

A Value-Based Approach to Recognize Authentic Transformational Leaders' Delivering Process of Corporate Social Responsibility Values

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Abstract : To explain how followers can perceive whether or not transformational leaders are authentic on the basis of their leadership behaviors based on value-based leadership theory, this study adopts the dual-focus model of transformational leadership and evaluates leaders' corporate social responsibility values along with followers' perceptions of leaders' values. Using dyadic questionnaires, the final study sample consisted of 252 followers and 43 leaders at a private firm in Taiwan. Results show that followers perceive corporate social responsibility values of transformational leaders through their group-focused leadership behaviors because such group-focused leadership is in line with these values.

Keywords : authentic transformational leadership, corporate social responsibility value, value-based leadership theory, dual-focus leadership

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