between Laissez-Faire and CSR

H10C	Organizational Culture Mediate between Laissez-Faire and CSR							
	Regression	β	p-value	Regression		β	p-value	Mediation
1	Laissez-Faire $\rightarrow$ CSR	-0.201	0.004	4	Laissez-Faire $\rightarrow$ Culture $\rightarrow$ CSR	- 0.032	0.566	Full
2	Laissez-Faire $\rightarrow$ Culture	-0.263	0.000					
3	Culture $\rightarrow$ CSR	0.643	0.000					

The results of H10.D, the mediation investigations are shown in Table 4.75, below.

Table 4.75: (H10.D) Mediation Results of Organizational Culture between Authentic and CSR

H10D	Organizational Culture Mediate between Authentic Leadership and CSR							
	Regression	β	p-value	Regression		β	p-value	Mediation
1	Authentic $\rightarrow$ CSR	0.620	0.000	4	Authentic $\rightarrow$ Culture $\rightarrow$ CSR	0.300	0.000	Partial
2	Authentic $\rightarrow$ Culture	0.752	0.000					
3	Culture $\rightarrow$ CSR	0.426	0.000					

The results for demographic variables, ANOVA one-way test are shown in Table 4.76.

(ANOVA) Results for Demographics Analysis

Table 4.76: (ANOVA) Results for Demographics Analysis

#	Demographic Variable	Label	Mean	Std. Dev	F	p-value	Results
1	Gender	Male	3.51	0.84	3.187	0.076	Not Significant
		Female	3.38	0.73			
2	Age	Less 25	3.36	0.69	1.915	0.109	Not Significant
		25-35	3.60	0.85			
		36-45	3.27	0.80			
		46-55	3.50	0.79			
		56 above	3.84	0.15			
3	Educational Degree	High School	3.55	0.80	0.349	0.845	Not Significant
		Diploma	3.38	0.67			
		Bachelors	3.50	0.86			
		Master	3.54	0.88			
		Doctorate	3.30	0.81			
4	Job Level	Employee	3.44	0.83	1.002	0.369	Not Significant
		Supervisor	3.45	0.74			
		Unit Manager	3.65	0.85			
5	Tenure of Experience	1-2 Year	3.79	0.88	3.089	0.028	Significant
		3-5 Years	3.56	0.89			
		6-9 Years	3.30	0.64			
		10 Years Above	3.35	0.77			

CHAPTER FIVE

DISCUSSION AND

CONCLUSION

5.1. Summary of the Study

The impact of leadership behaviors on corporate social responsibility has been studied and discussed in the management and business ethics literature (Egri & Herman, 2000; Waldman & Siegel, 2008; Strand, 2010; 2011). However, little focus has been placed on how leadership behaviors influence corporate social responsibility and organizational culture as well as business ethics and organizational strategy. As the corporate leaders at the top level of organizations, they are in a position to influence social responsibility activities and view them as a strategic choice (Waldman et al., 2006a; 2006b; Angus et al., 2010).

The ethical values of transformational leaders that identify as socially oriented facilitate socially responsible changes and follower behaviors in their organizations and communities (Groves & LaRocca, 2011). According to Peus et al (2012), authentic leadership behavior is a new area of study in HRD areas and is described as a leadership approach that enables leaders and firms to meet the higher standards of integrity, morality, and social responsibility that are held by stakeholders within the firm. And transactional leaders approach followers with an eye to exchanging one thing; those who utilize the terms CSR and sustainability interchangeably have a relationship with corporate social responsibilities (Szekely & Knirsch, 2005).

5.1. Summary of the Study

Referring to the most prominent behavioral schools and leadership styles, as well as theories and studies on corporate social responsibility and organizational culture, the conceptual framework for the study was established, on which the main hypotheses were built and designed to explore the impact of leadership styles on corporate social responsibility and organizational culture as a mediator in the relationships between them. Data was collected from 254 respondents in four field business industries located in Erbil, the north of Iraq; after deleting 49 respondents for lack of statistical conditions, there were 205 applicable.

In this study, 10 hypotheses were used to test the conceptual model for the leadership styles that impact corporate social responsibility and organization culture, as well as organizational culture as a mediator of the relationship between leadership styles and corporate social responsibility. After the descriptive demographics of the participants, the exploratory factor analysis was used, as was the reliability of the study variables and correlation, and then the multiple and simple regression analysis (MRA, SRA) and ANOVA techniques were utilized to test the study hypotheses and demographic variables.

5.2. Discussion

Prior researches demonstrated transformational leadership positively influences corporate social responsibility (Egri & Herman, 2000; Angus et al., 2010; Groves & LaRocca, 2011; Du, Swaen, Lindgreen, & Sen, 2013; Ali et al., 2020).

