

A Review of the Responsible Leadership Research and Its Prospects from the Vision of China

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Abstract: As an emerging leadership style, responsible leadership breaks the traditional dual relationship between leadership and subordinates. It then shifts to more stakeholders inside and outside the organization, and this kind of leadership has increasingly attracted the attention of scholars at home and abroad. This paper systematically sorts out and reviews the relevant literature at home and abroad from the aspects of the concept, discrimination, measurement scales, antecedents, consequences, and influence mechanism, and then constructs the overall framework of responsible leadership research. To further promote the development of responsible leadership theory, this paper reveals the limitations of the current research and puts forward the prospect from the perspective of China.

Keywords: Responsible Leadership, Corporate Social Responsibility, Leadership

1. Introduction

In recent years, the frequent occurrence of corporate scandals has aroused the attention of the whole society. To better balance economic and social benefits, responsible leadership emerges as the times require it (Maak & Pless, 2006)^[1]. As an emerging leadership theory, responsible leadership can better coordinate the relationship between enterprises and all stakeholders, thus better responding to the new challenges posed to enterprises and leaders in the current context of economic globalization (Voegtlin et al., 2012)^[2]. Responsible leadership has gradually developed into an important research direction in the field of organizational behavior and human resource management. Nevertheless, the concept of responsible leadership still fails to reach a consensus, as well as the richness of the research on causes and consequences, and also the impact mechanism needs to be further explored. Therefore, this paper reviews the concept, measurement scales, antecedents, consequences, and influence mechanism of responsible leadership and puts forward the prospect of future research in the Chinese scenario.

2. The Concept, Discrimination, and Measurement of Responsible Leadership

2.1. The Concept of Responsible Leadership

Different scholars have made different definitions for discussing the connotation of the concept of "Responsible Leadership". This study will sort it out from the following four perspectives.

Responsible leadership can be defined from an economic perspective as a leadership theory that emphasizes the maximization of corporate profits and shareholder wealth while realizing social responsibility (Waldman & Galvin, 2008; Yao et al., 2020)^{[3][4]}. From a relationship perspective, It can also be considered as a leadership theory of ethical and emotional communication between leaders and stakeholders both inside and outside the organization, then developing a relationship consistent with ethical norms and reciprocity, and finally realizing the sustainable development of the enterprise driven by the sharing goals (Maak & Pless, 2006; Lynham & Chermack, 2006)^{[1][5]}. From a process perspective, it can also be understood as a leadership process in which leaders coordinate the needs of various stakeholders, resolve conflicts among all parties, and achieve mutual benefit and win-win results through equal dialogue and democratic consultation (Voegtlin, 2011; Voegtlin et al., 2012)^{[6][2]}. In addition, from a comprehensive perspective, it can be attributed to a leadership theory that establishes a mutually beneficial and trusting relationship with various stakeholders inside and outside

the organization. Leaders should conduct equal dialogue and democratic consultation with them according to moral norms, do good deeds and avoid harm in the process of action (Peng & Yang, 2018)^[7].

In conclusion, the definition of responsible leadership varies significantly due to differences in research perspectives. However, its core features include relationship sustainability, ethics, and effectiveness (Song et al., 2009)^[8], and the long-term development goals (Wen & Xia, 2015; Xiao, 2020)^{[9][10]}.

2.2. Concept Discrimination of Responsible Leadership

To accurately and deeply understand responsible leadership, we also need to understand its uniqueness relative to other leadership theories, and the relevant comparisons are shown in Table 1.

Table 1: Differences between responsible leadership and other relevant leadership concepts.

