

*Carlos García-Guiu López*

*Lieutenant-Colonel, Engineers. Doctor of Psychology. Directorate of Research, Doctrine, Organisation and Material. Joint Centre, University of Granada-Training and Doctrine Command.*

*E-mail: carlosguiu@gmail.com*

## ETHICAL LEADERSHIP AND RESPONSIBLE MANAGEMENT AS LEVERS FOR IMPROVEMENT IN SECURITY, EMERGENCY AND DEFENCE ORGANISATIONS

### **Abstract**

Society expects the heads of institutions to uphold an ongoing ethical commitment and to manage public and private organisations with the greatest level of responsibility possible. This expectation is reflected in legislative reforms in Spain and in the growing implementation of the current Spanish strategy for social responsibility by the Public Administration.

This paper sets out the proactive role that ethical leadership and social responsibility should play as two levers for improvement in the running and management of security and defence institutions in Spain, as well as for helping to promote the commitment, innovation and quality of public services.

The exercise of ethical leadership is based on justice, respect for people, transparency, participation and sustainability. A culture of responsibility should be developed in line with the current Spanish strategy for social responsibility in order to foster the improvement of institutions at all levels, an increase in efficiency, and the provision of a better service to society.

**Keywords**

Ethical leadership, Social Responsibility, Armed Forces, Defence, Security.

## ETHICAL LEADERSHIP AND RESPONSIBLE MANAGEMENT AS LEVERS FOR IMPROVEMENT IN SECURITY, EMERGENCY AND DEFENCE ORGANISATIONS

### INTRODUCTION

Over recent years, in both the academic and professional spheres, there has been a growth in the interest in promoting models that guide the ethical conduct of leaders and allow for more responsible management within society, both from the side of public and private organisations, as well as from state-dependent institutions.

Ethical conduct has traditionally been central to the correct functioning of the armed forces as it helps to ensure the effective fulfilment of missions and to demonstrate exemplary action. Society not only requires its armed forces to carry out current missions in an efficient and diligent manner, but also to do so in an economically viable, socially responsible and environmentally sustainable way. However, it does not suffice to merely make a statement of intent or adopt regulations. There must be proactive conduct and a comprehensive operational concept that allow a forces' components in action to implement ethical conduct.

The development of ethical leadership by the heads of the Organisations for Security, Emergencies and Defence (OSED) must promote the development of personal impact and increase work teams' motivation, but must also grow the spirit of service, favour innovation, promote a culture of commitment and maintain a broad climate of ethical organisation.

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1 Acknowledgement must go to Lieutenant-Colonel Francisco Fernández González from the Training and Doctrine Command for revising the final draft of the article and to the journal's anonymous reviewers for their comments

2 CARTELLE, Juan Alberto. La responsabilidad social corporativa en las FAS. *Revista General de Marina*, 262, 2012, p. 37-50.

3 SANCHEZ-TAPIA, Salvador. Valores: ¿se les suponen?: ética en las Fuerzas Armadas. *Revista de Responsabilidad Social de la Empresa*, 18, 2014, p. 125-146.

4 According to the author's doctoral thesis, the Organisations for Security, Emergencies and Defence (OSED) are made up of the Ministry of Defence (Armies, Navy and Military Emergencies Unit), state security forces and bodies, and other crisis and emergency response organisations. These are hierarchical organisations that perform their duties in risk contexts with permanent dedication and continuous service, which is a characteristic of uniformed state units. This concept is further developed in GARCIA-GUIU, Carlos. *Liderazgo auténtico y transformacional en Organizaciones de Defensa, Seguridad y Emergencias (OSED)*, Doctoral thesis, 2015. University of Granada.

The defence and security institutions (armed forces, armies and the state security forces and bodies) are organisations that provide their services to citizens and are state entities forming part of the civil service. They can act as operational benchmarks for other organisations in Spain, with a definition of their own internal management policies in accordance with the current Spanish strategy for social responsibility<sup>5</sup>. The practices and systems originating from Social Responsibility (SR) offer the opportunity to incorporate into current management systems work procedures that allow for greater efficiency, transparency and an increase in social commitment as state institutions.

This paper aims to identify certain principles based on ethical leadership and socially responsible management as levers for improvement to be incorporated in the command structure. Both levers can bring to the Organisations for Security, Emergencies and Defence advantages that, without distorting their functions, can improve their functioning and increase the efficiency of the performance of their duties in the areas of defence and security in Spain.

