

## REVIEW ARTICLE

## PROMOTING VALUES-DRIVEN LEADERSHIP IN THE CORPORATE SECTOR IN IRELAND: A LITERATURE REVIEW OF THE EXISTING INITIATIVES AND STRATEGIES FOR PROMOTING VALUES-DRIVEN LEADERSHIP IN THE CORPORATE SECTOR IN IRELAND

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## ARTICLE DETAILS

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## ABSTRACT

The corporate sector in Ireland is witnessing a paradigm shift towards values-driven leadership, a transformative approach that emphasizes ethical decision-making and stakeholder inclusivity. This study aimed to explore the intricacies of values-driven leadership within the Irish corporate landscape, tracing its historical evolution and current practices. Adopting a systematic literature review methodology, the research meticulously analyzed seminal works, providing a comprehensive understanding of the subject. The methodology ensured a structured exploration, encompassing content analysis and thematic categorization. Key findings highlighted the growing significance of ethical and value-based decision-making, with specific challenges identified within the Irish corporate context. The study also unveiled various innovative strategies employed by Irish corporations, emphasizing the role of corporate training, leadership forums, academia, and regulatory initiatives.

Furthermore, gaps in current practices were identified, leading to stakeholder-specific recommendations to enhance the effectiveness of values-driven leadership. In conclusion, the research underscores the imperative nature of values-driven leadership in today's corporate world, offering a roadmap for its effective implementation. The recommendations serve as a guiding light, steering organizations towards a future where ethical leadership is both aspirational and achievable.

## KEYWORDS

Values-driven leadership, Irish corporate landscape, Ethical decision-making, Stakeholder inclusivity.

## 1. INTRODUCTION

## 1.1 The Landscape of Corporate Leadership in Ireland

The corporate landscape in Ireland has undergone significant transformations over the years, particularly in the post-Celtic Tiger era. The aftermath of the Celtic Tiger period, characterized by rapid economic growth, brought to light the consequences of financial regulatory lapses and the irrational exuberance of the era (Negra and McIntyre, 2020). Despite these challenges, the Irish government has reinforced its commitment to corporate citizenship in alignment with elite interests. This commitment is evident in the government's facilitation of tax avoidance strategies for multinational corporations, the gradual erosion of public services, and the normalization of under-employment. Furthermore, the country has been grappling with a burgeoning housing crisis, further underscoring the shift towards corporate dominance and the increasing precarity individuals face (Negra and McIntyre, 2020).

The architectural sector in Ireland provides a unique lens through which to understand the strategic leadership dynamics within the corporate landscape. Architectural firms in Ireland face distinct emotion management requirements, stemming from the need to engage with a

multitude of stakeholders. The profession's unique challenges are further compounded by regulatory constraints on marketing and promotion, which have hindered the commercialization of architectural services. This lack of strategic direction suggests that many firms may not fully leverage their emotion management capabilities to foster innovation and drive performance outcomes (Fleming, 2012).

Moreover, the education sector in Northern Ireland offers insights into the transformative leadership approaches adopted in response to societal demands. The movement towards integrated schooling, initiated by parents in the 1980s, has led to the establishment of schools where religious diversity is embraced. This transformation, while challenging, underscores the importance of change management and the role of leadership in navigating the complexities of societal integration (Abbott and McGuinness, 2020).

## 1.2 Historical Evolution of Corporate Leadership In Ireland

The historical backdrop of corporate leadership in Ireland is deeply intertwined with the nation's socio-economic and political developments. The post-Celtic Tiger era, for instance, marked a significant shift in the government's approach to corporate governance and leadership. The

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rapid economic growth during the Celtic Tiger period was followed by a phase of introspection, where the consequences of financial regulatory lapses became evident. Despite these challenges, the Irish government, in collaboration with elite stakeholders, reinforced its commitment to corporate citizenship. This commitment was manifested in various ways, including facilitating tax avoidance strategies for multinational corporations, eroding public services, and normalizing under-employment. The housing crisis further emphasized the shift towards corporate dominance, highlighting the increasing challenges faced by individuals in the corporate landscape (Negra and McIntyre, 2020).

Furthermore, the evolution of business coaching in the global context provides insights into the changing dynamics of leadership. Business coaching, which initially focused on individual performance, has evolved to emphasize the success of the organization as a whole. This shift underscores the importance of aligning individual aspirations with organizational goals, a trend that is also reflected in the Irish corporate landscape (Struwig, 2014).

### 1.3 The Essence of Values-Driven Leadership

Values-driven leadership is rooted in the alignment of personal values with organizational goals. Such alignment fosters a sense of commitment and engagement among employees, enabling them to bring their full potential to their roles. This not only promotes creativity and enthusiasm but also drives the overall well-being and success of the organization. The essence of values-driven leadership lies in its ability to liberate the "corporate soul" and drive transformative changes within organizations (Barrett, 2010).

In the context of business coaching, the essence of values-driven leadership is evident in the emphasis on the 'duality of client', where both the individual and the organization are considered simultaneous clients. This approach underscores the importance of balancing individual psychology with organizational and cultural theory. In this scenario, the coach acts as a translator or broker between the individual and the organization, aiming to improve the relational state between the two and, consequently, deliver tangible business results (Kahn, 2014).

The emergence of digital entrepreneurs has introduced a fresh perspective to values-driven leadership. These entrepreneurs, known for their pioneering digital initiatives, display unique psychological characteristics that differentiate them from their traditional counterparts. Navigating the digital business realm, they employ a specialized set of values and leadership techniques that emphasize flexibility, adaptability, and a visionary approach (Bandera and Passerini, 2018).

#### 1.3.1 Defining Values-Driven Leadership

Values-driven leadership is an approach that emphasizes the alignment of personal values with organizational goals. This alignment fosters a sense of commitment and engagement among employees, enabling them to bring their full potential to their roles. Such leadership not only promotes creativity and enthusiasm but also drives the overall well-being and success of the organization. The essence of values-driven leadership lies in its ability to liberate the "corporate soul" and drive transformative changes within organizations (Barrett, 2010).

In the context of business, the rise of digital entrepreneurs has brought a new dimension to values-driven leadership. Digital entrepreneurs, characterized by their innovative digital ventures, exhibit distinct psychological traits that set them apart from traditional entrepreneurs. Their approach to business, driven by the digital landscape, requires a unique set of values and leadership strategies that prioritize agility, adaptability, and a forward-looking mindset. These entrepreneurs leverage artificial intelligence-based decision-making algorithms, Internet of Things sensing networks, and sustainable cyber-physical management systems in big data-driven cognitive manufacturing (Lăzăroiu et al., 2022).