Leadership types	Representative scholars	Differences from the other leadership types
Responsible leadership	Maak and Pless (2006) ^[1]	Relationship leadership. No direct rewards and punishments. Leader—stakeholder inside and outside the organization. Equality dialogue and democratic consultation will influence their followers. Weigh the demands of all stakeholders, pay attention to their communication, and set an example. Influence multiple aspects, such as realizing sustainable development of the organization, society, and environment.
Transformational leadership	Burns (1978)	Charming leadership. Leader—subordinate relationship. Develop and convey a collective vision to influence their followers.
Inclusive leadership	Nembhard and Edmonson (2006)	Leader—subordinate relationship. Inclusive of personalized characteristics of subordinates. Focus on the differentiated needs of employees. Harmonious team development, inclusive development, and long-term social and economic development.
Ethical leadership	Brown et al. (2005)	There are reward and punishment mechanisms. Leader—subordinate relationship. Affect the individual level within the organization.
Responsible leadership in Western or Chinese context	Ren (2008) ^[11]	In a Western context: oneself is a boundary, passive and negative external decision type contractual responsibility.
		In the Chinese context: an important quality derived from Confucian culture is the embodiment of individual endogenous morality.

As can be seen from Table 1, most leadership types pay attention to the dual relationship between leaders and subordinates. In contrast, responsible leadership fully considers the demands and interests of internal and external stakeholders of the organization and realizes the sustainable development of the enterprise through fair dialogue and democratic consultation with stakeholders. This leadership effectively makes up for the above-mentioned traditional leadership theory deficiency. It effectively integrates the leader's moral quality and the internal and external stakeholders of the enterprise into the management of leadership to achieve mutual benefit and a win-win for all stakeholders of the enterprise. Compared with western countries, the connotation of responsible leadership in the Chinese cultural context is based on Confucianism and the embodiment of individual endogenous morality (Cheng et al., 2021)^[12]. Compared with the traditional leadership theory, the responsible leadership theory is more helpful for leaders to meet the practical challenges brought by the current global and diversified social environment (Wen & Xia, 2015)^[9].

2.3. The Structure Dimension and Measurement of Responsible Leadership

Regarding the measurement dimensions of responsible leadership, scholars at home and abroad have put forward various views. The primary measurement scales are shown in Table 2.

Table 2: Research status and limitations of the "Responsible Leadership Scale".

Authors	Scale information	Specific dimensions	Research limitations
Voegtlin (2011) ^[6]	Single dimension, 5 items	Stakeholder	The connotation is too concise. There may be measurement bias based on individual cognition. Lack of applicability to the Chinese cultural situation.
Guo et al. (2017) ^[13]	Two dimensions, 11 items	interest balance, self-promotion	Not recognized by high-level journals. Not differentiated validity test with other leadership scales.
Doh et al. (2011) ^[14]	Three dimensions, 13 items	Managerial support, stakeholder culture, and HR practices	Not from the perspective of top leaders. Lack of Chinese cultural context.
Yao et al. (2020) ^[4]	Three dimensions, undeveloped question items	Relations building, relationship governance, and sharing orientation	No specific scale items have been developed. The sample sources are not representative.
Cheng et al. (2021) ^[12]	Four dimensions, 17 items	Self-discipline and stabilizing others, social sentiment, interactive decision-making, and long-term strategic orientation.	The discriminant validity was tested only with some other leadership scales.
Hind et al. (2009) ^[15]	Seven dimensions, 30 items	Integrity, open-mindedness, taking a long-term perspective, demonstrating ethical behavior, care for people, communications, managing responsibly outside the organization	No reliability and validity test. No differential reliability test with other leadership scales.
Dugan and Komives (2010)	Eight dimensions, 68 items	Loyalty, consciousness, role, cooperation, competitiveness, purpose, variability, consistency	It is mainly aimed at university leadership, and the applicable object has certain limitations.

To sum up, although many scholars have made some achievements in the dimension measurement of responsible leadership, each scale has some limitations, more or less. Today, the one-dimensional scale developed by Voegtlin is still widely used in academia, and there are few empirical studies on the scale developed locally in China. Moreover, scholars at home and abroad have not reached a consensus on the understanding of the dimension of responsible leadership structure, which is not conducive to developing a measurement scale, and the stability of the existing scale has yet to be tested.

