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研究課題名（和文）Value-oriented Inclusive Leadership of Asia: Harnessing the Link between the Varieties of Capitalism and CSR

研究課題名（英文）Value-oriented Inclusive Leadership of Asia: Harnessing the Link between the Varieties of Capitalism and CSR

研究代表者

KIM ChungHee (KIM, Chunghee)

立命館アジア太平洋大学・国際経営学部・教授

研究者番号：70723881

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研究成果の概要（和文）：このプロジェクトは、アジアにおける資本主義の多様性（VoC）と企業の社会的責任（CSR）のダイナミクスとの関連という考え方をを用いて、アジアの価値志向の包括的リーダーシップを開発する方法を調査することを目的としている。この探索的な段階の目標は、アジアのVoCの文脈とCSRのダイナミクスに関する研究上の疑問に対する答えを見つけることであった。この間、この現象を深く理解するために、日本、韓国、インドのCEOと幅広いインタビューを行った。この段階の出発点は、アジア特有のインクルーシブ・リーダーシップ・アプローチと、アジアにおける現在のCSR現象を明らかにすることである。

研究成果の学術的意義や社会的意義

I've published the findings of the project in Business Ethics, the Environment & Responsibility under the title of "Rethinking corporate social responsibility under contemporary capitalism: Five ways to reinvent CSR." Furthermore, I presented the outcomes in several academic conferences.

研究成果の概要（英文）：The project aims to investigate how to develop Asian value-oriented inclusive leadership by employing the idea of the Varieties of Capitalism (VoC) and its link to corporate social responsibility (CSR) dynamics in Asia. The goal of this exploratory stage was to find the answers on research questions regarding Asian VoC contexts and CSR dynamics. During this period, I carried out extensive interviews with CEOs in Japan, Korea and India in order to secure an in-depth understanding of the phenomenon. The point of departure for this stage is to identify the Asian-unique inclusive leadership approach and current CSR phenomenon in Asia.

研究分野：経営学

キーワード：Capitalism CSR Inclusive Leadership

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1. 研究開始当初の背景

The project sought to tackle the issues on three subjects in interactive way: contemporary capitalism, Asian capitalism and inclusive leadership of Asia.

Issues on current capitalism: The idea of capitalism is under siege (Porter and Kramer, 2011). Creating high-performance capitalism is questioned nowadays. Moreover, the current capitalism idea is not enough to contribute for pursuing inclusive society. I firmly believe that the idea of shareholder maximization is not competitive, sustainable and inclusive. The capitalism system becomes the target of everybody's criticism and leads the exclusive phenomenon of the members of the global society. Out of heaped criticism on the dominant version of stock market capitalism, many global leaders propose a new lens of capitalism which goes towards inclusive leadership (i.e. beyond the rich man's game). In this light, corporations nowadays are struggling to find their genuine identity of leadership whether they pursue single-bottom line (economic), double bottom line (economic and social), or triple bottom line (economic-social-environmental). For contemporary business, how to cope with society's pressure and how to be a smart, socially conscious, for-profit business by performing inclusive leadership is the key to gain a competitive advantage.

Issues on Asian capitalism: There are distinctive spirits and values which are the foundation of Asian capitalism. We are cognizant that Asia is broad, and culturally and institutionally diverse, and that there are significant differences from one nation to the next. In fact, the approach that different nations have taken to capitalism itself is divergent and complex in Asia; for example, highly coordinated capitalism is found in Japan, state-led capitalism in Korea, and hybrid market capitalism in India (Witt and Redding, 2014). Therefore, it is challenging to undertake a comprehensive field study across the continent and reach a single conclusion concerning Asian capitalism. I suggest that there is a huge potential for Vogel (2005)'s "Market for Virtue" in Asia. Asians emphasize the spirit of cooperation and virtue rather than profit as the goal of a superior being. Although the capitalism and free market ideas from the West benefit the current economic growth of Asia greatly, Asians hesitate (feel difficulty), by nature, to accept business ideas from the West, so that Asian-context-specific research is necessary.

Issues on inclusive leadership of Asia (Two angles of Varieties of Capitalism and CSR): Does Asia lag behind in inclusive leadership? Asians respect inclusiveness, sharing and harmony by emphasizing on community involvement as one of the key stakeholders of business (Kim and Moon, 2015). Asians prefer implicit rather than explicit CSR (Matten and Moon, 2008). In the wake of the close link with Asian values, Asians are eager to identify NEW Asian value-focused capitalism and CSR which may harness Asian's unique inclusive leadership. It is therefore urgent for us to endeavor on the matter of how to systematically mix the Western capitalism ideas with Asian values within the Asian institutional contexts to suggest Asia's unique leadership (Kim et al., 2018). The project employed Varieties of Capitalism and CSR as two main analytical angles for pursuing the potential of Asia's leadership. Concisely, the applicant seeks to build an "Asian Inclusive Leadership Model" as a comprehensive outcome of the link between Asian capitalism and

CSR dynamics.

