Designing a forward-looking ethical leadership model in organizations based on social responsibility (Study case: Farman Imam (RA) executive headquarters and Mustafafan Foundation)

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Abstract

Purpose: In today's era, foresight is considered one of the most important leadership paradigms, which has an undeniable necessity in the ethical leadership of organizations, so the main purpose of this research is to base the variable of foresight in drawing a comprehensive map; Designing a prospective ethical leadership model is based on social responsibility.

Method: In terms of methodology, the present research is mixed (quantitative and qualitative) and in terms of research type, it is among model development researches. research community; The executive headquarters of Farman Imam (RA) and Mustafafan Foundation, the experts of the research are 26 senior and middle managers of these organizations using the purposeful sampling method. The method of collecting information is library studies and field research. The analysis methods were Delphi technique and Soda method (development and analysis of strategic thinking).

Findings: Based on the findings, 32 components of ethical leadership, 20 components of foresight and 25 components of social responsibility were obtained, each of these variables was also clustered in 4 main dimensions. Then, by emphasizing the variable of foresight in drawing the cognitive mapping of the relationships between the mentioned variables and analyzing it, the final model of forward-looking ethical leadership was presented, which can be the basis for managers' decisions. Identifying the exact position of the hierarchy of leadership elements with emphasis on all 20 identified components of the foresight variable in this research will definitely be effective in providing a comprehensive map.

Conclusion: Ethical leadership includes the dimensions of empowering subordinates, characteristic traits, moral awareness and people-orientation-community orientation, which have an impact on the dimensions of social responsibility. The foresight variable also includes perspective dimensions, sensitivity to employees' needs, flexibility in changes and developments, and sensitivity to the surrounding environment is effective on the ethical leadership variable. The hierarchy of influencing elements is economic, humanitarian, environmental and legal. The legality component was also identified as the most effective factor in the research.

Keywords: ethical leadership; visionary leadership; social responsibility; Ethicalleadership model.

Introduction

The discussion of leadership and its impact on organizations is undeniable, and research on it is one of the vital requirements of today's organizations (Shuraj and Mimtaj, 2017). The great role of organizational leaders in creating ethical guidelines and guides has been proven. They have an effect on the morals and character of their subordinates in the form of rewarding morally oriented behaviors and punishing unethical behaviors and behaviors (Wali Allahi Chalak, 1400). Ethical leadership expands the standards of ethics and seeks to manage the behavior of subordinates. The need for organizations and departments to pay attention to this topic stems from the fact that in various researches, the positive function of ethical leadership in government organizations has been repeatedly confirmed. The principles of ethical leadership include moral direction and clarity, and accordingly, it affects the organization (Ko et al., 2018). On the other hand, the basic axis of all new leadership approaches is an element called foresight; Today, forward-looking leadership is considered as a paradigm in the field of leadership (Taylor et al., 2014). Future-oriented leaders should adjust the vision of their organization through the participation of individuals and teams (Anwachako et al., 2017). In other words, future-oriented leadership is considered a leadership action that can influence others encourage people to create and express realistic, realistic, convincing and attractive visions of the future, so as to improve the current situation (Anshar, 2017).

Although the concept of social responsibility was mentioned in the late twenties, it could not gain a serious and strong demand among the leaders of the organizations until 1950, until Frank Abrams published the article on business obligations in 1951 and it caused the concept of social responsibility to be in the focus of the managers of organizations. By reviewing the evolution of the concept of social responsibility from that time until now, it is clear that a movement whose attitude has a moral-philosophical basis has shifted its focus to a management-oriented attitude (Mursli, 1400, p. 146). The element of forward-looking ethical leadership and social responsibility in organizations is something to think about, and various researches have been carried out regarding each of these variables in government organizations, but what shows innovation in this research is that while expressing the dimensions obtained from background studies and obtaining experts' opinions, to identify the dimensions of forward-looking ethical leadership and its relationship with other research variables as a necessity for ethical leadership that had not been identified and introduced so far, and emphasizing future-oriented leadership can expand theoretical knowledge to be helpful in this area, therefore, the present research sought to identify the variables of ethical leadership centered on the forward-looking leader on the one hand and social responsibility and their prioritization on the other hand, the model of forward-looking ethical leadership of organizations with an emphasis on provision of social responsibility. Therefore, the main research question is raised as follows:

What are the components and dimensions of the forward-looking ethical leadership model based on social responsibility in the organizations of Farman Imam (RA) executive headquarters and Mustafafan Foundation?

The conducted research also has sub-questions as follows:

- How is the mapping taken from the influence and impression of the relations between the mentioned components in the executive headquarters of Farman Imam (RA) and the Mustafafan Foundation?