3. Antecedents of Responsible Leadership

3.1. Individual Factors

Personality trait emphasizes the consistency and regularity of behavior and is an essential factor affecting the formation of his leadership style. Peng and Yang (2018)^[7] concluded that openness, conscientiousness, extraversion, and agreeableness in the Big Five Personality positively impacted responsible leadership, and neuroticism negatively predicted responsible leadership. Machiavellianism reflects the degree to which individuals are willing or inclined to use any means to achieve their goals and is prone to unethical behavior at work (Greenbaum et al., 2017)^[16]. For this reason, Stahl and De Luque (2014)^[17] believed that as an important personality trait, Machiavellianism had a negative impact on responsible leadership, and the degree of influence was mediated by the strength of the situation. In addition, they also believed that leaders with empathy could more easily grasp the needs of various stakeholders, which was conducive to the formation of responsible leadership.

Some scholars also consider the influence of individual ability on leadership behavior. Maak and Pless (2006)^[1] believed that "relational intelligence", which could reflect individual social skills, was the quality of ability that responsible leadership must possess when dealing with various stakeholders. Hind et al. (2009)^[15] proposed through in-depth interviews with business executives that the competencies that integrate social and environmental considerations into business decision-making processes positively impacted responsible leadership. Through empirical research, Miska et al. (2013)^[18] confirmed that the intercultural competencies of perception management, relationship

management, and self-management were positively related to responsible leadership in a global stakeholder context.

In addition to the above factors, some scholars have pointed out that the development level of moral cognition also influenced the formation of responsible leadership (Shi et al., 2017)^[19]. When individuals are faced with work decisions, a substantial perceived role of ethics and social responsibility can motivate them to engage in responsible behaviors and make them more ethical (Tian & Suo, 2022)^[20].

3.2. Situational Factors

In this paper, the situational factors that affect responsible leadership can be divided into proximal contexts (organizational culture, human resource management practice, trickle-down effect, shared leadership paradigm) and distal contexts (cultural value orientations, mass media).

3.2.1. Aspects of Proximal Context

Organizational culture has an important impact on corporate social responsibility tendencies (Herndon et al., 2001)^[21]. Galbreath's research on heterogeneous Australian firms shows that one of the factors of corporate culture: humanistic culture, has been proved to have a promoting effect on corporate social responsibility activities. Doh et al. (2011)^[14] believed that human resource management was considered to be an important part of responsible leadership, and some scholars have also empirically tested that the practice of human resource management has a positive effect on responsible leadership (Gond et al., 2011)^[22]. Tian and Suo (2022)^[20] proposed the trickle-down model of responsible leadership; that is, the influence of leaders will be transmitted from top to bottom along the organizational hierarchy and finally affects the attitudes and behaviors of employees. That is to say, when high-level leaders actively undertake social responsibilities and strive to achieve sustainable creative goals, low-level leaders recognize and form their behavioral styles through learning and imitation. Pearce et al. (2014)^[23] explored the process by which the shared leadership paradigm promoted responsible leadership at different levels and was the key to responsible leadership.

3.2.2. Aspects of Distal Context

Many scholars have proposed that cultural value orientations (institutional collectivism and power distance) were closely related to responsible leadership (Stahl & De Luque, 2014; Waldman et al., 2006; Dugan et al., 2011)^{[17][24][25]}. Koh et al. (2018)^[26] pointed out that in a collectivist society like Singapore, people were influenced by Singapore's national culture and values, and they would adopt more ethical behaviors, which affected their tendency toward responsible leadership. Dugan et al. (2011)^[25] conducted a comparative study of American and Mexican national cultures and concluded that the Mexican culture of humanism, collectivism and higher power distance played a positive role in responsible leadership. In addition, mass media is also one of the incentives for responsible leadership, Owing to the accessibility and participation of mass media, it is conducive to organizations and leaders to actively take responsibility and play a positive role in responsible leadership (Stahl & De Luque, 2014; Shi et al., 2017)^{[17][19]}.