2 . 研究の目的

The project aims to investigate how to develop Asian value-oriented inclusive leadership by employing the idea of the Varieties of Capitalism (VoC) and its link to corporate social responsibility (CSR) dynamics in Asia. The goal of this exploratory stage was to find the answers on research questions regarding Asian VoC contexts and CSR dynamics. During this period, I carried out extensive interviews with CEOs in Japan, Korea and India in order to secure an in depth understanding of the phenomenon. The point of departure for this stage is to identify the Asian-unique inclusive leadership approach and current CSR phenomenon in Asia. The project is a timely academic project which contributes to the search of the intersection of business, government and society, especially in the Asian institutional dynamics, by providing greater understanding on challenging role of Asian business and employing an angle of CSR. The world is keen to know the dynamic economic development in Asia which represents new market opportunities. The findings from the present research identified an optimal suggestion for Asia's inclusive and authentic business leadership.

3 . 研究の方法

The project used the abduction approach considering the poorly understood and chaotic phenomenon of sustainable management in Asia. The abduction approach begins with intriguing questions that cannot be easily answered on the basis of extent theory and research followed by demonstrating a series of plausible relationships in the data and ending with an effort to provide a broader framework to potentially explain these tentative relationships. Thus, I selected this innovative approach in order to first identify the conceptually fuzzy phenomenon of the Varieties of Capitalism and CSR in Asia, and then how and to what extent the chaotic concepts can be addressed and integrated in Asia in order to achieve inclusive leadership. After the preliminary comprehensive review period, I did have in-depth interviews with Asian business leaders. Business leaders of Asia (Japan - Fujifilm, YKK, Unicharm, Saraya; Korea - CJ Group, LG Electronics, DAC, Sungsimdang, Cosmaxx; India - Infosys, Greenko, Varun Group, AyurVAID, Loadstar) precisely shared their management philosophy and views on inclusive leadership, which could be the backbone of their sustainable management. Through interviews with Asian CEOs, I could critically investigate the potential of creating Asian value-based inclusive leadership by exploring the link/gap between the VoC views and CSR issues in Asia. As a final stage, I created an 'Asian value-oriented Inclusive Leadership Model' and propose new implications for practice and research, and Asian society.

4 . 研究成果

In terms of research on the link of capitalism and CSR, I've published the findings in Business Ethics, the Environment & Responsibility (SSCI, Impact Factor: 5.591). Under the title of "Rethinking corporate social responsibility under contemporary capitalism: Five ways to reinvent CSR", I raised the issue of increasing skepticism toward CSR. I argue the reasons: management research on CSR tends to focus on positive

outcomes from the practice of CSR, such as enhanced financial performance and best practice business cases. Less attention is devoted to why CSR is under siege. This paper argues that CSR is intimately connected with the way that capitalism is practiced, and that poor CSR outcomes are often the result of five “shortcomings” of contemporary capitalism: runaway self-interest, quarterly focus, elite orientation, volume orientation, and one-pattern capitalism. To provide evidence of this, I employ a two-stage approach: a “diagnostic” stage that investigates current challenges facing capitalism and how they affect CSR, and a “clinical” stage that identifies potential solutions based on a qualitative data set collected in Asian business contexts. The proposed solutions suggest ways that researchers, practitioners, and policymakers can conceptualize, design, and implement CSR programs that better fulfill CSR’s promise to business and society. Based on these results, I conclude with ideas on how CSR research can be strengthened by exploring the under-researched linkages among CSR, modern capitalism, and global institutional contexts.

Figure: Five solutions for “reinventing” CSR as a way forward



This innovative paper has been invited by the European Business Review to reprint the key takeaways for business practitioners. So, the revised version was published under the title of “Five Ways of Reinventing CSR Under Contemporary Capitalism”. <https://www.europeanbusinessreview.com/five-ways-of-reinventing-csr-under-contemporary-capitalism/>

The outcomes of the project were shared in various ways. My analysis on “The UK as a CSR Pioneer under Ethical Underpinning (英国の経営倫理: 倫理的な CSR の先進国としての英国) (Book chapter)” was published by 文真堂. I also presented the outcomes in influential academic conferences such as EURAM, EIBA, JABES and JFBS. In addition, I sought to create societal impact of my research by sharing the outcome via keynote speaker, guest speaker and guest lecture to Asian educational and business organizations including Japan, Korea, and India. By using the results of the research, my endeavor to contribute to the international education and business society will be continued.

5. 主な発表論文等

〔雑誌論文〕 計1件（うち査読付論文 1件/うち国際共著 1件/うちオープンアクセス 1件）

1. 著者名 Rebecca Chunghee Kim	4. 巻 31
2. 論文標題 Rethinking corporate social responsibility under contemporary capitalism: Five ways to reinvent CSR	5. 発行年 2022年
3. 雑誌名 Business Ethics, the Environment & Responsibility	6. 最初と最後の頁 346 ~ 362
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〔学会発表〕 計8件（うち招待講演 2件/うち国際学会 6件）

1. 発表者名 Rebecca Chunghee Kim
2. 発表標題 Distortions of Capitalism and Corporate Social Responsibility: 5 Ways To Reinvent CSR
3. 学会等名 EURAM 2021 Annual Conference (University of Quebec, Online Conference) (国際学会)
4. 発表年 2021年

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4. 発表年 2021年

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4. 発表年 2020年

〔図書〕 計0件

〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考

7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関