## INSTITUTIONS IN A SOCIETY FOCUSED ON CONTINUOUS IMPROVEMENT

The need to promote a type of leadership that is increasingly authentic<sup>6</sup> and ethical within society can be justified by the firm desire for moral rearmament that we have seen in different sectors of the population in recent years. Citizens continue to suffer economic consequences and there is still a climate of mistrust originating in flawed professional practices in both the private sector as well as among leaders in the public sector. This has meant that there is an urgent need to revise management,

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5 The Ministry of Finance and Public Administration. (2015). Social responsibility in public administration, dissertation-report on socially responsible practices 2013. Available under: <http://www.minhap.gob.es/Documentacion/Publico/GabineteMinistro/Varios/MERESO.pdf>.

6 In 2014, the first Spanish strategy for social responsibility to be implemented in all state institutions was published. The Spanish Strategy for Corporate Social Responsibility, Spanish Government, 2014. Administrations, as organisations, should apply to themselves the same criteria as set out in the social responsibility concept and, in addition, should do so in an exemplary manner.

7 AVOLIO, Bruce J. and GARDNER, William L. Authentic leadership development: getting to the root of positive forms of leadership. *Leadership Quarterly*, 16, 2005, p. 315-338.

8 Although the concept of “authenticity” (being true to oneself) has a long tradition in philosophy and psychology, the operationalisation of the construct in the arena of psychology of organisations is relatively recent. Authentic leadership can be defined as a pattern of behaviour that promotes and is based on positive psychological capabilities and a positive ethical climate to promote better self-awareness, internalised moral perspective, balanced processing and transparency in relationships between the leader and followers.

9 WALUMBWA, Fred, AVOLIO, Bruce, GARDNER, William, WERNING, Tara and PETERSON, Suzane. Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 2008, p. 89-126.

administration and investment models that have shown themselves to be unsustainable following a period of severe economic crisis<sup>10</sup>.

Faced with certain abuses and corrupt practices, a need to encourage values, standards and procedures that reinforce the ethical and moral aspects<sup>11</sup> of leadership has developed within society. This awareness and demand for moral regeneration within society can be seen reflected in the public's opinion as demonstrated in the sociological studies developed by the Centre for Sociological Research (CIS). In these studies, corruption and fraud are repeatedly identified as one of the main problems facing Spain (47.1 % of people surveyed in the CIS barometer in June 2015).

In recent years, the efforts made by the Spanish state to transform and evolve towards more modern institutions can be seen reflected in the dynamic revision of its legislative regulations and the update of procedures for managerial and administrative leaders (Ruiz-Rico, 2015). The Sustainable Economy Act (Act 2/2011), Access to Public Information and Good Governance Act (Act 19/2013), Law on the exercise of high office in State Administration (Act 3/2015), Joint Administrative Procedures for Public Administrations Act (Act 39/2015), Basic Law Statute of Public Employment (RDL 5/2015) and legislation in the area of equality<sup>12</sup> are examples that underpin the development of a new institutional culture.

Good governance that should drive the leaders of state organisations include, among others, a series of principles based on discipline, transparency, independence, accountability and sense of duty, impartiality, dialogue with interest groups, ethical commitment, respect for diversity and equal opportunities<sup>13</sup>.

In the field of Social Responsibility, the new Spanish strategy approved in 2014 marked a turning point guiding the future behaviour of public and private organisations in Spain. All administrations, including the military, as organisations, should apply to themselves the same criteria that underpin the social responsibility concept and, in addition, should do so in an exemplary manner. Certain objectives

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<sup>10</sup> BROWN, Michael E., TREVIÑO, Linda K., HARRISON, David A. Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 2005, p. 117–134.

<sup>11</sup> MORIANO, Juan Antonio, MOLERO, Fernando y LÉVY MANGIN, Jean-Pierre. Liderazgo auténtico. Concepto y validación del cuestionario ALQ en España. *Psicothema*, 23, 2011, p. 336–341.

<sup>12</sup> Both ethics and morals determine ways of behaving and impose practices, determining what can be considered as correct and incorrect. Although some authors consider philosophy, religion and ideology as foundations for the use of one term or another, in this article both words are used interchangeably.

<sup>13</sup> For a better understanding of the legislative question, we recommend the article published in the journal of the Spanish Strategic Studies Institute (IEEE) N°. 6 from 2015 by Catalina Ruiz-Rico Ruiz, entitled *The Armed Forces and the Current Model of Social Responsibility*.

<sup>14</sup> MELLE, Mónica. La responsabilidad social dentro del sector público. *Ekonomia*, 65, 2007, p. 84–106.

focused on developing ever more efficient, sustainable and inclusive institutions have been established.