4. Consequences of Responsible Leadership

4.1. Individual Level

4.1.1. Employee Behavior

Responsible leadership can have a negative impact on the unethical behavior of its followers according to its role model (Voegtlin, 2011)^[6]. Then Chinese scholar Wen et al. (2016)^[27] carried out empirical research on two enterprises in South China, and the conclusion confirmed this view. At the same time, responsible leadership has also been confirmed to have a significant negative impact on employees' workplace deviant behavior (Wang & Li, 2019)^[28]. In addition, some scholars have confirmed that responsible leadership has a specific positive impact on employees' green behavior (Xing et al., 2017; Pan & Huang, 2021)^{[29][30]}, subordinates' innovation behavior (Su & Lin, 2019; Dong & Zhong, 2021)^{[31][32]}, employees' helping behavior (Bu et al., 2021)^[33], etc. Han et al. (2019)^[34] also verified the positive effect of responsible leadership on organizational citizenship behavior for the environment in China by collecting and analyzing a sample of 380 employees in China.

4.1.2. Employee Attitude

Previous studies have shown that when employees perceive the more significant ability of responsible leadership, the lower their turnover intentions. In addition, responsible leadership not only helps attract employees to their leaders and organizations but can also positively influence employees' psychological attachment, resulting in higher levels of organizational commitment (Haque et al., 2019)^[35]. The research of Yasin (2020)^[36] also confirms that responsible leadership plays an essential role in creating an ethical climate and corporate image to reduce employee turnover intentions. Voegtlin (2011)^[6] found through empirical research that responsible leadership could improve employee job satisfaction by creating an inclusive environment.

4.1.3. Job Performance

According to, Doh and Quigley (2014)^[37], responsible leadership often transfers knowledge to subordinates and helps them improve job performance. Chinese scholars Liu et al. (2017)^[38] analyzed leaders and their direct subordinates and confirmed that responsible leadership positively affected the objective performance of employees and the performance of leadership perceived.

4.2. Organizational Level

4.2.1. Organizational Culture and Performance

Some scholars believe that leadership and culture are closely related, and this paper proposes that organizational culture can be used as an endogenous variable of responsible leadership (Galbreath, 2010)^[39] but also as an outcome variable (Liu, 2017)^[40].

Organizational performance is the degree of achievement of corporate strategic goals, and many scholars have studied it as an outcome variable of responsible leadership. Responsible leadership influences the company's ethical and moral culture, makes the company perceive its social responsibility, and prompts it to take action to improve organizational performance. Maak (2007)^[41] found that in the process of establishing a cooperative relationship with stakeholders, responsible leaders continuously accumulate the social capital of the enterprise, thereby directly or indirectly improving organizational efficiency. Javed et al. (2021)^[42] believe that responsible leadership develops a responsible organizational culture, directly improving corporate social performance at a firm level and fostering employee community citizenship behavior.

4.2.2. Organizational Innovation

The leadership style of senior leaders is an essential determinant of innovation. Doh and Quigley (2014)^[37] believe that responsible leadership makes full and efficient use of the relationship network established with stakeholders to prioritize the discovery of innovation opportunities and promote the development of new knowledge and innovation. Dong et al. (2017)^[43] empirically tested that the breadth of responsible leadership has a significant positive impact on the innovation intensity of corporates. Wang et al. (2021)^[44] surveyed the top-level and middle-level managers of 125 manufacturing firms in China and revealed the mechanism by which environmentally responsible leadership promoted the environmental innovation of manufacturing companies through the perspective of social psychology.

5. The Influence Mechanism of Responsible Leadership

5.1. Social Information Processing Theory

The social information processing theory believes that leaders are an important source of information for employees. Individuals judge by evaluating their actual feelings of work characteristics and social information and then choose appropriate behaviors according to the judgment (Pfeffer et al., 1978)^[45]. In addition, climate, as an individual perception of the environment, in which team climate is also an essential clue for employees to obtain information (Dai et al., 2021)^[46]. Based on this, this paper interprets the intermediary role of a team climate, work satisfaction, and psychological ownership from the perspective of social information processing theory.

