

A study on the influence of deliberate leadership on organisational sustainable development with corporate digital responsibility

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Abstract

The growth of digitalization and sustainability practices across businesses has ventured into Corporate Digital Responsibility (CDR). The intrinsic existence of the gig economy, intertwined with elements of humanity and environment, has prompted experts to accelerate its development, fostering a more ethical, inclusive, and dependable

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iteration of this economic model. This paper examines and analyzes the trajectory we are pursuing, focusing on the proposed framework among fintech organizations in South India and how these organizations can be seen taking responsibility societywise, economywise & environmentwise, examining a cohort of 471 people in executive and managerial positions across 9 fintech organizations. The finance industry has rethought its operations to incorporate sustainability in three areas: the environment, society, and governance [7]. A well-defined version for CDR is a collection of agreed ethics that direct a company's functions. We broaden our discourse on how CDR may assist organizations in achieving sustainability. Furthermore, examining the significance of deliberate leadership, given the complexities confronting organizational leaders in managing responsibilities across social, economic, and environmental (both physical and digital) spheres, corporate digital responsibility (CDR) serves as a framework to facilitate evidence-based decision-making processes, as few organizations have the requisite skills, knowledge, or resources to establish a coherent process or policy to address potentially conflicting responsibilities, much less sectoral regulations. This article contributes to the broader objective of developing the understanding of CDR and establishing the concept inside fintech organizations, hence promoting human and social value creation.

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Keywords: Corporate digital responsibility (CDR), Organization sustainable development (OSD), Deliberate leadership (DL), CDR framework.

Introduction

The convergence of the climatic and economic problems, digitization, and sustainability are some of the unique issues and concerns confronting modern organizations around the world. Businesses must find solutions to these global problems while still satisfying customers, protecting the environment, and increasing profits. Businesses big and small have been concentrating on the latter, but in this age of human-cost crises, everyone from leaders to employees to governments and policymakers needs to ask: who is responsible for solving these problems? There is a lack of qualified individuals with the necessary digital and sustainability skills to bring about the necessary transformation for a sustainable and equitable digital society. The intricacy of society's digital transformation, since these changes are dynamic and complicated rather than static. Despite the abundance of profit business practices catering to the bottom-of-the-pyramid market, numerous companies either fail to recognize effective practices, Headwaters Group Philanthropic Services, 2011. Many people mistakenly believe that businesses only engage in charitable and social activities, when in fact all managers should be responsible for incorporating social concerns into daily operations, not simply those in charge of

marketing or public relations. Businesses may have unrealistically high hopes for their ability to solve social problems, include self-regulation, openness, and sustainability, Headwaters Group Philanthropic Services, 2011.

Problem Statement:

The yearly climate change accords are only one example of how complexity and digitization have caused goals to be either ignored or pushed into the future, all the while “big” firms continue to report record profit margins, when a company provides false information about its ESG, SDG, and Net Zero performance measures, this is known as information misrepresentation. To help organizations navigate the new challenges that come with digital transformation [4], the construct (CDR) arose, drawing on CSR’s decades-long track record of success. In response to CSR’s growing list of problems, CDR began to wonder how its framework would help businesses implement UN mandates, achieve Net Zero emissions, and strike a balance between profit and purpose in their operations. Upon taking CDR, it became evident that headship was in the introductory segments of enhancing ecofriendly aspects, and this objective was on spread across stakeholders. Additionally, new leadership abilities and competences represent a that underscores the necessity for adaptation, swiftness [10] This study focus on the relationship between Corporate Digital Responsibility(CDR), Deliberate leadership & Organisation Sustainable Development(OSD).

Objective:

1. To explore the CDR Framework and its contribution towards sustainability of the organization
2. To determine the possibility of including deliberate leadership in achieving the sustainable organisation

Research Questions:

1. How do organisations take up CDR in digital and sustainable way?
2. How can the Deliberate Leadership mediate effective CDR strategy to address organisation sustainable development ?

Literature

CDR Towards Organisation Sustainable Development: The primary goal of CDR is to encourage organizations to voluntarily represent society interests and use algorithms promotes digital sustainability (i.e., doing good) by working together to address the social, economic, and ecological impacts of digital society. In particular, businesses must accept some level of accountability during digital transformation for safeguarding customers from unforeseen effects of their agreed-upon activities, goods, and services. Organizations can adopt, integrate on their performance with responsible outcomes with the help of the CDR framework, which guides them through the design and governance of digital technologies involving ML & AI [9]. Corporate Digital Responsibility (CDR) is an independent proposition for organizations closely associated with outcomes of Corporate Social Responsibility (CSR), particularly with regard to environmental and sustainable goals [8]. One clear indicator of successful CDR implementation is the integration of social and environmental duties. Entrenching the CDR in culture and encouraging engagement with accountable outcomes. When you're trying to implement a complete change in perspective, culture, and methodology, the time it takes to adopt CDR can easily exceed your expectations. The urge to jump on the bandwagon of the newest and greatest technological solution in the hopes of magically fixing problems and maintaining a competitive edge is understandable. But these plans usually backfire because the product either doesn't address the core problem or gets rejected by the company's culture. Therefore, the CDR framework is a necessary tool for fostering a change-ready organizational culture with clear communication channels that enable successful organization[4]. In light of the rapid pace of digital transformation occurring in today's businesses and communities, CDR has emerged as a framework for digital governance and ethics[8]. In order to become the "new normal" for organizations, which reflects the leadership and decision-making processes in general [2].