Following adoption of the Sustainable Economy Act (Act 2/2011), public and private organisations and institutions should adopt or develop social responsibility policies. Public administrations must maintain a policy that promotes social responsibility, communicating their knowledge and existing best practices, and reinforcing the study of them. The objectives set out in the act focus on improving transparency of management, good corporate governance, commitment to locality and the environment, respect of human rights, improvement of labour relations, integration of women, effective equality between men and women, equal opportunities, universal accessibility for people with disabilities and improvement of sustainable consumption.

These objectives reinforce the importance of publishing annual SR or sustainability reports that foster a culture of economic and environmental sustainability, develop the special importance of effective equality and integration of all persons, improve energy efficiency and favour the adoption of CSR principles and practices by providers<sup>15</sup>.

At the military regulatory level, it is worth highlighting the development of the law on the rights and duties of the members of the armed forces (LO 9/2011) the Disciplinary Regime (LO 8/2014), the new Military Criminal Law (LO 14/2015) and the regulation on procedures for the processing of initiatives and complaints relating to the staffing regime and the living conditions affecting military personnel (RD 176/2014). The Protocol of action for dealing with sexual harassment and gender discrimination in the Armed Forces of 2016<sup>16</sup> is another one of the new procedures that, along with those that allow military personnel to propose initiatives or complaints or to create professional associations, have been a milestone in the traditional administration of military personnel and procedures. New possibilities for implementing command relationships are established with new approaches for understanding hierarchical relationships. These changes have necessitated a revision of the procedures for exchange of information, personnel management, and administration of justice in armies, with some procedures that were common to other state bodies being taken on as their own.

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<sup>15</sup> CARTELLE, Juan Alberto. La responsabilidad social corporativa en las FAS. *Revista General de Marina*, 262, 2012, p. 37-50.

<sup>16</sup> The Official Defence Gazette of the 4 January 2016 published the Protocol of action for dealing with sexual harassment and gender discrimination in the Armed Forces. This protocol forms part of the State Administration's commitment to eliminate any type of sexual discrimination that may exist in this area so as to guarantee full equality of opportunities for men and women. This is one of the different measures that the State Administration is developing in the field of equality.

[http://www.ejercito.mde.es/noticias/2016/01/4794-tolerancia\\_cero.html](http://www.ejercito.mde.es/noticias/2016/01/4794-tolerancia_cero.html)

## ETHICALLY-FOCUSED LEADERSHIP

“We should hope that our leaders will keep alive values that are not so easy to embed in laws—our caring for others, about honor and integrity, about tolerance and mutual respect, and about human fulfilment within a framework of values.”

Gardner<sup>17</sup> (1990; p. 77)

Leadership is one of the most important topics in social sciences. It is a key phenomenon both for achieving organisational efficiency as well as influencing wellbeing or reducing the quality of life of subordinates<sup>18</sup>. Good leadership also allows for the shaping of subordinate leaders.

However, the complexity and difficulty in studying leadership is clear<sup>19</sup>. Studies<sup>20</sup> on the prolific field of leadership in the most prestigious scientific journals over the past ten years show the existence of 18 categories and 62 different theories on leadership. All of these try to explain processes of individual perceptions, emotions, cognitions and behaviours. Social pressure caused by the economic crisis as well as the emergence of different financial and political scandals<sup>21</sup> over past years have spurred new ways of understanding social sciences. In social psychology and psychology of organisations<sup>22</sup>, a more positive way of understanding human relationships and highlighting the moral component of behaviour has been fostered. Among the theories that highlight the ethical/moral component of leadership is authentic leadership<sup>23</sup>, ethical

17 Gardner, John. W. *On leadership*. New York, NY: The Free Press, 1990.

18 HOGAN, Robert and KAISER, Robert B. What we know about leadership. *Review of General Psychology*, 9, 2005, p. 169-180.

19 GARCÍA-GUIU, Carlos. Liderazgo militar ante la complejidad. *Instituto Español de Estudios Estratégicos*, 2012. [http://www.ieee.es/Galerias/fichero/docs\\_opinion/2012/DIEEEEO58-2012\\_LiderazgoMilitarComplejidad\\_CarlosG-Gui.pdf](http://www.ieee.es/Galerias/fichero/docs_opinion/2012/DIEEEEO58-2012_LiderazgoMilitarComplejidad_CarlosG-Gui.pdf).