The caring ethical climate emphasizes the mutual tolerance of organizational members and the full consideration of the interests of others (Victor et al., 1988)^[47]. Some studies have shown that responsible leadership can directly affect employees' responsible innovation or indirectly affect it

through the team's caring ethical climate^[46]. According to the social information processing theory, Zhang et al. (2021)^[48] believed that responsible leadership could cultivate a green work climate by sending signals to employees. That is, environmental sustainability was supported by the organization, which induced employees' workplace voluntary green behavior. In addition, Li et al. (2022)^[49] also verified that the general distribution justice climate played an intermediary role in the influence process of responsible leadership and employee work participation. In addition, responsible leadership actively creates a fair, ethical, and inclusive working environment. Employees will feel work satisfaction after evaluating this working environment. Responsible leadership also gives employees decision-making power, which is also conducive to improving employee psychological ownership, which prompts employees to exhibit more behaviors that are beneficial to the organization (Shi et al., 2017)^[19].

5.2. Social Learning Theory

Bandura's social learning theory states that individuals learn the behavior of leaders through direct observation or indirect imitation. Based on this, as a kind of charismatic leadership, responsible leadership is easy to become a learning example for subordinates and strengthen individual learning behavior (Wen & He, 2017; Shi et al., 2017)^{[50][19]}. Some scholars have proposed that this learning effect would be affected by individual characteristics in addition to leadership factors.

The psychological climate is regarded as the employee's perception and evaluation of their working environment (Ding et al., 2018)^[51]. Based on social learning theory, Pan and Huang (2021)^[30] believed that responsible leadership could help subordinates feel the green psychological climate through example, observation, and learning, and then affect employees' green behavior (Schneider et al., 2013)^[52]. Wang and Li (2019)^[28] believed that the responsible behavior of responsible leadership was conducive to creating an excellent moral climate for employees, thereby improving employees' moral identification and ultimately reducing employees' workplace deviant behavior. They also confirmed that higher leadership integrity had a positive moderating effect on the relationship between responsible leadership and employees' moral identification. Some scholars think that responsible leadership can promote the members of the organization to form a shared moral cognition and cultivate the ethical culture of an organization (Voegtlin et al., 2012)^[2], and then promote the generation of more employees' moral behavior (Peng & Yang, 2018)^[7]. Haque et al. (2019)^[35] confirmed that affective commitment partially explained the negative impact mechanism of responsible leadership on employees' turnover intention. Responsible leadership can also bring about the improvement of subordinates' awareness of obligations and perception of organizational responsibility through the demonstration effect, which further affects employees' working attitude and Subordinates' innovative behavior (Su & Lin, 2019)^[31] and the objective performance of employees (Liu et al., 2017)^[38].

In addition to focusing on the positive impact of responsible leadership, Guo and Su (2018)^[54] also used subordinates' felt obligation and follower dependency as mediating variables to construct a dual-path integration model of responsible leadership affecting Subordinates' organizational citizenship behavior, and by introducing core self-evaluation as a moderator variable to further explore the boundary conditions for responsible leadership to produce a two-way influence effect.

5.3. Social Exchange Theory

According to the social exchange theory, responsible leadership will fully consider the demands of various stakeholders and give employees some support and respect when making decisions. Based on the principle of reciprocity, when employees experience a positive working environment, they will repay their superior leaders with a positive working attitude and behavior (Shi et al., 2017)^[19]. Based on the reciprocal perspective of this theory, this return of responsible leadership can also be affected by the job tenure of employees (Lin et al., 2020)^[55]. In the related research on the influence of leadership behavior on organizational citizenship behavior, scholars have also pointed out multiple mediating variables such as work engagement, helping initiatives, and leader-member exchange (LMX) from the perspective of social exchange theory, in which LMX is a reciprocal relationship between a leader and his subordinates, be crucial for sustainable performance.

Lin et al. (2020)^[55] have confirmed that responsible leadership could also have a positive impact on job performance by improving work engagement and motivating helping initiatives, whereas job tenure affected the relationship of responsible leadership to work engagement and helping initiatives. In contrast, Inam and Ho (2021)^[56], starting from employees' unethical pro-organizational behavior, used leader-member exchange as a mediating variable and confirmed that responsible leadership could

indirectly and negatively affect employees' unethical pro-organizational behavior.