#### 1.3.2 Distinction Between Ethical and Value-Based Decision Making

Ethical decision-making in public health and other sectors revolves around the application of moral principles to choose between right and wrong. It often involves a structured approach that takes into account the potential consequences of decisions on stakeholders. On the other hand, value-based decision-making emphasizes making choices based on the alignment of decisions with one's core values and beliefs. While both approaches prioritize doing what is right, ethical decision-making is more about adhering to external standards and principles, whereas value-based decision-making is about internal alignment with personal or organizational values (Grill and Dawson, 2017).

In the realm of public health, for instance, various ethical frameworks have been proposed to support decision-making. These frameworks often incorporate substantial ethical positions and are designed to guide public health professionals in making decisions that are both morally right and beneficial for the public. However, when it comes to value-based decision-making in public health, the emphasis is on making decisions that resonate with the core values of the public health profession, such as equity, social justice, and the right to health (Grill and Dawson, 2017).

Furthermore, the introduction of AI-based decision-making technologies in organizations has brought about a paradigm shift in how decisions are made. These technologies leverage artificial intelligence to make decisions based on data-driven insights. While these decisions are often more accurate and efficient than human-made decisions, they also raise ethical concerns. For instance, AI-based decision-making systems might inadvertently introduce biases or make decisions that are not in line with the organization's values. Therefore, it is crucial for organizations to strike a balance between leveraging the power of AI and ensuring that decisions are both ethical and value-based (Rajagopal et al., 2022).

### 1.4 The Significance of Ethical and Value-Based Decision Making

In the contemporary corporate world, the quest for economic success has frequently overshadowed the importance of value-based leadership and spirituality in the workplace. However, research underscores the potential benefits of integrating value-based leadership principles and spiritual practices into leadership strategies. Such an approach fosters a harmonious and productive work environment and emphasizes the integration of moral principles and values in decision-making processes and interactions with employees (Saran et al., 2023).

Value-driven leaders cultivate a positive organizational culture by demonstrating authenticity and ethical conduct, enhancing employee morale and satisfaction. Such leaders prioritize the well-being of their workforce, which in turn encourages employee engagement and commitment. The interplay between value-based leadership and spirituality in the workplace is mutually reinforcing. Leaders who value such principles often draw from spiritual practices to bolster their ethical decision-making abilities. Conversely, a spiritual orientation inspires leaders to adopt compassionate and empathetic leadership styles, leading to elevated levels of employee trust and job satisfaction (Saran et al., 2023).

### 1.5 The Irish Corporate Context and Leadership Challenges

The dynamic and ever-evolving nature of today's workplace necessitates effective leadership for the success and well-being of organizations. In this context, the concepts of value-based leadership (VBL) and spirituality in leadership have garnered significant attention. While these concepts may seem distinct, they share similarities and can collaboratively contribute to creating a meaningful and mission-driven workplace. Workplace spirituality, distinct from religious practices, emphasizes recognizing and respecting the diverse belief systems of employees, fostering a sense of purpose and interconnectedness. Organizations that incorporate spirituality in their culture and leadership approach often witness enhanced employee well-being and resilience levels. Such an environment promotes a sense of belonging and fulfillment, translating to reduced turnover rates and heightened employee loyalty. However, the genuine implementation of value-based leadership and spirituality demands a sincere commitment from top management and thorough integration into the corporate culture. Leaders must exemplify these values, aligning their actions with the stated values to establish a coherent and ethical organizational culture (Saran et al., 2023).

#### 1.5.1 Specific Challenges in the Irish Corporate Landscape

The Irish corporate landscape, like many others globally, is undergoing significant transformation due to various internal and external factors. Rapid globalization, technological advancements, and shifting societal expectations have brought forth a myriad of challenges that corporations in Ireland must navigate.

One of the prominent challenges faced by higher education institutions globally, which can be extrapolated to the broader corporate context, is the need for social responsibility. As part of the societal fabric, universities are increasingly expected to act as socially responsible entities. This expectation also extends to corporations, where there is a growing demand for businesses to operate ethically and contribute positively to society. Corporate social responsibility (CSR) has emerged as a strategic approach that can help institutions garner a good reputation and achieve a competitive edge. Engaging in CSR enhances an organization's public image and aligns with the values and expectations of modern consumers

and stakeholders. However, the effective implementation of CSR initiatives requires a genuine commitment from leadership and a thorough integration into the organization's culture and operations (Sengupta et al., 2020).

Another challenge that resonates globally, including in the Irish context, is the evolving role of women in leadership. Historically, women have faced systemic challenges in ascending to leadership roles due to patriarchal societal structures. However, the narrative is changing, with women breaking barriers and establishing themselves in leadership positions across various sectors. The unique leadership styles, characterized by nurturing and task-oriented approaches, brought forth by women leaders, have been recognized for their effectiveness in modern corporate settings. Nevertheless, there remains a need for continued efforts to promote gender equality and ensure that women have equal opportunities to ascend to leadership roles in the corporate world (Kaushik, 2020).

Furthermore, the current global trends, including the financial crises and long-term shifts in the corporate landscape, necessitate adaptive and forward-thinking leadership. The need for leaders who can effectively manage change, anticipate challenges, and seize emerging opportunities is more critical than ever. Organizations must prioritize the development of such leaders to ensure long-term sustainability and success in a rapidly changing business environment.

### 1.6 Aim of the Review

The primary aim of this review is to critically analyze and understand the existing initiatives and strategies that promote values-driven leadership within the corporate sector in Ireland.

#### Objectives

- I. To explore the historical evolution of corporate leadership in Ireland and its impact on current leadership practices.
- II. To distinguish between ethical and value-based decision-making and elucidate their significance in the Irish corporate context.
- III. To identify and evaluate the various challenges faced by leaders in the Irish corporate landscape.
- IV. To assess the effectiveness of current initiatives and strategies that advocate for values-driven leadership in Ireland.
- V. To provide recommendations for enhancing values-driven leadership, taking into account the unique challenges and opportunities within the Irish corporate sector.

### 1.7 Delimitations of the Study

This study focuses specifically on the corporate sector in Ireland, emphasizing the initiatives and strategies that promote values-driven leadership. While the research provides a comprehensive overview of the topic within this context, certain delimitations must be noted. The study is confined to the corporate landscape of Ireland. Although comparisons might be drawn to global trends, the primary focus remains on Irish corporations. The emphasis is on the corporate sector, excluding other sectors such as non-profits, public sector organizations, and small-scale enterprises. The research predominantly considers literature and developments from the past decade, ensuring relevance but potentially omitting historical perspectives from earlier periods. The study relies primarily on secondary data sourced from peer-reviewed journals, potentially overlooking insights from primary research or grey literature. While the study delves into values-driven leadership, related leadership styles or strategies that do not align with the core theme might not be extensively explored. By acknowledging these delimitations, the study aims to provide a focused and relevant analysis of values-driven leadership in the Irish corporate sector.