– How is the final model of forward-looking ethical leadership based on social responsibility in the executive headquarters of Farman Imam (RA) and Mustafafan Foundation designed?

Methodology

This research has been done with two qualitative and quantitative approaches. The research is developmental in terms of purpose because it seeks to add to an applied knowledge about prospective ethical leadership and social responsibility. On the other hand, it has a survey in the target sample to describe the society's attitude about ethical leadership, so it has a survey strategy.

The data collection methods were Delphi technique and Soda method. According to the diversity of the government organizations in the statistical population of this research, the description of the duties of the government agencies was briefly examined and after consulting the opinions of management professors and managers of the organization, two agencies of the executive headquarters of Farman Imam (RA) and the Foundation of the Underprivileged were considered. These organizations are firstly economic, and secondly, are obliged to spend all their benefits in line with their social responsibility. The executive headquarters of Farman Imam is a quasi-governmental organization that is in charge of managing the properties that are under the control of the legal guardian according to Article 49 of the Constitution and other laws, and operates in the two main areas of charity and economic affairs. Mustafafan Foundation is a quasi-governmental organization that was established after the Islamic Revolution and is the second largest economic institution in Iran after the National Iranian Oil Company.

Results

Considering that a multi-criteria decision-making method was used to analyze the data, the hypothesis and conceptual model required for statistical methods are not presented. The main steps of the research with the aim of presenting the ethical leadership model in the mentioned organizations were as follows:

First step: Determining the components of each dimension of ethical leadership, foresight and social responsibility

In this research, for the studied organizations, firstly, with library studies and deep search and exploration of available resources, more than 46 books, scientific articles, research articles and other studies regarding research variables, components of ethical leadership dimensions, social responsibility and foresight were collected.

Then, using the Delphi method and presenting a questionnaire containing investigated. Thus, in the first part of the Delphi method, according to the opinion of the experts, two variables were removed from the identified variables of moral leadership and 5 other components were added to the research components. Regarding social responsibility, one component was removed and two other components were added, and for the future perspective variable, considering that two other components were added.

In the second part of the Delphi method, changes were made in the research components with the opinion of the research experts. In this way, 2 components for ethical leadership variable, 1 component for social responsibility and 1 component for foresight were added to the research components.

By summarizing the changes made based on experts' opinions; In the last stage of the Delphi Method. Second stage: Determining the main dimensions of moral leadership, foresight and social responsibility

First, a questionnaire was distributed among the experts in order to determine and identify the nature of the components of the research so that the similar components of each variable can be placed next to each other. After distributing and collecting the questionnaires, the comments that were significantly different from the others were removed and the questionnaire was distributed again and analyzed; In the third round, it was tried to remain in one cluster with the obtained commonalities, the components that are completely coordinated and coherent.

Third step: Determining the intensity of measurement of connections between research dimensions

In order to measure the intensity of the relationship between the variables, a questionnaire was provided to the experts, using the method of paired comparisons and based on the main components and dimensions that were extracted in the previous stages, in order to determine the influential factors of the variable of ethical leadership in the executive headquarters of Farman. The imam and the foundation of the oppressed should be obtained.
The fourth step: drawing graphic relationships between research dimensions and presenting the main research model. At this stage of the research, the use of the strategic thinking development method (SUD), as an adopted method to realize the implementation process of the research, was agreed upon by the experts.

Conclusion

To answer the main question of the research, which is to determine all the dimensions and components of ethical leadership, foresight and social responsibility, the Delphi

method was used, and a total of 77 components were identified for the 3 main variables of the research, which are shown in Figure 3, then all the components were clustered. They were classified in 4 main dimensions for each variable listed in Figure 4. Also, in this research, with a special look at the foresight approach, 4 dimensions of vision expression, being sensitive to the surroundings, being sensitive to the requirements of subordinates, and being flexible in changes have been identified.

In response to the first sub-question using the Delphi method, the research results showed that all aspects of ethical leadership, including employee empowerment, integrity, people-oriented, community-oriented, and moral awareness, have an impact on the dimensions of social responsibility, including humanitarian, environmental, economic, and legal dimensions. They put and are influenced. In other words, these dimensions are dependent on each other, and by giving more than expected importance to each of these factors, its impact on all other dimensions is tangible. Also, the hierarchy of influencing elements on the mentioned organizations includes economic, humanitarian, environmental and legal factors. On the other hand, the legal factor has been identified as the most influential factor, which means that this factor is more influenced than other factors.

To answer the second sub-question, by using the Soda method and analyzing the relationships between the variables, a mapping based on the future was presented. Then, a comprehensive cognitive map of forward-looking ethical leadership, which was a prerequisite for the final model of the research, was compiled and finally the final model of the research was made possible.

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