5.4. Affective Events Theory

From the perspective of affective events theory, a leader's behavior as a feature of the work environment will trigger specific work events, which can drive individuals or teams to form specific emotions, and then affect the attitude and behavior of individuals or teams. Responsible leadership promotes positive emotions in subordinates through two aspects: on the one hand, by shaping positive emotional events, on the other hand, it can weigh the demands of various stakeholders and build a fair and ethical working environment. For example, Doh et al. (2011)^[14] surveyed 28 companies in India, using organizational satisfaction and organizational pride as mediating variables, and confirmed the negative impact mechanism of responsible leadership on employee turnover intention. Xing et al. (2017)^[29] researched 151 Chinese enterprise employees from the two paths of cognition and emotion. Based on the affective events theory, it was confirmed that responsible leadership indirectly played a positive role in promoting the green behavior of subordinates by influencing positive emotions, in which positive emotions played a partial intermediary role. In addition, team characteristics (including cultural values) have a moderating role in the impact of work events generated by leadership behavior on team emotional experience. Huang and Xu (2021)^[57] incorporated the two very Chinese characteristics of team trait variables into the research framework, namely, the value of team Mean and team morale reflectiveness, and examined their dual moderating role in the process of responsible leadership positively affecting the green behavior of the team, and the mediating role of the connectivity between team and nature.

5.5. Social Capital Theory

Based on social capital theory, this paper considers the impact of responsible leadership on corporate social capital and human capital and then contributes to corporate performance and sustainable development. Many scholars believe that responsible leadership can enhance social capital through two aspects: on the one hand, it helps enterprises to build a stable social network, and on the other hand, it enhances the value of the network, thereby contributing to sustainable business performance (Maak & Pless, 2006; Székely & Knirsch, 2005)^{[1][58]}. Later, many scholars, such as Song. Afterward, many scholars confirmed the mediating role of social capital in the positive impact of responsible leadership on the orderly and stable development of companies (Song & Sun, 2009)^[8] and the intensity of corporate innovation (Dong et al., 2017)^[43]. Based on China's national conditions, Zhou et al. (2020)^[59] found that among the three types of social capital, structural capital had a significant impact on corporate environmental performance, followed by relational capital and innovative capital. Jiang (2017)^[60] divided green IT capital into three forms: green IT human capital, structural capital, and relational capital, and confirmed the mediating role of this human capital in the positive impact mechanism of responsible leadership on team innovation performance.

5.6. Social Identity Theory

From the perspective of social identity theory, individual perception, attitude, and behavior will be affected by their own group identity to achieve group goals. When employees perceive, recognize and accept the values and sense of responsibility of superior leaders, they will be more likely to make behaviors that meet the expectations of leaders. Haque et al. (2021)^[61] discussed the mediating and regulating effects of organizational commitment and employees' turnover intention on the negative relationship between responsible leadership and presenteeism.

To sum up, at this stage, the research on responsible leadership has made some achievements. Through sorting out the previous literature research, it is found that the research on antecedent variables of responsible leadership mainly focuses on the individual, proximal and distal context. With the deepening of the research, scholars at home and abroad mainly focus on the mechanism of responsible leadership. Therefore, based on six theoretical perspectives, this paper summarizes the impact of responsible leadership on individual and organizational levels and then forms the research framework of responsible leadership, as shown in Figure 1, which provides a valuable reference for subsequent scholars' research.