### 1.8 Significance and Relevance of the Study

Exploring values-driven leadership in the Irish corporate sector is paramount in today's dynamic business environment. As organizations grapple with the challenges of globalization, technological disruptions, and shifting societal expectations, the need for leadership that is rooted in strong values and ethical principles becomes increasingly evident. This study, by delving deep into the initiatives and strategies promoting such leadership in Ireland, offers valuable insights for both academicians and practitioners.

For academicians, this research contributes to the existing body of knowledge by providing a nuanced understanding of the Irish corporate

landscape, highlighting the unique challenges and opportunities it presents. It bridges the gap in literature, offering a comprehensive perspective on how values-driven leadership is perceived, promoted, and practiced in Ireland.

For practitioners, especially corporate leaders and human resource professionals, the findings of this study serve as a guide. It offers actionable insights on fostering a values-driven culture, ensuring that organizations achieve economic success and contribute positively to society. Moreover, understanding the specific challenges faced by Irish corporations in this realm can pave the way for more targeted and effective leadership development programs.

In a broader context, as businesses worldwide strive for sustainability and social responsibility, understanding the role of values-driven leadership becomes crucial. This study, with its focus on the Irish corporate sector, adds a valuable dimension to this global discourse, emphasizing the significance of aligning business strategies with core values and ethical principles.

## 2. METHODOLOGY

### 2.1 Research Paradigm and Approach

The foundation of any scholarly inquiry lies in its research paradigm and approach, which guide the methodology and shape the outcomes. In the realm of corporate leadership, particularly within the context of values-driven leadership, the predominant research paradigm is interpretivist. This paradigm acknowledges the subjective nature of human experience and seeks to understand phenomena from the perspective of those experiencing it. Such an approach is particularly relevant when exploring values and ethics, which are deeply personal and culturally influenced (Hoang et al., 2021).

The approach adopted for this review is predominantly qualitative, emphasizing a deep understanding of the intricacies of values-driven leadership. By focusing on qualitative methods, the research seeks to capture the richness of experiences, perceptions, and challenges associated with values-driven leadership in the Irish corporate landscape. This methodological choice aligns with the interpretivist paradigm, allowing for a nuanced exploration of the topic, grounded in the lived experiences of leaders and stakeholders in the corporate sector (Sharma and Kirkman, 2015).

### 2.2 Criteria for Literature Selection

Selecting relevant literature is a critical step in a systematic review, ensuring that the research is grounded in existing knowledge and contributes meaningfully to the field. This review considered literature spanning the past decade, ensuring a contemporary understanding of values-driven leadership in the corporate sector. The selection process emphasized studies that provided in-depth insights into Ireland's challenges, strategies, and initiatives associated with values-driven leadership. Emphasis was placed on articles that offered tangible insights, were methodologically rigorous, and contributed significantly to the discourse on values-driven leadership. By adopting these criteria, the review ensures a comprehensive and relevant exploration of the topic, capturing the breadth and depth of values-driven leadership in the Irish corporate context (Hoang et al., 2021).

### 2.3 Compilation of Key Corporate Leadership Studies in Ireland

The systematic compilation of corporate leadership studies is a pivotal step in our literature review methodology. It ensures that the research is grounded in existing scholarly work and offers a comprehensive understanding of the topic at hand. This review focuses on studies that provide insights into corporate leadership within the context of Ireland, emphasizing the integration of values and ethics in leadership practices.

One of the significant contributions to the literature on corporate governance and sustainability integration is the work by (Vahdati et al., 2019). Their systematic literature review highlighted the various ways in which governance is integrated into sustainability. The study underscored the importance of vision, mission, and leadership as the primary drivers of a sustainability framework that incorporates corporate governance. The research also emphasized the role of digital technology and data analytics in transforming the corporate reporting process, making it more effective and transparent for shareholders and stakeholders alike.

Another noteworthy study is which provided a comprehensive review of the literature on corporate governance aspects, albeit in the Malaysian market by (Khatib et al., 2022). Their systematic approach offers insights

into the phases of corporate governance, identifying critical gaps in the literature and outlining potential areas for future research. Such studies, even if not directly related to the Irish context, provide valuable frameworks and methodologies that can be adapted and applied to study corporate leadership in Ireland.

## 2.4 Framework for Analysis

The analytical framework for this review is designed to ensure a thorough and in-depth exploration of the literature on values-driven corporate leadership in Ireland. The framework considers various facets of leadership, from the role of governance in sustainability to the impact of digital technologies on corporate reporting.

The study by (Blanco-Callejo and Heredero, 2019) on the digital transformation of corporate reporting provides a valuable perspective on how digital technologies are reshaping the corporate landscape. Their findings emphasize the importance of integrating smart and digital technologies into corporate reporting processes, highlighting the potential benefits in terms of efficiency, transparency, and stakeholder engagement.

The methodology for this literature review, from the compilation of studies to the analytical framework, is meticulously crafted to offer a nuanced understanding of values-driven leadership in the Irish corporate sector.

## 3. RESULTS

### 3.1 Overview of Key Literature on Corporate Leadership In Ireland

The landscape of corporate leadership, particularly in the context of Ireland, has been shaped by various factors, including economic shifts, cultural nuances, and global trends. While this review focuses on values-driven leadership in the Irish corporate sector, it's essential to understand the broader context by examining key literature that provides insights into the evolution and current state of corporate leadership globally and its implications for Ireland.

One of the significant pieces of literature that offers a broader perspective on leadership and its implications in the current global context is the work by (Su et al., 2022). Their comprehensive literature review titled "COVID-19 Pandemic Implications for Corporate Sustainability and Society" delves into the profound impact of the COVID-19 pandemic on corporate sustainability. The study underscores the challenges posed by the pandemic, from public health concerns to economic repercussions, and emphasizes the need for businesses to adapt and innovate in the face of adversity. The research highlights the role of leadership in navigating these challenges, emphasizing the importance of empathy, adaptability, and a forward-thinking approach. While the study is not specific to Ireland, the insights provided are universally applicable and offer valuable lessons for Irish corporate leaders in the current global context (Su et al., 2022).

Another noteworthy piece of literature that provides insights into the realm of leadership and its implications for sustainability is the work by (Vahdati et al., 2019). Their systematic literature review on "Corporate governance integration with sustainability" offers a deep dive into the ways governance is integrated into sustainability frameworks. The study emphasizes the role of vision, mission, and leadership as primary drivers of a sustainability framework that incorporates corporate governance. The research also sheds light on the transformative potential of digital technology and data analytics in enhancing corporate reporting processes, making them more transparent and effective for stakeholders (Vahdati et al., 2019).

Furthermore, the study titled "The development of corporate governance literature in Malaysia: a systematic literature review and research agenda" provides a comprehensive overview of corporate governance aspects by (Khatib et al., 2022). While the focus of this study is on the Malaysian market, the systematic approach and insights offered can be contextualized and applied to the Irish corporate leadership landscape. The research outlines the various phases of corporate governance, highlighting gaps in the literature and potential areas for future research (Khatib et al., 2022).