H1: CDR is positively associated towards Organization Sustainable Development

Deliberate Leadership: Leaders with integrity can evaluate and act accordingly through the use of deliberative leadership. Courage, collaboration, creativity, community, candor, capital, and compassion are the forms of deliberative leadership, which are considered traditional

leadership traits. This method of leadership displays a commitment to consumer and environmental responsibility by reflecting the core concepts of CDR to direct the organization's and its leaders' ethical decision-making. Conceptually, the Deliberate Leadership framework is based on preexisting, empirically-tested theories of leadership, such as adaptive, transformational, and authentic leadership.

CDR towards Deliberate Leadership: In order to strike a balance between ethical practice and cost-benefit analysis, the organization needs to hire support. Organizations that are in a bind often turn to CDR for assistance in simplifying the complex issues that plague their managers, employees, and leaders. Leaders need to be well-versed achieving the SDGs in order to incorporate CDR principles in a way that satisfies both the digitalization and sustainability demands. The challenge for leaders is to reach consensus on "what" needs to be done in order to achieve "good" results that are both transparent and provide CDR to all parties involved. On top of that, dealing with multiple wicked problems at once can lead to "change fatigue" in an organization due to the combination of post-pandemic indifference and the lightning-fast digitization of business processes to offer remote and hybrid service formats.

By combining the seven principles of CDR with 7 forms of DL, organizations can improve their decision-making processes when dealing with wicked problems. In order for everyone involved to comprehend their role in producing accountable results, we must promote open and growth mindsets before we become enamored with the idea of the "perfect" leader and organizational outcomes. According to the executives of the company, these issues are wicked problems. Not to mention, A wicked problem is one that is complicated, hard to understand, and has many interconnected issues; if you pull on one thread, many others might come undone [11]. Standard linear procedures and problem-solving analysis are ill-equipped to handle these issues. While wicked problems are never really solved, they do eventually reach a halt, Stichler in 2009.

In order to provide a moral basis for business analysis and decisions, Deliberate Leadership frameworks was created for the values-based leadership traits that have the best chance of bringing about good, long-lasting systemic change.

H2: CDR is has a significant effect on Deliberate Leadership

Deliberate Leadership towards Organisation Sustainable Development:

H3: Deliberate Leadership is positively associated towards organization sustainable development

CDR & Deliberate Leadership towards Organisation sustainable development: Based on the literature review, it is evident that SDC should conduct further internal investigations into promising areas. The study also highlights the importance of communiqué learned as a component of DL to prevent CDR employment from becoming null. The foundation of sociotechnical solutions is a pervasive frame of reference derived from democratic principles, social norms, and ideology; self-regulation is consistent and constantly aware of social vulnerabilities. The imperfections abound in our imperfect world, and that inclusive solutions that drive positive social, economic, and environmental outcomes can only be achieved through deliberate leadership that prioritizes people above technology and profit. The Deliberate Leadership framework was developed to assist global change leaders in making the most efficient progress possible in their endeavors. The Brundtland Commission proposed a concept in 1987 that this statement follows; this concept stresses the importance of considering the social, economic, and environmental impacts of policies over the long term. On top of all these other considerations, OSD with CDR. The idea is thoroughly examined in Carroll's ground breaking 1999 work on social responsibility. Organizations that practice OSD (organizational social responsibility) put their employees' needs first and work to improve their communities. The importance of ethics and governance in OSD is emphasized by Maak and Pless. In OSD, they stress the significance of accountable decision-making, open governance structures, and ethical leadership.

All of these studies show how important sustainability is in business. They stress the importance of genuine leadership, open reporting, and incorporating sustainable tactics to increase engagement. They can also make significant contributions to social security and ecological sustainability. Founded on the principle of sustainability, OSD prioritizes meeting current needs without sacrificing those of future generations. Therefore, a conceptual model (Fig 1 is developed)

Research Methodology:

This study employs survey research design and is conducted in Fintech organizations in South India. This study captures the responses of 471 employees in executives and managerial level among 9 fintech organisations. The questionnaire was formulated using the tested statements for the following variables. *Deliberate Leadership* – [1]. *Organisation Sustainable Development* [6] (In similar lines of SDG – Goal no 8 -Promote Sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)-[5]. *Corporate Digital Responsibility* – [3]. This article employed version 24.0 Statistical Package for Social Science (SPSS) to evaluate the respondents demographics other analysis, and SmartPLS v3.0 for investigating hypothesis.