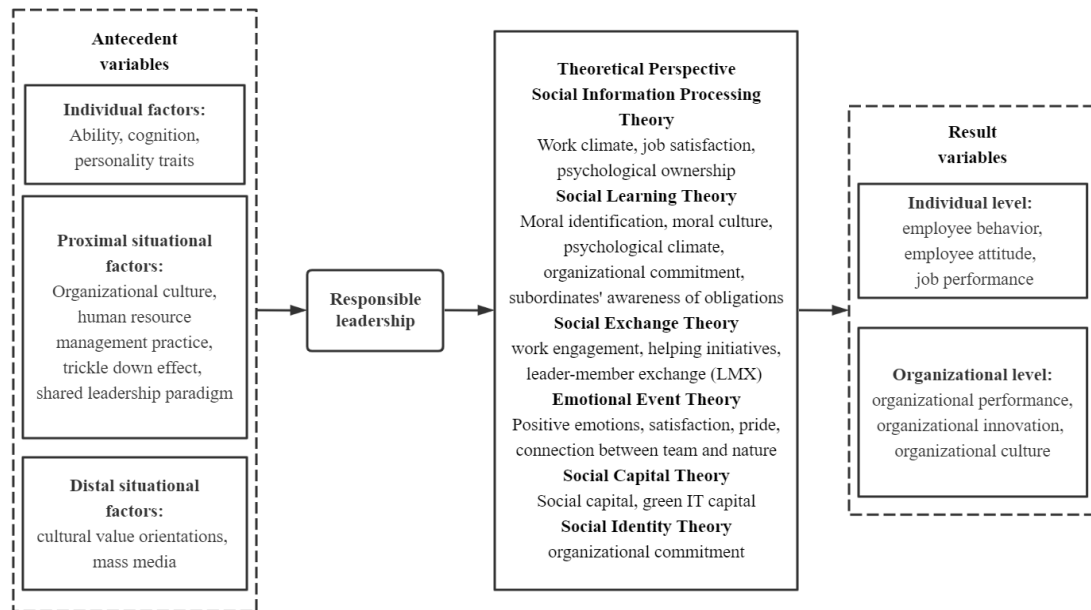


Figure 1: The research framework of responsible leadership

6. Limitations and Future Research of China Vision

Responsible leadership originated in Western society at the earliest. Although the research on localized responsible leadership in China has achieved specific results, there are some limitations in concept definition, scale development, and impact research. Therefore, the research on responsible leadership in the Chinese context needs to be further explored.

First, explore the concept and dimension of responsible leadership based on the Chinese context. Most of the research on responsible leadership is based in the western context. Chinese cultural and management contexts are particularly unique. Therefore, in future research, we can put forward a unified and meaningful conceptual connotation based on the Chinese organizational context, and develop the corresponding high-quality local scale according to the constructed structural dimension, to provide a more solid foundation for the subsequent empirical research. This improves the accuracy and effectiveness of the results.

Second, broaden the source of sample data. The research on responsible leadership mainly focused on cross-sectional data, which could not fully explain the causal relationship between variables, and there were some data homology problems. Therefore, longitudinal research or experimental design becomes more critical. In future research, the data matched between leaders and employees can be used to reduce the risk of data homology deviation through mutual evaluation between leaders and employees. Due to the different characteristics of enterprises in different industries and sizes, the uniqueness and universality of samples need to be considered in future research.

Third, explore the trigger mechanism of responsible leadership in China. Although many studies have explored the antecedents of responsible leadership, there were fewer studies on unique antecedents in the Chinese context, such as Chinese values, the value orientation of team Mean, the traditional Confucian values in the workplace, paternalistic leadership, and other factors with Chinese characteristics. Future research can explore the impact of these factors with Chinese characteristics on responsible leadership.

Fourth, explore and test more intermediary mechanisms and boundary conditions. For example: explore the impact of responsible leadership on follow-up from the perspective of resource conservation. Ren (2008)^[11] pointed out that responsibility is an important quality derived from Confucian culture in the Chinese context, emphasizing the unique connotation of treating people with benevolence, valuing peace, and ruling the country by virtue. Therefore, future research can also be based on the leadership substitution theory to explore the weakening and substitution degree of the role of organizational ethical climate, the value of team Mean, and employee responsibility perception of responsible leadership. As a large country with a collectivist culture, future research can also consider

how different types of collectivist orientation or intensity affect the effectiveness of China's responsible leadership. In addition, in exploring the mechanism of responsible leadership, we can also build a cross-level research model. To sum up, strengthening the research on these aspects is conducive to improving the research on responsible leadership and better guiding the practice in the Chinese context.

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