20 DINH, Jessica. E., LORD, Robert. G., GARDNER, William. L., MEUSER, Jermy. D., LIDEN, Robert. C. and HU, Jinyu. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *Leadership Quarterly*, 25, p. 36-62.

21 MORIANO, Juan Antonio, MOLERO, Fernando y LÉVY MANGIN, Jean-Pierre. Liderazgo auténtico. Concepto y validación del cuestionario ALQ en España. *Psicothema*, 23, 2011, p. 336-341.

22 One of the most important current trends is that of positive psychology, with the main reference article being SELIGMAN, Martin E. P., CSIKSZENTMIHALYI, Mihaly. Positive psychology: An introduction. *American Psychologist*, 55, 2000, p. 5-14.

23 GARDNER, William L., AVOLIO, Bruce J., LUTHANS, Fred, MAY, Douglas R., WALUMBWA, Fred

“Can you see the real me?” A self-based model of authentic leader and follower development, *The Leadership Quarterly*, 16, 2005, p. 343-372.

leadership<sup>24</sup>, servant leadership<sup>25</sup> and spiritual leadership<sup>26</sup>. Other theories focus their attention on other concepts such as charisma, social exchange, behaviour, eventuality, identity, team or context, among others.

The model of an integral, ethical leader with solid moral principles is reflected in the Royal Decrees of the Armed Forces – their code of conduct. Human qualities based on exemplarity, integrity, identification with institutional values, concern for the wellbeing of people and justice are some of the key aspects that underpin the spirit of service and the commitment of all of the components of professional military units.

In the armed forces, the drive in the search for ethical leadership is also important for achieving the practice of *effective military leadership*<sup>27</sup>. The model of transformational leadership, with empirical evidence relating to job satisfaction, commitment and workplace performance, should be complemented with principles based on a more authentic leadership founded on exemplarity, ethics and socially shared values. The newest leadership models based on ethical leadership complement those based on more traditional leadership theories such as situational and transformational leadership. In various research studies, both ethical leadership<sup>28-29</sup> as well as authentic leadership<sup>30</sup> have been linked positively to indicators of organisational effectiveness such as performance<sup>31</sup>,

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24 TREVINO, Linda Klebe. Ethical Decision Making in Organizations: A Person-Situation Interactionist Model. *The Academy of Management Review*, 11, 1986, p. 601-617.

25 GREENLEAF, Robert K. The Servant as Leader Indianapolis: The Robert K. Greenleaf Center, 1970, p. 1-37.

26 DINH, Jessica. E., LORD, Robert. G., GARDNER, William. L., MEUSER, Jermy. D., LIDEN, Robert. C. and HU, Jinyu. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *Leadership Quarterly*, 25, p. 36-62.

27 Bardera, María Pilar, García-Silgo, Mónica y Pastor, Alberto Gestión del estrés en la Fuerzas Armadas. *Revista del Instituto Español de Estudios Estratégicos (IEEE)*, 4, 2014, p. 1-24.

28 BROWN, Michael E., TREVIÑO, Linda K., and HARRISON, David. Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 2005, p. 117-134.

29 DE HOOGH, Annel. H. B. and DEN HARTOG, Deanne. N. Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study, *The Leadership Quarterly*, 19, 2008, p. 297-311.

30 GARCÍA-GUIU, Carlos: Liderazgo auténtico y transformacional en Organizaciones de Seguridad, Emergencias y Defensa, *Doctoral thesis*, University of Granada, 2015. <https://www.educacion.gob.es/teseo>.

31 SHIN, Yuahyung. SUNG, Sun Young., CHOI, Jin Nam and KIM, Min Soo. Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate. *Journal of Business Ethics*, 129, 2015, 43-57.

leader effectiveness<sup>32</sup>, satisfaction and commitment of subordinates<sup>34</sup>, behaviours of organisational citizenship<sup>35</sup> and individual performance<sup>36</sup>.

Treviño, Hartman and Brown<sup>37</sup> maintain that the bedrock of ethical leaders should consist of the implementation of behaviour associated with an ethical person as well as that associated with an ethical manager. The importance of leaders is justified by the characteristic and unique position that they hold over legitimate authorities, the control of resources and decision-making as regards employees<sup>38</sup>. The authors named above define ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”<sup>39</sup>. Commitment, exchange of information, trust, respect and communication should be seen in a hierarchy in both an upward as well as downward direction. In addition to the classical hierarchical relationships of leader-subordinate, there are other functional types, characteristic of modern organisations, where network, grid and horizontal relationship systems develop, with collaborative work practices that share information and open internal access to the decision-making processes.