### 3.2 Existing Initiatives Promoting Values-Driven Leadership

The corporate landscape globally has been undergoing a paradigm shift, with an increasing emphasis on values-driven leadership. This shift is particularly evident in sectors that significantly impact the environment and society. The healthcare sector, for instance, is one such domain where the importance of values-driven leadership is being increasingly recognized.

In a study the healthcare sector's outsized carbon footprint is highlighted, emphasizing the role of employees' pro-environmental behavior (PEB) in decarbonization by (Deng et al., 2022). The research aimed to explore the relationship between a hospital's corporate social responsibility (CSR) initiatives and PEB, considering the mediating effect of environmental-specific transformational leadership (ESTL). The study also examined the conditional indirect effect of altruistic values (AV) in the relationship between CSR and PEB. The findings indicated that CSR directly and indirectly influenced the PEB of employees through ESTL. Furthermore, AV played a significant role in guiding the environment-specific behavior of employees, emphasizing the importance of values in shaping organizational behavior (Deng et al., 2022).

The emphasis on values-driven leadership is not limited to the healthcare sector. Across various industries, there is a growing realization of the importance of eco-friendly behavior in enhancing an organization's sustainable performance. Such behavior, often termed as pro-environmental behavior (PEB), is seen as an adaptive response to avoid actions that could harm the environment. While several factors contribute to shaping individual behavior, both organizational and personal factors play a pivotal role in determining the PEB of employees within an organizational context.

For instance, the role of green transformational leadership (GTL) in influencing green performance (GP) has been explored in the hospitality sector. A study conducted in the Kingdom of Saudi Arabia's hotel industry examined the link between GTL, green innovation (GI), corporate social responsibility (CSR), and GP. The research found that GTL had a significant effect on GI, CSR, and GP, with GI and CSR playing mediating roles in the relationship between GTL and GP. This underscores the importance of values-driven leadership in shaping organizational practices and outcomes, particularly in sectors directly impacting the environment (Sobaih et al., 2022).

Recent studies underscore the pivotal role of ethical leadership in shaping organizational culture, corporate social responsibility (CSR), and overall performance. A notable investigation within the service sector of Jordan delved into the interplay between ethical leadership, organizational culture, CSR, and organizational outcomes. The research found a positive correlation between ethical leadership and the aforementioned variables. Furthermore, it was discerned that both organizational culture and CSR serve as mediators in the nexus between ethical leadership and organizational performance, accentuating the intricate connection between organizational values, leadership practices, and resultant outcomes (Alkhadra et al., 2022).

Recent research has highlighted the crucial role of ethical leadership in shaping organizational culture, corporate social responsibility (CSR), and overall performance. A recent study conducted in the service sector of Jordan examined the relationship between ethical leadership, organizational culture, CSR, and organizational outcomes. The study found a positive correlation between ethical leadership and the aforementioned variables. Moreover, it was discovered that both organizational culture and CSR act as mediators in the nexus between ethical leadership and organizational performance, emphasizing the intricate connection between organizational values, leadership practices, and resultant outcomes (Alkhadra et al., 2022).

#### 3.2.1 Corporate Training and Development Programs

The emphasis on values-driven leadership has become paramount in the rapidly evolving corporate landscape. Corporate training and development programs play a pivotal role in instilling these values, ensuring that leaders are equipped with the necessary skills and mindset to drive their organizations forward ethically and responsibly.

The significance of sustainable development within organizations has been gaining traction, especially in the wake of economic downturns where companies grapple with leveraging their resources for competitive advantage. An interesting trend observed is the business-driven advancement of sustainable development activities within organizations. Sustainable development, as defined pertains to development that addresses present needs without compromising the ability of future generations. Companies, ranging from tech giants like SAP to beverage conglomerates like Coca Cola, are designing new systems and processes to harness green technologies by the (Brundtland, 1989). The economic value of sustainable development is further underscored by surveys indicating that sustainability-focused companies often outperform their peers across various industrial sectors (Cosby, 2014).

Another dimension to corporate training and development is the emphasis on ethical leadership, especially in sectors that have direct interactions

with the public. For instance, in the medical field, a study highlighted the development of a novel peer-directed curriculum to enhance medical ethics training for medical students. This curriculum was designed to provide students with opportunities to enhance their moral and ethical identities in clinical settings through various components, including didactic sessions, ethics presentations, mentorship sessions, and ethics committee discussions. Such initiatives underscore the importance of values-driven leadership in shaping professionals who are not only skilled but also ethically grounded (Sullivan et al., 2020).

Furthermore, the garment manufacturing industry, often under scrutiny for its environmental and social impacts, has witnessed initiatives aimed at promoting sustainability. A study focusing on this industry highlighted the proactive role of organizational culture in driving change towards sustainability. The research emphasized integrating competing cultural values, such as people-oriented, growth-oriented, and productivity-oriented changes to address sustainability challenges (Wijethilake et al., 2021).

### 3.2.2 Leadership Forums and Conferences

Leadership forums and conferences are instrumental in promoting values-driven leadership. These platforms serve as a nexus for knowledge exchange, networking, and collaborative learning. They bring together a diverse group of stakeholders, including industry leaders, academics, and practitioners, to discuss and deliberate on the latest trends, challenges, and best practices in leadership. In the context of Ireland, such forums and conferences have gained prominence, especially given the country's evolving corporate landscape and its commitment to ethical and sustainable business practices.

These forums' significant outcomes are the collective ideation and collaborative problem-solving they foster. By drawing insights from a broad spectrum of participants, these events leverage the 'collective intelligence' to generate innovative solutions to complex leadership challenges. Such an approach resonates with the global 'open innovation trend,' where organizations tap into external knowledge sources to drive innovation (Pless et al., 2011).

Furthermore, these forums and conferences often have a thematic focus, catering to specific sectors or addressing particular challenges. For instance, events dedicated to the healthcare sector might delve into the nuances of values-driven leadership in clinical settings. Such thematic focus ensures that discussions are relevant, actionable, and aligned with the current needs of the industry.

### 3.2.3 Role of Business Schools and Academia

Business schools and academic institutions are pivotal in shaping the future leaders of the corporate world. In Ireland, these institutions have been proactive in promoting values-driven leadership through their curriculum, research initiatives, and industry collaborations.

A significant contribution of academia to values-driven leadership is the emphasis on interdisciplinary research. Such research fosters a holistic understanding of leadership challenges and ensures that solutions are comprehensive and well-rounded. For instance, a study on responsible leadership highlighted the challenges in establishing responsible leadership in both theory and practice. The study underscored the need for a coordinated approach to create the right conditions for responsible leadership to emerge, emphasizing the importance of ethical and values dimensions of leadership (Pless et al., 2011).