The study findings revealed, that transformational leadership behaviors, idealized attribute and inspirational motivation have a positive statistically significant effect on CSR, the dimension represented by environment and society. Whereas other behaviors, intellectual stimulation and individual consideration which indicated a positive statistically not significant effect on CSR dimension environment and society.

The idealized attribute for transformational leadership is one of the principles of charismatic personality. According to the Antonakis et al (2003), the behavior influence (attributed) is referred to the socialized charisma of the leader, transformational leadership theory represents a prominent example of the charismatic paradigm that provide new possibilities for an understanding of the interplay of leadership and CSR (Waldman et al., 2006b).

Idealized leaders prioritize their followers needs above their own, and they behave in ways that make them role models for their followers. (Avolio & Bass, 2002). And also, the behavior of inspirational motivation is related to the component of inspirational leaders (Agle et al., 1999).

5.2. Discussion

These behaviors, refer to the methods and ways in which leaders inspire their followers by having an upbeat outlook on the future, emphasizing ambitious objectives, presenting an idealized vision, and assuring them that the vision is attainable.

Followers are supposed to have confidence and trust in their leaders as well as in their choices and actions as a consequence of the leaders' behaviors.

The behavior, intellectual stimulation, indicated a positive statistically significant effect on the CSR dimension of employees and customers (Waldman et al., 2006b, p.1720). Stimulating leaders are establishing a creative atmosphere in the firm, promoting innovation, and embracing difficulties as part of their professions (Bass, 1985). Also, the idealized attribute and inspirational motivation and individual consideration behaviors which indicated a positive statistically not significant effect on CSR dimension customers.

The CSR dimension that peruses the government, idealized attributes and intellectual stimulation, indicated a positive statistically significant effect on the CSR dimension government. Idealized influence refers to refraining from abusing their position of authority for personal benefit.

5.2. Discussion

Such leaders exhibit high levels of self-assurance, self-esteem, and self-determination, gain the respect and trust of their followers, and maintain high moral standards (Northouse, 2007). Leadership stimulates their followers' efforts to be innovative by questioning assumptions, reframing problems, and approaching old situations in new ways.

While idealized behavior, indicated a negative statistically not significant effect on CSR dimension customers and government, which did not support the theory because it had a negative effect instead of proposing positive one.

The components of transformational leadership are better suited than transactional leadership and laissez-faire because they alleviate the negative feelings of employees and enhance their positive feelings, which in turn leads to their desire to practice what is good and kind towards their customers. And that these contradictory results could be the reason .It can be said that this emotional effect was low among employees and subordinates compared to those with high positivity (Watson et al., 1988).

5.2. Discussion

Especially for service workers interacting with customers and the government. Based on the study by Timothy et al (2012), in integrating the management of feelings and performance effectiveness in customer service, the effect of transformational leadership on the positive intentions of customers through the mediation of influencing negative feelings and emotions of service employees, job satisfaction, and performance is provided in order to decrease or moderate the negative effect. If the effects of transformational leadership are weak on the feelings of customer service employees, then its results have negative effects on providing effective service to customers through the process of interaction with the leader and the employee.

In terms of transactional leadership outcomes, the behavior contingent reward had a positive statistically significant effect on all of the CSR dimensions, environment and society, employees customers, and government. It is an exchange process; efforts are traded for specific incentives in a process of exchange between leaders and followers.

This style of leadership focuses on providing followers with a clear grasp of what needs to be done and how they will be rewarded for accomplishing agreed-upon activities, these can be like a praise, kudos, bonuses, or wage raises are all examples of rewards (Bass, 1997).

5.2. Discussion

The reward of leadership has a relationship with CSR in terms of sustainability interchangeably, through their call for a system of incentives (Szekely & Knirsch, 2005). as opposed to the, management by exception active indicated a positive statistically not significant effect on CSR dimension environment and society.

In this behavior, leaders aggressively monitor and manage their followers' performance, keeping a watchful eye out for any errors they make or regulations they break, they take remedial action as soon as feasible (Bass, 1997).

But the management by exception passive, had a negative statistically not significant effect on CSR environment and society. This style of behavior, leader makes plans to keep a close eye on deviations from the norm or errors in the followers' tasks or performance. Passive leadership are waiting until the critical deviations occur then they take measures to solve them (Northouse, 2007).

Referring to the employees dimension of CSR, management by exception passive and management by exception active indicated a negative but statistically insignificant effect.

Management by exception active behavior, indicated a positive statistically significant effect on customers, but the management by exception passive, indicated a negative statistically not significant effect on CSR dimension customers. While both of the behaviors indicated a negative statistically not significant effect on government.

5.2. Discussion

As for the outcomes of laissez-faire behavior, which avoids involvement, they revealed a negative statistically insignificant effect on the environment and society, but a negative statistically significant effect on all other dimensions of CSR employees, customers, and government.