4. Findings & Discussion

Respondents completed the questionnaire, which has statements on CDR, OSD, & Deliberate Leadership. Respondents provided demographic information including gender, age, work experience, and annual income. Overall, 471 replies were deemed fit. Consequently, 272 males (57.7%) were the predominant demographic. Gender: the study comprised 199 females, representing 42.3% of the total participants. A total of 167 individuals aged 30 years or younger (35.5%) constituted the predominant age group in the study. Subsequently, 31-40 years (26.8%), 41-50 years (24.4%), and above 50 years (13.4%). In all, 197 participants with less than 5 years of work experience (41.8%) were the largest segment in the poll, followed by those with 6-10 years (28.2%), 11-15 years (19.1%), and over 15 years (10.8%).

Assessment of Measurement Model

The analysis for this study was conducted to assess reliability and validity. In examining convergent validity, Hair in 2011, 2012 indicates that items with a factor loading below 0.6 should be discarded. Factor loadings were between 0.701 to 0.911. Each variable should possess AVE values over 0.5. Figure 1 displays the (AVE) values: CDR (.698), Deliberate Leadership (.751), Organisation Sustainable Development (0.630). To ascertain the dependability of convergent validity, it is essential to measure Cronbach's alpha & (CR). Hair, J.F. in 2016 asserts that the Cronbach's alpha and Composite Reliability should be assessed at 0.7 or higher. The research indicates that the outcome exhibits robust internal reliability, ranging

from 0.803 to 0.945, while the CR outcome demonstrates an acceptable value between 0.87 and 0.92, both > the minimum value of 0.70.

As demonstrated by (DV) was evaluated by computing the square root of the (AVE) as a method for assessing the DV. The methodology employed by Fornell in 1981 to evaluate the dependent variable indicated satisfaction or attainment when the exogenous difference exceeded the typical value among the variables. The square root of the AVEs is indicated by the diagonal numbers, while the off-diagonal values denote the correlations among the study variables. The squared root values of the Average Variance Extracted (AVE) for the constructions exceed the correlations of the other constructs, in accordance with the Fornell-Larcker criterion. Consequently, all criteria of the DV measuring model were satisfied.

Assessment. of Structural Model

The results obtained to assess the path analysis. The results indicate that the adjusted R² for employee engagement, is 0.231 and 0.187, respectively. The PLS-SEM provides a more detailed representation by Chin, W.W., 1998. The path estimates and t.-statistics for the relationships outlined in the hypothesis were analyzed using a bootstrapping method with 500 resamples.

The results illustrated in (Fig. 1) indicate that CDR exerts a substantial favorable influence on OSD ($t = 2.864, p < 0.000$). Consequently, Hypothesis

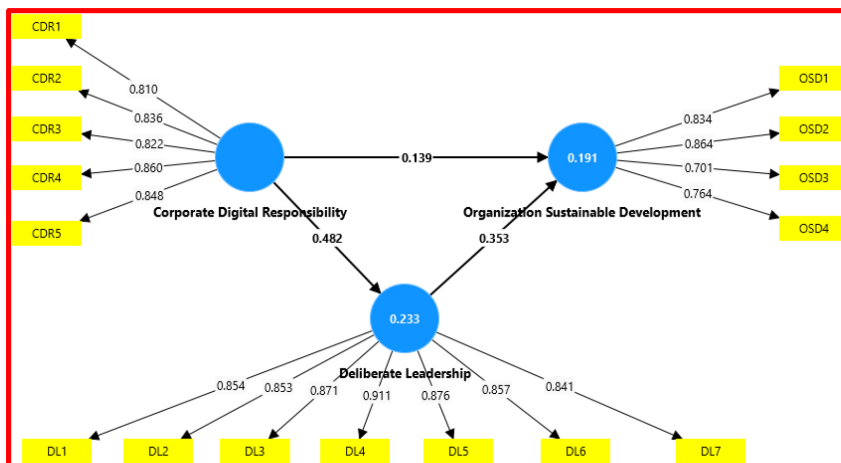


Figure 1

PLS SEM Model (Hypothesis Testing)

1 is substantiated. Likewise, CDR significantly influences Deliberate Leadership ($t = 11.193$, $p < 0.000$). Consequently, hypothesis 2 is corroborated. The predicted association between intentional leadership and OSD is positive ($t = 7.199$, $p = 0.44$). Therefore, hypothesis 3 is corroborated. The mediation link between CDR, DL, and OSD is supported ($t=5.416$, $p<0.000$).

Theoretical and Practical Implications

Theoretically, one crucial consideration for organizations is intentional leadership. The elements of intentional leadership qualities must be fully utilized to enhance the organization's outcomes. The present study adds substantially to what is already known in the field by analyzing the function of Deliberate Leadership in the implementation of the CDR framework for OSD by organizations. Moreover, the findings of this study can empower top management to cultivate an effective squad, which is essential for achieving top rankings among the best startup companies in the country and for maintaining consistent and scalable growth. A disadvantage of this study is that it exclusively analyzes personnel in start-up organizations inside a certain metropolitan. Subsequent research should expand the study's scope to include new corporations.

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