Moreover, business schools in Ireland often engage in industry collaborations, offering students experiential learning opportunities. Through internships, industry projects, and case studies, students gain practical insights into the challenges and opportunities of values-driven leadership. Such hands-on experiences are invaluable in preparing students for leadership roles in the real world.

In addition to curriculum and experiential learning, business schools and academic institutions in Ireland also organize seminars, workshops, and guest lectures featuring industry leaders and experts. These events serve as platforms for knowledge exchange, fostering a culture of continuous learning and professional development.

### 3.2.4 Governmental and Regulatory Initiatives for Values-Driven Leadership

Governmental and regulatory initiatives play a pivotal role in shaping the corporate landscape, especially in the realm of values-driven leadership. These initiatives set the tone for corporate behavior, ensuring that

businesses operate within a framework that prioritizes ethical conduct, social responsibility, and sustainable practices.

In Ireland, the government's commitment to fostering a values-driven corporate culture is evident in its various initiatives promoting ethical leadership. Such initiatives often encompass a range of measures, from regulatory guidelines to incentive programs, all designed to encourage businesses to adopt values-driven leadership practices.

One of the significant governmental initiatives in this realm is the emphasis on corporate social responsibility (CSR). As highlighted CSR initiatives in the construction and engineering industry, for instance, have been largely compliance-driven, with a focus on positive contributions to the environment and communities. However, the study also points out that there's a need for more strategic focus in CSR initiatives, especially in industries like construction, which have a direct impact on communities and the environment.

Another dimension of governmental and regulatory initiatives is the promotion of open data and transparency. As a notes, open data initiatives in countries like Kazakhstan have the potential to boost public sector innovations and promote civic engagement (Kassen, 2017). While the context is different, the underlying principle remains the same: transparency and open access to information foster trust, accountability, and values-driven leadership.

Furthermore, leadership development initiatives, especially those driven by governmental bodies, play a crucial role in acculturating school leaders to support educational reforms and ongoing improvement. As Wallace, point out, such initiatives, while politically driven, can have a profound impact on fostering a culture of transformational and distributed leadership (Tomlinson, and O'Reilly, 2011).

Governmental and regulatory initiatives, whether in the realm of CSR, open data, or leadership development, play a crucial role in promoting values-driven leadership. These initiatives set the benchmark for corporate conduct, ensuring that businesses operate within a framework that prioritizes ethics, responsibility, and sustainability.

## 3.3 Strategies Employed by Irish Corporations

In the contemporary landscape of corporate leadership, there has been a marked trend towards the involvement of citizens in the provision of public services and goods in Western states. This involvement is not just limited to the public sector but has also permeated the corporate world, especially in the realm of values-driven leadership. Such citizen initiatives often arise as a response to perceived gaps in the provision of public goods or services, especially in the face of receding government roles or market failures (Igalla, Edelenbos and van Meerkerk, 2019).

Citizen initiatives, as described are a form of self-organization where citizens mobilize resources to collectively define and execute projects aimed at providing public goods or services for their community by (Igalla, et al., 2019). These initiatives are not merely passive responses but proactive efforts where citizens take control of their activities' aims, means, and actual implementation. While they often operate within the public domain and thus interact with governmental and other formal institutions, the primary control remains with the citizens. Such initiatives can be seen as a specific form of citizen participation, distinct from the more passive ballot initiatives or the regular co-production where governments set the conditions and frameworks (Igalla et al., 2019).

The changing role of the state, especially in Western Europe, has amplified the attention towards citizen initiatives. While the government remains a primary provider of public goods in many Western European countries, there has been a noticeable shift in responsibility towards the community. Countries like the Netherlands and the UK have witnessed public retrenchments coupled with a political ideology that emphasizes community self-strength as a solution to societal challenges (Igalla et al., 2019).

In the corporate sector, such citizen-led initiatives can be seen as a reflection of the broader societal trend towards values-driven leadership. Companies are increasingly recognizing the importance of aligning their corporate values with those of their stakeholders, including the communities in which they operate. By supporting or even initiating citizen-led projects, corporations can demonstrate their commitment to values-driven leadership and foster a positive corporate image. Moreover, such initiatives allow corporations to engage directly with their stakeholders, understand their needs and concerns, and incorporate this feedback into their corporate strategies.

As the corporate world grapples with the challenges of the twenty-first century, values-driven leadership, underpinned by citizen initiatives, offers a promising path forward. By aligning corporate values with societal needs and expectations, companies can enhance their corporate image and contribute positively to societal well-being.

### 3.3.1 Embedding Values in Organizational Culture

Organizational culture, influenced by individual beliefs and societal conformity, plays a pivotal role in shaping institutional dynamics. This culture emerges from interactions between individuals and their social networks. Balancing peer and hierarchical influences can result in a culture that's both cohesive and accommodative of individual beliefs. Effective diversity management, complemented by an inclusive culture, fosters innovation and resilience. The interplay between individual beliefs, societal interactions, and power dynamics profoundly shapes organizational culture (Ellinas et al., 2017).

The culture within an organization plays a pivotal role in determining whether it offers a conducive environment for its employees. Effective communication and promotion of the organizational ethos can lead to its acknowledgment and acceptance by employees. Such acceptance can subsequently influence their work behavior and attitudes, fostering a culture where values are not only recognized but also practiced (Tsai, 2011). When there is a harmonious interaction between leadership and employees, the latter are more likely to contribute positively to team communication and collaboration. This, in turn, encourages them to achieve the mission and objectives set by the organization, enhancing overall job satisfaction.

As a concept, leadership has evolved over the years, shifting from a mere authoritative role to one that emphasizes concern for both people and production. The late 1970s marked a significant turn in leadership research, with a focus on behavior within organizational change and development. Contrary to the traditional notion of leadership that emphasized power, contemporary leadership is rooted in a broader understanding of authority. It takes into account not only managerial abilities but also the subjective qualities of leaders. Such a holistic view of leadership is especially pertinent in fields like nursing, where the emerging culture of the nurse is characterized by a clear and assertive vision about the nature of clinical practice (Tsai, 2011).

Given the current challenges in sectors like nursing, where there is a notable shortage of professionals, effective leadership becomes even more crucial. Leaders with the right skills can mitigate attrition rates and contribute significantly to the success of their organizations. The relationship between leadership and organizational culture, though well-studied, remains an area that requires further exploration, especially in the context of how leadership behavior can influence and be influenced by the prevailing organizational culture.

### 3.3.2 Mentorship and Leadership Development

Mentorship has long been recognized as a pivotal mechanism for fostering leadership development. By facilitating a relationship between an experienced individual (mentor) and a less experienced individual (mentee or protégé), mentorship provides a platform for knowledge transfer, skill development, and professional growth. This relationship is particularly crucial in professions that require continuous learning and adaptation to evolving practices and standards.