This style is unsuccessful and have negative influence outcomes, which involves leaders avoiding taking on their duties or being absence and refusing to express their opinions on crucial issues and giving no feedback, making few efforts to meet the needs of their followers (Bass & Avolio, 1991).

And the results of authentic leadership demonstrated that the behaviors self-awareness and relational transparency, have a positive, statistically significant effect on all the dimensions of CSR: environment, society, employees, customers, and government. While the balanced processing and moral perspective behaviors indicated a positive statistically not significant effect on CSR dimension.

Self-Awareness, refers to being aware of and trusting one's own personal attributes, values, intentions, emotions, and cognitions (May et al., 2003), a deep sense of self, know where to stand on critical issues, and solve problems and dilemmas dependent on core values and beliefs (Avolio & Gardner, 2005).

5.2. Discussion

This leadership behavior, is to avoid being hypocritical, deceptive, or manipulative in daily encounters or in relationships during the exercise of duties, it is the “True Selves” which is the basic tool of authentic leaders (Avolio et al., 2004; Walumbwa et al., 2008).

And the relational transparency, connected to the personal integrity, also this concept pertains to the degree to which the leader encourages people to be open and honest about their views, ideas, and challenges (Gardner & Schermerhorn, 2004). This behavior of leadership maintains their integrity even when it leads to offense or puts their personal interests at risk (Kernis, 2003). in order to lead others to a higher level, leaders must first lead themselves there through self-awareness and self-trust. As recommended by the study of Waldman et al (2006a; 2006b, p. 1721), Leadership integrity can yield a positive outcome for businesses and may even be the driver of corporate social responsibility strategies.

Regarding the effect of transformational leadership on organizational bureaucratic culture, the dimensions idealized attribute, idealized behavior, inspirational motivation, showed a positive statistically not significant effect on organizational bureaucratic culture, contrary to the dimension, intellectual stimulation, which indicated a positive statistically significant effect on organizational bureaucratic culture. And the individual consideration, indicated negative statistically not significant effect on organizational bureaucratic culture.

5.2. Discussion

Bureaucratic culture, is characterized by being rigid, discrete, hierarchical, and there are certain limits to authority and delegation. Work is organized and systematic and is largely constrained by authority.

This type of organization is careful, power-oriented, orderly, structured (Wallach, 1983).

The results also, demonstrated, the transformational leadership behaviors, idealized behavior, inspirational motivation have a positive statistically significant effect on organizational innovative culture, and the intellectual stimulation, individual consideration have a positive statistically not significant, as opposed to the behavior idealized attribute, which indicated a negative statistically not significant effect on organizational innovative culture.

Innovative culture, refers to a work environment that is creative, oriented towards goals and results, and is characterized by being entrepreneurial, ambitious, and motivated risk taken. Also, the transformational leadership behaviors idealized attribute, idealized behavior, intellectual stimulation, individual consideration indicated a positive statistically significant effect on organizational supportive culture, and the inspirational motivation had a positive statistically not significant. Supportive cultures, described as open, harmonious, safe, highly relationship-oriented, humane, cooperative, and like an extended family (Wallach, 1983, p. 32-33).

5.2. Discussion

The results of transactional leadership behaviors, the contingent reward behavior indicated a positive statistically significant effect on all of the organizational bureaucratic, innovative, supportive culture, and the management by exception active behavior had a positive statistically not significant effect on organizational bureaucratic culture, as opposed to the management by exception passive which indicated a negative statistically not significant effect on organizational bureaucratic culture, while both of behaviors indicated a positive statistically not significant effect on organizational innovative culture. Otherwise, they indicated a negative statistically not significant effect on organizational supportive culture.

As for the laissez-faire behavior, avoids involvement, revealed a negative statistically insignificant effect on organizational bureaucratic, innovative, supportive culture. Authentic leadership, self-awareness and relational transparency, and moral perspective, behaviors showed a positive statistically significant effect on organizational bureaucratic culture. And the balanced processing had a positive statistically not significant effect on organizational bureaucratic culture. Also, the results demonstrated the balanced processing, and moral perspective, behaviors of authentic leadership have a positive statistically significant effect on organizational innovative culture. But the self-awareness and relational transparency showed a positive statistically not significant effect on organizational innovative culture.

5.2. Discussion

While, the self-awareness, relational transparency, balanced processing and also moral perspective, behaviors of authentic leadership showed a positive statistically significant effect on organizational supportive culture.

As for the effects of the mediating variable that represents the three types of organizational culture on corporate social responsibility, the results demonstrated the organizational supportive culture had a positive statistically significant effect on all of the CSR dimensions, also the bureaucratic culture had a positive statistically significant effect on CSR dimension of employees and customers, but a positive statistically not significant effect on CSR environment and society and, government. As opposed to the organizational innovative culture which indicated a negative statistically not significant effect on CSR environment and society, employees and customers, but positive statistically not significant effect on CSR, government.

The results of the supportive and bureaucratic culture were more consistent than the results of the innovative culture, and this is justified by the fact that the prevailing cultural pattern in the investment companies in Erbil, northern Iraq consists of a diverse mixture of both supportive and bureaucratic culture, characterized by an abundance of social relations and interdependence among its members as an extended family and in harmony with each other, in addition to mutual trust and collaboration.

5.2. Discussion

Also, it was characterized by being careful and oriented towards senior management and the supreme authority in the company. Because it was proposed in the study that the results of the bureaucratic culture would have negative effects on corporate social responsibility, the results showed the opposite, and most of its effects were positive, as is the case with the innovative culture, which showed negative results.

These results are somewhat similar to the pattern of Chinese companies, as they are characterized by a bureaucratic system in terms of control, distribution of power, and the decision-making process on the basis that they are the private property of certain individuals. Employees must follow instructions and laws and be loyal to senior management. It is also almost similar to the supportive cultural system prevailing in Japanese and Korean companies, which is represented by the strong family ties and cooperation between the members of the organization. Therefore, it is expected that national cultures influence a company's organizational culture and leadership style (Chen & Francesco, 2000; Chen, 2001; El Kahal, 2001).

5.2. Discussion

According to the management consequences and implications of national culture studies in the Middle East, represented by a hierarchical and bureaucratic culture rather than an innovative culture. The national, cultural, and organizational cultures of Iraq, Turkey, Iran, Kuwait, and Qatar have much in common, and one of these reasons is that most of the people in these countries practice the “Islamic Religion” which explains the similarities in the cultural context, in terms of collectivism, family, and distance of power, regardless of variations and differences in language, ethnic background, and management style in economic and social organizations. So that community practices were rated as high in the group (family collectivism) and also in power distance, low in future orientation as well as gender equality. So, people accept a hierarchical structure represented by power and dominance, and each individual has his own specific position within this bureaucratic structure.

There is also a disparity in powers and decisions, centralization is common, and employees are expected to achieve only what is required of them, also, people are working well in teams and can sacrifice their individual goals for the benefit of their group (Hofstede, 1983; 1991; Kabasakal & Dalmachian 2001; Kabasakal & Bodur, 2002; Ararat, 2006; Hassan, 2015; Almutairi et al., 2020). Which are considered by these principles for the extent of understanding in the principles of social responsibility for business (Jamali & Sidani, 2012; Karam & Jamali, 2013; Munro, 2013).

5.2. Discussion

After the process of making the variables and converting them into a single structure, the analysis process was done for mediation. The mediation results of leadership style on the relationship between organizational culture and CSR are revealed that, transformational leadership has a positive total statistically significant effect on CSR also has a positive statistically significant effect on organizational culture, addition to the positive statistically significant effect of organizational culture on CSR, through the MRA, transformational leadership style indicated a positive indirect statistically significant effect on CSR and also organizational culture indicated a positive statistically significant effect on CSR. According to the Baron and Kenny (1986) equation, these results have produced a partial mediation of organizational culture in the relationship between transformational leadership style and CSR.

As for transactional leadership, which showed a positive total statistically significant effect on CSR and also a positive statistically significant effect on organizational culture, MRA results indicated a positive indirect statistically not significant effect of transactional leadership on CSR, which produced a full mediation of organizational culture in the relationship between transactional leadership style and CSR.

5.2. Discussion

The mediation results of laissez-faire indicated a negative total statistically significant effect on CSR, Also has a negative statistically significant effect on organizational culture, but it was indicated a negative indirect statistically not significant effect on CSR, these results also showed a full mediation of the organizational culture in the relationship between laissez-faire and CSR.

As for authentic leadership, which showed a positive total statistically significant effect on CSR, also a positive statistically significant effect on organizational culture, the results showed a positive indirect statistically significant effect on CSR, indicated a partial mediation of the organizational culture in the relationship between authentic leadership style and CSR.

The results of analyzing demographic variables in order to explore their effects on corporate social responsibility (CSR) revealed that gender, age, educational degree, and job level had no statistically significant effects on CSR, but the results of the tenure of experience for employees whose experience ranged from one to two years had a relevant statistically significant effect on corporate social responsibility. This indicates that less experienced employees have a sense of social responsibility compared to others who have more experience.

5.2. Discussion

Through the results of the study and the theoretical concepts of LMX theory, followers tend to respond positively to the leadership that motivates and inspires them (Judge & Piccolo, 2004), and this positive reaction may evoke the followers' need to attempt to form a high-quality relationship with the leaders (Maslyn & Uhl-Bien, 2001).

Deluga (1992) has argued that the transformational leadership style stimulates traditional social exchanges and motivates subordinates to transcend primary performance goals and self-interest. As a result, he provides empirical evidence that outcomes associated with transformational leadership result from the subordinate-individual binary relationship and notes that transformational leaders may enhance the formation of high-quality relationships and a sense of a common destiny with subordinates and individuals.