In the realm of physiotherapy in Ireland, leadership is defined as an individual's ability to influence another individual's or group's actions towards accomplishing specific goals. This influence sets the pace and direction of change while promoting innovative practices (McGowan and Stokes, 2017). Given the dynamic nature of healthcare, physiotherapists, like other healthcare professionals, need to be equipped with leadership skills that enable them to interpret trends, plan effectively, and communicate a vision that extends well into the future. The workplace setting, healthcare system, and broader societal context all shape the leadership characteristics deemed essential for physiotherapists.

The study delved into the perceptions of physiotherapists in Ireland regarding leadership and leadership characteristics by (McGowan and Stokes, 2017). It also explored their participation in leadership development training. The findings revealed that a significant proportion of physiotherapists perceived themselves as leaders. This self-perception was influenced by factors such as time since graduation, the highest qualification attained, and leadership training. Moreover, those who had undergone leadership training were more likely to view themselves as leaders, underscoring the importance of formal mentorship and training programs.

Another study focusing on clinical nurses in Turkey highlighted the positive effects of a formal mentoring program on leadership development (Vatan and Temel, 2016). The program was found to create positive changes in leadership behaviors for both mentors and protégés. It contributed to relational job learning for mentors and personal skill development for protégés. This underscores the universal applicability and significance of mentorship in fostering leadership across different professions and cultural contexts.

In the broader context, mentorship has also been shown to impact the leadership development outcomes of international students in the United States (Shalka, 2017). The presence of mentorship focused on personal development appeared to mediate the difference in socially responsible leadership development outcomes between domestic and international students. As international students received more of this type of mentorship, their leadership development outcomes approached those of their domestic peers.

### 3.3.3 Engaging with Stakeholders and Communities

Engaging with stakeholders and communities is a pivotal aspect of values-driven leadership, especially in the context of Corporate Social Responsibility (CSR) and sustainability. The hospitality industry, in particular, has witnessed a growing emphasis on the integration of sustainability and CSR discourses, especially in collaborations between multinational companies (MNCs) and local hotels in developing country contexts. One such study delved into the emergence of sustainability and CSR practices in the tourism industry in Turkey by (Ertuna et al., 2019). Their research aimed to identify the prevailing institutional orders and logics that shape CSR and sustainability discourse and to understand how these practices align with local institutional logics and necessities.

To ensure data triangulation, the study employed a case study approach, focusing on Hilton Worldwide Holdings Inc. (Hilton), its Turkish subsidiary, and a local hotel chain. Through interviews with executives from the selected hotels and extensive secondary data analysis, the researchers found that while some components of CSR and sustainability logics developed at the headquarters diffuse into local affiliate hotels, not all do. Local affiliate hotels often seek to acquire local legitimacy in their host environment, even when faced with a standard format imposed by their headquarters. Interestingly, local necessities and priorities only translate into CSR initiatives in a limited way in the affiliates of Hilton, where a top-down approach is predominant. A similar approach was observed in the case of a local hotel that was part of a family business group, where the family's values and the family business headquarters shaped the CSR and sustainability strategy, reflecting local components (Ertuna et al., 2019).

### 3.3.4 Corporate Social Responsibility (CSR) As A Tool For Values-Driven Leadership

The role of CSR in promoting values-driven leadership cannot be understated. CSR, as defined encompasses organizational policies and actions that consider stakeholders' expectations and the triple bottom line of economic, social, and environmental performance by (Aguinis, 2011). The convergence of CSR with sustainability lies in their mutual emphasis on balancing economic prosperity with social and ethical integrity and environmental responsibility. However, the application and understanding of CSR can vary, especially in the context of powerful organizations like MNCs. These organizations often face a multitude of factors that shape their CSR and sustainability strategies and applications, such as strengthening local capacity, seeking international reinforcement, and advocating for the international standardization of practices.

Despite the complexities surrounding CSR, there has been a notable lack of emphasis on examining subsidiaries' CSR practices in host countries. Yet, the tourism and hospitality sectors, in particular, offer a rich context for exploring these issues. MNC subsidiaries from developed countries often face challenges when embedding themselves in developing countries, where prevailing CSR issues and practices can differ significantly and are often more complex (Yin and Jamali, 2016). Addressing this complexity is crucial for values-driven leadership, as it requires a nuanced understanding of local contexts and the ability to adapt and align CSR strategies accordingly.

## 4. ANALYSIS

### 4.1 Effectiveness of Current Initiatives And Strategies

The effectiveness of initiatives and strategies in promoting values-driven leadership, especially in the context of public health and community-based initiatives, is a topic of significant interest. A comprehensive

understanding of the effectiveness of such initiatives requires an examination of both the processes and outcomes associated with their implementation.

In the realm of public health, the prevention of falls among community-dwelling older adults serves as a pertinent example. Falls are a leading cause of both fatal and nonfatal injuries among this demographic, and while evidence-based strategies for fall prevention exist, their implementation often faces barriers (Markle-Reid et al., 2017). The complexity of the issue lies in the multifaceted interaction between biological, behavioural, environmental, and social risk factors. As such, there is no one-size-fits-all solution, necessitating a broad, multisectoral approach to address the issue effectively (Ertuna et al., 2019).

Community assemblies, which include a varied mix of representatives from public health, caregivers spanning both public and private domains, and community volunteers, have risen as key contributors in this area. These assemblies join forces to implement local fall prevention strategies, encapsulating the tenets of collective impact. Collective impact is characterized as the dedication of a group of significant participants from diverse sectors converging on a shared objective to address a distinct societal challenge (Kania and Kramer, 2011). This strategy is especially significant in the backdrop of values-driven leadership, accentuating the essence of teamwork, mutual vision, and synchronized endeavors towards a shared purpose (Chaieb et al., 2021).

A study conducted in Ontario, Canada, explored the process of community-based group work directed towards fall prevention (Markle-Reid et al., 2017). The study employed an exploratory, retrospective, multiple case study design, focusing on four community groups. The findings revealed that these community groups varied in terms of membership, public health professionals (PHPs) role, and the nature of fall prevention initiatives undertaken. Seven key practice themes emerged from the study: tailoring to address context, making connections, enabling communication, shaping a vision, skill-building to mobilize and take action, orchestrating people and projects, and contributing information and experience (Markle-Reid et al., 2017).

The effectiveness of initiatives and strategies in promoting values-driven leadership hinges on a multifaceted approach that emphasizes collaboration, shared vision, and concerted action. The principles of collective impact, as exemplified by community-based initiatives such as fall prevention, offer valuable lessons for organizations and leaders striving to foster a values-driven culture.

#### 4.2 Gaps and Limitations in Promoting Values-Driven Leadership

The promotion of values-driven leadership, particularly in the corporate sector, is not without its challenges. While significant strides have been made in understanding and implementing such leadership styles, gaps and limitations remain that need addressing to ensure its effective adoption and sustainability.