Avolio and Gardner (2005) indicates; “authentic leadership and authentic followership, and their development as inherently dynamic processes” (p.333), and through the dynamic processes authentic leaders promote follower-well-being (Ilies et al., 2005). So due to firmly held shared beliefs, this authentic relationship encouraged open and honest communication between leadership and follower which facilitated the pursuit and achievement of shared goals.

5.2. Discussion

According to Dirks and Ferrin (2002), employees who have a high level of trust in their leaders tend to be more engaged in their work and perform better overall. So, the sustainability and overall organizational effectiveness are considered to be influenced by these favorable organizational outcomes.

According to Robbins and Boldero (2003), regular acts of honesty lead to greater goal alignment through true communication between leaders and followers when followers and leaders view themselves as having the same approach to shared values and ideas. On the contrary, inconsistent behavior between leaders and followers creates hierarchical, tenuous, or authoritarian attitudes and relationships, which have a detrimental effect on the company's culture.

Based on the social learning theory of Bandura (1977; 1986; 1997), individuals can learn standards and norms of behavior vicariously, i.e., by watching other people through direct modeling and verbal persuasion. This case will support and help employees to become more assured and confident in their abilities and strengthen their behavioral and motivational patterns. They propose that significant others, namely leaders, may influence follower behavior, attitudes, and emotional reactions through modeling. According to Avey et al (2012), if a leader is considered a role model by his subordinates, this has the potential to influence and modify the subordinates' behaviors and values.

5.2. Discussion

Bass (1985) included, those who exhibit the attributes of transformational leaders and serve as positive role models in front of their employees build confidence and optimism and encourage innovation and creativity in the followers by challenging presumptions, phrasing issues differently, and taking on previously solved challenges in new and different ways, also transformational leadership is more likely to reflect social values and to emerge in times of distress and change.

5.3. Implications

This part discusses the implications for management and HRD theories and their practical implications for leadership, business ethics, and firm strategies. And the implementation of an empirical study to validate the concept of business leadership styles in the private sector in Erbil, this study is a significant addition to future research, and the results provide empirical support for using MLQ with ALQ, as evidenced by the significant positive effect transformational and authentic leadership have on corporate social responsibility and organizational culture.

These types of leaders make followers look at things from several different angles to solve problems, they emphasize the importance of having a collective sense of goals and teamwork; they encourage followers to develop their skills and strengths and stimulate their followers' efforts; They attend to each individual's needs and progress by serving as a coach or mentor, and they build followers by generating fresh opportunities to learn in a supportive environment (Bass, 1985, Bass & Avolio, 1994).

Because of the elements that make up transformational leadership, these leaders operate with integrity, which includes a mutual stimulation and elevation connection that transforms followers into leaders and may change leaders into moral agents (Burns, 1978).

5.3. Implications

Transformational leader, urges followers to put aside their personal self-interests for the sake of the organization, group, and society, and to think about their long-term development requirements rather than their special demands (Bass, 1990). Numerous scholars have conceptualized how authentic leadership positively affects organizational outcomes (Gardner et al., 2011).

Leadership that uses balanced processing and demonstrate due diligence and objectively analyzes before making choices, considers all relevant evidence, and seeks opinions that contradict deeply held beliefs about a given issue or opportunity in a fair manner and completely engrossed in their essential principles and core values, have a positive organizational effect by assisting employees in finding purpose for their lives and jobs.

And contribute to long-term performance and development by creating long-term values for shareholders (Gardner et al., 2011; Luthans & Avolio, 2003) and always consider the moral and ethical consequences of their actions and decisions. Moral perspective is a form of self-regulation that has been absorbed and incorporated. This kind of self-regulation is directed by internal moral norms rather than externally generated standards, such as those drawn from one's social group, workplace conditions, or contemporary society (May et al., 2003; Walumbwa et al., 2008).

5.3. Implications

Leadership shapes culture by influencing workers' attitudes and behaviors, changing group values and beliefs, and moving their feelings of belonging towards being part of organization (Smircich, 1983; Denison, 1984; Hofstede, 1984; 1990;1991; Schein 1990;1992).

Leadership is a process of social influence through which a particular system consists of perspectives, behaviors, ideologies, and values (Uhl-Bien, 2006) and the drive of others toward the accomplishment of a common and ethical task (Chemers, 1997; Northouse, 2010).

The principles of CSR have been used in business ethics and sustainability (Schwartz & Carroll, 2003). The morality of leadership with CSR is that leaders show a dedication to responsibility based on beliefs, ethics, and values and a strong sense of right versus wrong. (Angus et al., 2010; Groves & LaRocca, 2011; Lz Wu et al., 2014).

The ethical values available in a firm result from the interactions that exist between multiple organizational actors and stakeholders. When these interpretative exchanges are appropriately matched in organizational culture, ethical thought and behavior may be acquired, internalized and become part of the prevailing culture in the firm.

5.3. Implications

Transactional leadership, the dimension of the reward system that affected positively on corporate social responsibility, Bass (1985) described transactional leadership “contingent reward” behavior; an exchange procedure between the leader and staff members in which individuals' efforts are swapped for predetermined incentives. With these forms of leadership, the leader seeks agreement from the employees on what needs to be done and what the benefits will be for doing it. They concentrate on making sure that followers are aware of what has to be done and how they will be rewarded for doing so, and the rewarding behaviors can include praise, bonuses, and salary increases. (Avolio & Bass, 2002).

Laissez-Faire conduct, which is essentially the lack of leadership, is a kind of non-leadership, if leaders refuse to take on their duties or are absent when required, remain silent on significant concerns, and provide no input (Bass & Avolio, 1997). The Laissez faire style means that the leader is passive, the results showed that Laissez faire style had a negative impacted on organizational culture and negatively impact on corporate social responsibility. Moreover, laissez-faire is an ineffective behavior of leadership (Bass, 2008).

5.4. Limitations and Assumptions

Despite the fact that the study model was built based on the literature, theories, and previous research, a number of limitations were encountered and needed to be addressed, but the study results validated the predicted associations investigated and supported the majority of study hypotheses.

First: The use of leadership style instruments and organization culture indexes previously developed and validated in the United States and for CSR instruments in Turkey. According to this study conducted in Erbil and culture studies in northern Iraq, there are several contextual differences between the north of Iraq and the United States in terms of culture and other concepts (Hofstede, 1983; 1991; Hassan, 2015). The original scales were created and validated in English, and the questionnaire was filled out by employees, workers, and supervisors who had knowledge of the English language at 12 investment firms, which include four industrial fields. Although English is an unofficial language in Erbil as well as in Iraq, it is common among the private sector, so one of the general conditions and requirements for working as an employee within local and multinational companies in Erbil, Iraq, is to have proficiency in the English language.

5.4. Limitations and Assumptions

Second: This dissertation, is limited to the examination of both (MLQ and ALQ), which represented transformational, transactional and laissez-faire with authentic leadership adopted by the firm's leaders, but we did not examine other styles of leadership behaviors and theories, because leadership is a huge concept and phenomenon with a wide range of behaviors as well as definitions and perspectives, and also because there are many models and theories of leadership styles with many concepts. There are also various models of social responsibility and organizational culture. Bass (1985) created the MLQ at Binghamton University in the United States. As a result, the MLQ was regarded as the most popular and commonly utilized tool for evaluating the whole spectrum of leadership behaviors, (Bass & Avolio, 1995). In summary, the MLQ has been widely utilized in a variety of companies, sectors, and cultural contexts at varied levels, and the findings have shown steady reliability. Consequently, the MLQ is an endeavor to capture a wide spectrum of leadership behaviors, from laissez-faire to idealized leadership, as well as its administration at all levels throughout diverse productions and service businesses. Wallach's (1983) organizational culture index described organizational culture in 24 items with simple meanings and words.

5.4. Limitations and Assumptions

Third: Also, the restrictions were that many companies refused to participate in the study, and they had to obtain the total approval of their board of top administration, despite our resort to the General Investment Authority, and the nature of the questions related to the behaviors. Therefore, this study used a convenience sampling technique for data collection, and the results are only relevant to the individuals in the sample and cannot always be extended to apply to the population as a whole, such as (All employees in the private sector of investment companies in Erbil, Iraq).

Fourth: The questionnaire (survey) was delivered to respondents from various administrative units and technical departments with different job backgrounds. As a result, the level of understanding of questions may differ for employees who work in technical jobs from employees in administrative jobs, there is also a differing level of knowledge between employees that have a high level of education and experience and vice versa; and there is also a difference in the understanding and perception of foreign employees compared to the locals in the relevant section.

5.4. Limitations and Assumptions

Fifth: There are also some statistical obstacles in terms of analyzing the model, some authors recommend using the structural equations model (SEM), confirmatory factor analysis (CFA) in complex models. Due to convergent and discriminant validity issues with variables, the model's fit standards will often not reach the required values, such as CMIN/DF, CFI, SRMR, RMSEA, and any CFA loading less than 0.70 should be eliminated from the model. When modifying models, the theory should always be taken seriously, but in some cases the model fit would not improve even when completely deleting the variable. and this is not desirable, especially in the social sciences. According to Joreskog and Sorbom (1988), model-fit measurement is the degree to which the sample variance and covariance data when measuring the value of ($P\text{-close} > 0.05$, $RMSEA < 0.05$).