One of the primary gaps in the literature is the overlap and ambiguity in defining various leadership styles, especially in the hospitality industry. A comprehensive review spanning over 13 years (2008-2020) highlighted that while there has been progress in leadership styles research within the hospitality sector, there are conceptual and empirical overlaps among different leadership styles. The study also pointed out a lack of research on antecedents and integrating theories in studies, suggesting that several leadership styles with their outcomes have not been rigorously examined in hospitality research (Elkhwesky et al., 2022). This lack of clarity can lead to confusion in practical applications and hinder the effective promotion of values-driven leadership.

Another significant limitation is the reactive nature of leadership during crises. The COVID-19 pandemic, for instance, posed unprecedented challenges for leaders across sectors. A study exploring the traits and behaviors of organizational leaders during the pandemic found that while certain leadership traits were deemed helpful by employees, there was a clear emphasis on care and compassion in leading employees during such challenging times (Caringal-Go et al., 2021). While these traits are undoubtedly essential, relying solely on reactive leadership during crises might not be sustainable in the long run. Proactive strategies that embed values-driven leadership principles in everyday operations, irrespective of external challenges, are crucial.

Furthermore, while the importance of sustainable practices is widely recognized, there remains a gap in effectively integrating these practices with values-driven leadership. For instance, ensuring access to water for all is a global challenge, and while solar-driven methods like solar water disinfection are emerging as sustainable alternatives, there is a need to

align such initiatives with leadership practices that prioritize sustainability and community welfare (Ballesteros et al., 2021).

While there is growing recognition of the importance of values-driven leadership, there remain gaps in understanding, defining, and implementing such leadership styles effectively. Addressing these gaps requires a holistic approach that integrates research, practical applications, and proactive strategies to ensure that values-driven leadership is not just a theoretical concept but a lived reality.

#### 4.3 Implications for the Future of Corporate Ireland

The future of corporate Ireland is intricately linked with the effectiveness of values-driven leadership. As organizations grapple with the complexities of a rapidly changing business landscape, the role of leadership becomes paramount in steering the ship towards sustainable success. The implications of values-driven leadership for the future of corporate Ireland can be understood through various lenses, including the alignment of leader and follower values, the role of corporate social responsibility (CSR), and the potential for positive leadership to foster corporate entrepreneurship.

A study delves into the congruence of social responsibility values in transformational leadership by (Groves, 2014). The research underscores the importance of aligning leader and follower values, particularly in the context of CSR. By virtue of their values-laden influence, transformational leaders can elicit superior follower performance by aligning work values. The study found that leader CSR values were associated with transformational leadership, which in turn influenced follower CSR values. This alignment of values, or value congruence, is crucial for organizations aiming to embed CSR into their core operations. For corporate Ireland, this implies that leaders must not only champion CSR initiatives but also ensure that their values resonate with those of their followers to drive meaningful change (Groves, 2014).

Furthermore, the role of brand-specific leadership in shaping employee behaviors, especially in service recovery, cannot be understated. To explore the impact of brand-specific transformational and transactional leadership on employees' brand-aligned service recovery performance (Punjaisri et al., 2013). The study found that brand-specific transformational leadership positively influenced various variables, including trust in the leader and the corporate brand, as well as brand identification. In contrast, brand-specific transactional leadership was found to be ineffective in fostering brand-building behaviors. This highlights the need for leaders in corporate Ireland to adopt a transformational approach, especially when it comes to aligning employee behaviors with brand values.

Lastly, the potential for positive leadership to spur corporate entrepreneurship offers promising avenues for the future. Proposed that various facets of positive leadership, including authentic leadership, psychological capital, and positive deviance, could positively influence corporate entrepreneurship (Zbierowski, 2016). As organizations in Ireland seek to innovate and remain competitive, fostering an entrepreneurial spirit becomes vital. Positive leadership, with its emphasis on strengths, potentials, and virtues, can serve as a catalyst for nurturing entrepreneurial behaviors within corporations.

#### 4.4 Stakeholder-Specific Recommendations for Value-Based Leadership

The corporate landscape is a complex ecosystem with multiple stakeholders, each having its unique interests, concerns, and expectations. The leader's intrinsic values do not just determine the effectiveness of values-driven leadership but also by how these values resonate with and address the concerns of various stakeholders. This section delves into stakeholder-specific recommendations for value-based leadership, focusing on how leaders can align their strategies and actions to meet the expectations of different stakeholder groups.

In the hospitality industry, the diffusion of sustainability and corporate social responsibility (CSR) discourses has been significantly influenced by the collaboration of multinational companies (MNCs) with local entities. Explored the emergence of CSR and sustainability practices in the tourism industry in Turkey (Ertuna et al., 2019). Their study highlighted the prevailing institutional orders and logics that shape CSR and sustainability discourse. Interestingly, while some components of CSR and sustainability logics developed at the headquarters of MNCs diffused into local affiliate hotels, not all did. In their quest for local legitimacy, local affiliate hotels often had to navigate between the standard format imposed by their headquarters and the local necessities and priorities. This underscores the importance of understanding local contexts and stakeholder expectations

when implementing values-driven leadership initiatives. For leaders, this means that while global best practices can provide a guideline, they must be adapted to fit the local cultural, social, and economic landscape (Ertuna et al., 2019).

In the realm of engineering education, the attributes required by professionals in an increasingly global context have been a topic of discussion. The embarked on a project to identify the desired competencies and characteristics needed by engineers to effectively operate in a global context (Hundley et al., 2013). Their study, which involved extensive stakeholder consultations, highlighted the importance of equipping engineering students and practitioners with knowledge, skills, abilities, and characteristics that resonate with global engineering challenges. For leaders in the engineering education sector, this implies the need to continuously engage with stakeholders, including academicians, employers, policymakers, and students, to ensure that the curriculum and training programs are aligned with global engineering needs.

Furthermore, in the healthcare sector, the co-ordering of tests has been a topic of concern, especially from a cost perspective. Has a discussed an initiative aimed at reducing the co-ordering of amylase and lipase tests at an academic medical center (Barbieri et al., 2016). Their study underscores the importance of stakeholder engagement in implementing cost-saving measures without compromising patient care. Leaders in the healthcare sector, thus, need to strike a balance between cost-efficiency and quality of care, ensuring that stakeholder concerns are adequately addressed.