5.5. Recommendations

Since the area has elements of diversified investment in addition to the conditions that create investment opportunities, this led to attracting foreign corporations and attempting to establish business partnerships with other local ones in order to provide various services to the community. As previously stated in the study, social responsibility appears to be a novel concept for local firms when compared to other international corporations in developed western countries.

The CSR activities of firms in Erbil, in general, showed that firms that engage in responsible business activities were mostly firms that do business in partnership with international companies. And maybe these activities are undertaken under the firm's own business policies, which were adopted in advance by the laws and principles of the country to which it belongs. Secondly, the firms leadership seems not to be well aware of CSR and its accompanying strategic advantages, even if they are aware of the advantages, they may not have the required skills to manage and execute CSR initiatives.

5.5. Recommendations

These businesses may have a profit-and-revenue-oriented strategy and be uninterested in employing good business practices toward the parties in question. Since philanthropy is not a new phenomenon in the region, there are many local charitable organizations and societies present in Erbil that do charitable work and have a prominent role in this regard in terms of providing materials and services to many parties, including housing units for the families of martyrs and the poor, and other services to refugees and those affected by natural disasters.

In addition, there are owners of capital who donate to build and renovate schools and hospitals and help with money for the needy. However, most of these charitable works are in the form of personal initiative or on religious and tribal grounds. Thirdly, the lack of a legal support structure may also be to blame for the reduced level of CSR policies and implementations. Recently, the local government has enacted some laws and instructions that have been imposed on citizens and business owners that are related to preserving the natural environment, which represents the reduction of pollution and the proportion of CO₂, also preserving trees and jungles and protecting wild animals.

5.5. Recommendations

A-It is recommended that businesses and organizations create initiatives to discover potential future leaders and prepare them for leadership roles until they become transformational and authentic leaders. Firms should provide opportunities for training that focuses on what leadership is, its role, and how it is produced, rather than appointing leadership positions to other persons who are unskilled or incompetent and giving them leadership of the company due to family closeness, personal relationships or individual interests. Transformational leadership is a role model that leads to building confidence and trust, promotes the interests of their employees, and stirs them to look beyond their self-interest for the group's benefit (Bass, 1985). Also, has the ability to produce desired individual and organizational results, particularly during chaotic and tough times (Avolio et al., 2004).

Under the turbulent conditions, the world is going through a crossroads, and that the issues of bad, negative, and ineffective leadership are a critical and important matter that has baffled many firms for decades. If Erbil corporate leaders embrace transformational and authentic leadership models, but it can be suggested that the results could be beneficial to companies and organizations operating in Erbil.

Due to the features available in these two styles of leadership, CSR activity may be related to the actions and philosophy of the board of directors rather than employees, it can be learned and passed on to other department managers supervisors and employees at all levels through their training and development in formulating and implementing CSR.

5.5. Recommendations

B-Leadership is not a consistent style that fits all organizational cultures, corporate leaders must adapt their approach to suit the state of the organization and be role models for all members, and they must be understanding of modern management practices and methods, participation of team members in the decisions making, and encouraging and providing employees with confidence, this will create a supportive, innovative organizational culture desire and high functional efficiency among working employees, which leads to a collective feeling towards achieving the set goals.

Through management practices, skills are transferred from one person to another according to organizational levels. In terms of applying modern management practices, especially in developing countries, it is necessary for leaders to transfer their skills and experiences to lower levels and to the work crew under whose command this results in a group of leaders young people are qualified to manage institutions.

5.5. Recommendations

C-The business environment available in the city of Erbil and its surrounding areas was rapidly progressing, as all companies sought to provide the maximum number of products and services according to their activities and competition in expansion and business development. However, recently, many companies have reduced the costs of their operations by suddenly stopping activity and canceling the contracts of a large portion of their employees. In such a situation, company leaders must take responsibility towards the designated parties associated with their activity because efficiency and commitment to performance The company and caring for employees and customers are among the most sensitive areas that leaders must deal with sincerely.

5.5. Recommendations

D-Since the prevailing national culture affects the company culture in terms of values, attitudes, and beliefs and how it is compatible with the workplace , in addition to its impact on personal values, this represents a big difference in how companies in the East and West deal. It is known that cross-cultural studies have proven that there are significant differences in the characteristics of national culture between Eastern and Western nations and Middle Eastern nations (Hofstede, 1980, 1991). Therefore, during mergers and acquisitions between corporate businesses, especially multinational companies, it happen an overlap between foreign employees and local employees in terms of individual values and beliefs, creating a specific culture for the company itself. So, it's necessary for leaders of investment companies operating in Erbil to pay attention to aspects of the innovative and supportive culture in which individuals feel secure. Freedom, justice, and mutual trust among all members instead of using authority and force to direct orders and extreme caution during work, thus could be creating an innovative, supportive culture for the company in which all members participate.

5.5. Recommendations

E-Developing and establishing electronic platforms for publishing and announcing business companies that carry out responsible activities for the benefit of society, including donations and interests in environmental issues, employees and customers, and support for the government, not only in their own electronic websites but in the form of various reports, so that this also helps to raise the reputation of the company.

F-I appeal for the government to make a conscious effort focused on raising the implementation of CSR in general, especially in the private sector, and develop CSR practices that are relevant for firms investing in Erbil and other cities based on the social, economic, and cultural background. through the legislation of special laws and instructions, on the involvement of companies in social responsibility and business ethics, especially in this period when the world is represented by environmental pollution, global climate change, and the scarcity of natural resources, as well as the development of training programs for executives in companies on how to take care of these aspects and the main principles of social responsibility at the individual and group level. It is also supposed that the government would support academic researchers conducting studies in various fields by recommending companies and corporations in the private sector to provide real information to researchers in a transparent manner in order to obtain accurate results.

5.6. Suggestions for Future Research

This study generated many suggestions for further research. I appeal to academics, administrative practitioners, and researchers, especially in the Middle East countries and particularly in Erbil as well as in Iraq, to conduct research that focuses on the methods of diverse organizational leadership and corporate social responsibility because social responsibility is one of the most important and contemporary concepts and is considered one of the first responsibilities of the leadership and members as well as encouraging firms to engage in responsible business practices and sustainable growth. Future research should also explore longitudinal and qualitative study approaches to build more theories on the topic, Qualitative studies that investigate leadership behaviors and organizational culture in the current environment and their association with CSR, as well as business behavior and firm policies, can address several of the limitations highlighted.

The research data was collected from the diverse industrial investment businesses in Erbil. It suggests that future research should include other fields such as agriculture as well as the service sector such as education institutions and health care, using the “Full range of leadership theories; Transformational, Transactional, and Lassiez-Faire” (Avolio & Bass 1995;2004), or other leadership behaviors to explore employee job satisfaction or organization commitment, OCB, financial performance toward CSR.

5.6. Suggestions for Future Research

Since this study was in English, according to its international style, and used the original measurement scales, it was suggested that local studies be conducted using the local languages after validating the study instruments' reliability in order to understand these approaches well, it also may assist researchers to evaluate dynamic relationships between culture, leadership, and CSR, in other regions and governorates and make a comparison between the results, thus resulting in more defined outcomes. as well as conducting research on aspects of corporate governance in order to enhance understanding of corporate governance (CG) as the system of laws, rules, and factors that control operations at a company (Gillan, 2006). Drew et al (2006) described, five interconnected aspects that support a firm's capacity to manage risks, participate in effectiveness (CG), and adopt new regulatory changes; “Culture, Leadership, Alignment, Systems, and Structure” (Ararat & Ugur, 2003; Shahin & Zairi 2007; Visser, 2008).

5.7. Closing Remarks

Given that leadership plays a special and crucial role in determining an organization's overall direction toward success, it is a crucial issue and important in the management, HRD, and organizational behavior fields (Roncesvalles & Sevilla, 2015). Corporate leaders are the ideals of the rest of the members of the organization and the main driver of the company's involvement in CSR activities. McWilliams and Siegel (2001) stated, in order to safeguard the interests of stakeholders like workers, suppliers, the community, NGOs, or more general societal goals, top-level managers are clearly in a position to influence these policies and determine the firm's aims. Additionally, CSR suggests that businesses aim to go above and beyond compliance with all applicable laws and regulations.

Transformational and Authentic leadership's results were more consistent with organizational culture and CSR than transactional leadership and *Laissez-Faire*, because both of Transformational and Authentic leaderships encourage and inspire followers and instill hope, make them transcend their self and personal interests in favor of the group and also for the company and community. and they act as guides and role models because of their true values and moral principles, far from deception and hypocrisy (Bass, 1985; Bass & Avolio, 1993; Avolio et al., 2009; Waldman & Siegel, 2006a; 2006b; Avolio & Gardner, 2005; Gardner et al., 2005).

5.7. Closing Remarks

Persons in leadership positions and corporate managers, must take initiatives, challenge the status quo, and work toward new visions, not only maximizing long-term profits at the expense of others, but also inspiring followers, paying attention to all stakeholder needs, and carrying values and ethical principles towards society.

Since the north of Iraq in general has strong ties among its members and preserves its original culture and ancient principles as well as the diversity of religions and nationalities, it is necessary for MNCs and local companies operating in various fields to know this cultural background and traditional habits, deal according to values and traditions without hurting feelings, and work to develop modern management practices.

Businesses and firms have a responsibility to society, and fulfilling that responsibility requires them to carry out their economic missions in an ethical and lawful manner. Finally, in my view, CSR is an ethical strategic practice in business that involves a collective effort by all parties (corporate leaders as well as members, stakeholders, and governments) to work together in order to increase the quality of life in society in general.

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