#### 4.4.1 Suggestions for Corporations, Academia and Regulatory Bodies

The promotion of values-driven leadership in Corporate Ireland necessitates a collaborative effort from various stakeholders, including corporations, academia, and regulatory bodies. Each of these entities plays a pivotal role in shaping the leadership landscape and ensuring that values-driven leadership principles are propagated and effectively implemented. Corporations should ensure that their core values are explicitly stated in their corporate strategy, providing a clear direction for employees and stakeholders about what the company stands for and its commitment to values-driven leadership (Groves, 2014). They should also invest in continuous training and development programs focusing on values-driven leadership, ensuring that current and future leaders have the necessary skills and mindset to lead with values. Engaging with stakeholders, including employees, customers, and the community, helps corporations understand their concerns and expectations. This feedback can be invaluable in refining leadership strategies and ensuring alignment with stakeholder values (Punjaisri et al., 2013). On the academic front, institutions should integrate values-driven leadership principles into their curriculum, ensuring that future leaders are exposed to these concepts early in their academic journey. They should actively engage in research on values-driven leadership, exploring its implications, challenges, and best practices. Collaborating with corporations can provide practical insights and ensure academic research aligns with real-world challenges (Zbierowski, 2016). Organizing workshops and seminars on values-driven leadership can provide a platform for thought leaders, industry experts, and students to discuss and debate the nuances of this leadership style. On the other hand, regulatory bodies should set clear guidelines on values-driven leadership, providing a framework for corporations to adhere to. This ensures consistency in leadership practices across the industry. Regularly monitoring and evaluating corporations' adherence to values-driven leadership principles are essential. This ensures accountability and encourages corporations to continuously refine their leadership strategies. Regulatory bodies should actively promote best practices in values-driven leadership, recognizing and rewarding corporations that exemplify these principles.

#### 4.5 Innovative Solutions in Values-Driven Leadership

Innovative solutions play a pivotal role in promoting values-driven leadership in the rapidly evolving corporate landscape. The integration of innovation with values-driven leadership can significantly enhance organizational performance, stakeholder engagement, and overall business sustainability.

The concept of innovation in leadership is not merely about introducing new technologies or processes but encompasses a broader perspective of fostering a culture that encourages creativity, adaptability, and a forward-thinking mindset. Such a culture is instrumental in driving positive change, addressing complex challenges, and ensuring long-term success (Esaulova, 2020). In the context of values-driven leadership, innovation becomes even more crucial as it aligns with the core principles of ethical decision-making, stakeholder inclusivity, and sustainable growth.

One of the significant challenges faced by organizations today is the selective perception of company innovative values by employees. This perception is influenced by the nature of their work and their personal mechanisms of proactivity (PMP). For instance, employees engaged in sales and product promotion are more inclined towards values of leadership and personal success. In contrast, those involved in creating and developing intelligent products and solutions resonate more with values of self-directed learning, creative search, and innovation. Irrespective of the type of professional activity, there is a universal emphasis on engagement in improving the organization's activity (Esaulova, 2020). This highlights the need for organizations to tailor their innovative strategies based on their employees' specific roles and responsibilities, ensuring that the core values resonate with every individual.

Another dimension of innovative solutions in values-driven leadership is the role of social entrepreneurship in enhancing firm performance. A study focusing on SMEs owned by the Chinese ethnic community in Turkey explored the link between social work, entrepreneurial leadership, social embeddedness, social entrepreneurship, and firm performance. The findings suggest that social entrepreneurial behavior significantly influences organizational performance, with a strong moderation effect observed in entrepreneurial leadership (Sipahi et al., 2022). This underscores the importance of integrating social responsibility and ethical considerations into innovative leadership practices, ensuring a holistic approach that benefits both the organization and the broader community.

#### 4.6 Emerging Trends and Areas for Further Investigation

The corporate landscape is in a state of constant flux, driven by technological advancements, evolving consumer preferences, and the ever-changing global economic environment. As values-driven leadership continues to gain traction, it is imperative to understand the emerging trends that will shape its future trajectory and the areas that warrant further investigation.

One of the most significant trends reshaping the corporate world is the increasing emphasis on sustainability, especially within industries that have traditionally been viewed as significant contributors to environmental degradation. For instance, the oil and gas industry, a major player in meeting global energy demands, is under mounting pressure to address environmental sustainability. The global pandemic has further accelerated this focus, emphasizing the need for accurate emission measurement, transparent modeling, and informed decision-making based on ESG data (Saboo, 2023). The adoption of cloud-enabled Emission Monitoring Systems (EMS) offers innovative solutions for monitoring and managing emissions, providing real-time insights and facilitating data-driven decision-making. By leveraging the power of the cloud, energy companies can harness advanced analytics, automation, and scalable infrastructure to enhance their environmental performance and contribute to a more sustainable future.

Another emerging trend is the growing significance of digital platforms in delivering global consumer value. The role of national culture in shaping socially responsible policies, decision-making processes, and the evolving trends in Corporate Social Responsibility (CSR) cannot be understated. Ethical leadership's relationship with CSR in diverse business groups, especially in the context of Asian and Latin America, is gaining prominence (Khokhar et al., 2023). This underscores the importance of understanding cultural nuances and tailoring leadership strategies accordingly.

Furthermore, the future of knowledge work is also undergoing a transformation. With advancements in AI and robotics, the nature of knowledge work is expected to shift towards more autonomous tasks, with an increased focus on significant business issues. The skills required for the future knowledge worker encompass a wide range, including technical, information management, knowledge management, and green problem-solving skills. There is also a growing emphasis on ethical, cultural, and sexual awareness, highlighting the multifaceted nature of future knowledge work (Olaisen and Jevnaker., 2022).

### 5. CONCLUSION

The corporate sector in Ireland, like many global counterparts, is undergoing a transformative phase, with values-driven leadership emerging as a pivotal element in steering organizations towards sustainable success. The purpose of this study was to delve deep into the landscape of corporate leadership in Ireland, tracing its historical evolution and understanding the essence of values-driven leadership. Through a meticulous methodology, the research adopted a systematic approach to literature selection, ensuring the inclusion of seminal works that provide a comprehensive view of the subject.



Our exploration revealed that values-driven leadership is not merely theoretical but has tangible implications for organizations, stakeholders, and the broader community. The methods employed in this study, including content analysis and thematic exploration, provided a structured framework to dissect the vast body of literature, ensuring that the findings are both robust and relevant. The results underscored the significance of ethical and value-based decision-making in the corporate context, highlighting the challenges specific to the Irish corporate landscape.

Furthermore, the study shed light on various innovative solutions and strategies employed by Irish corporations, emphasizing the role of corporate training, leadership forums, academia, and regulatory initiatives in promoting values-driven leadership. The analysis also identified gaps and areas of improvement, offering stakeholder-specific recommendations to bolster the adoption and effectiveness of values-driven leadership practices.

In conclusion, values-driven leadership is not just a trend but a necessity in today's complex corporate environment. The findings from this study provide a roadmap for corporations, academia, and regulatory bodies, offering insights and recommendations to ensure that values-driven leadership is implemented and effective. As the corporate world continues to evolve, it is imperative for organizations to stay abreast of emerging trends, ensuring that they remain at the forefront of this transformative movement. The recommendations provided in this study serve as a beacon, guiding organizations towards a future where values-driven leadership is not just an aspiration but a reality.

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