The development of ethical conduct to be applied to defence and security institutions should be promoted in an active manner by all leaders. We should consider the great influence that may be brought to bear by work environments, social pressure from different groups and the existence of a culture characteristic of organisations – in this case the various units, centres and bodies. Leaders have an important responsibility in influencing the work environment of their subordinates. Out-of-control situations,

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32 MARASHALL, James Alan. Ethical leadership, prototypicality, integrity, trust, and leader effectiveness. Order No. 3515409 dissertation, Regent University, Ann Arbor, 2012.

33 HASSAN, Shahidul, MAHSUD, Rubiná, YUKL, Gary and PRUSSIA, Gregory E. Ethical and empowering leadership and leader effectiveness. *Journal of Managerial Psychology*, 28, 2013, p. 133-146.

34 WALUMBWA, Fred, AVOLIO, Bruce, GARDNER, William, WERNING, Tara and PETERSON, Suzane. Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 2008, p. 89-126.

35 WU, Long-zeng, HO, Kwong Kwan, YIM, Frederick H., CHIU, Randy K. and HE, Xiaogang. CEO Ethical Leadership and Corporate Social Responsibility: A Moderated Mediation Model. *Journal of Business Ethics*, 130, 2015, p. 819-831.

36 ZHOU, Hao, JIN, Maozhu and MA, Quian. (2015). Remedy for work stress: the impact and mechanism of ethical leadership. *Central European Journal of Public Health*, 23, p. 176-180.

37 TREVIÑO, Laura Kleve, HARTMAN, Laura Pincus and BROWN, Michael (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California Management Review*, 42, 2000, p. 128-142.

38 BROWN, Michael E., TREVIÑO, Linda K., and HARRISON, David. Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 2005, p. 117-134.

39 Ibidem, p. 120.

lack of guidance, wrong priorities, lack of means or exaggerated demands can lead to unintended outcomes and deviations from proper conduct. Responsible leaders should help to establish clear codes of conduct based on advice and guidance, to exchange information, to openly study ethical problems with leaders and subordinates. Decisions adopted should be informed upon, exemplary behaviour should be promoted, ethical conduct or breaches should be rewarded or punished at all responsibility levels, and an active attitude towards promoting an ethical climate should be adopted.

The implementation of ethical conduct requires the incorporation of personal codes of conduct based on principles, beliefs and universal values. Justice, respect of persons, transparency, participation and sustainability are the pillars for building individual ethical conduct.

### *Justice*

The notion of justice can vary from one era and culture to another and goes far beyond the mere application of laws and regulations. Justice in its strictest sense is linked to the idea of equality, and its influence in practiced codes of conduct is critical for determining organisational life. It can be seen both in the equity as well as in the implementation of an agreement tailored to the established rights and freedoms.

Justice in the context of organisations can be understood as *the development of practices that favour fair and impartial treatment among subordinates*<sup>40</sup>. Its application, when considering organisational justice, is done through procedural, distributive, interpersonal and informational justice<sup>41</sup>. Procedural justice refers to the subjective evaluation by members of organisations and institutions of the processes and methods used by the organisation to determine results and rewards<sup>42</sup>. Distributive justice is related to the balance that results from comparing own effort, contributions and results with those obtained by other people in the organisation. Interpersonal justice refers to the perception of justice in the treatment received by leaders in the different aspects of work. Informational justice is related to the information and explanations that all members of an organisation receive on different events that occur. Corporatism,

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40 GREENBERG, Jerald. Looking fair versus being fair: managing impressions of organizational justice. *Research in Organizational Behavior*, 12, 1990, p. III-157.

41 TOPA, Gabriela y MORALES, José Francisco. Identificación organizacional y proactividad personal en grupos de trabajo: Un modelo de ecuaciones estructurales. *Anales de psicología*, 22, 2006, p. 234-242.

42 COLQUITT, Jason. A. and GREENBERG, Jerald. Organizational justice: A fair assessment of the state of the literature. In J. Greenberg (Ed.), *Organizational behavior: The state of the science*, Mahwah, NJ: Erlbaum, 2003, p. 165-210.

43 MOLINER, Carolina, MARTÍNEZ-TUR, Vicente, Carbonell, S. ¿Cuántas dimensiones tiene la justicia organizacional? *Revista de Psicología Social Aplicada*, 13, 2003, p. 91-106.

sectarianism, privileged information, arbitrariness and opacity in management are threats that undermine the climates of justice that reign in healthy institutions.

Various scientific studies have all shown the importance of promoting justice in organisations. There is a positive relationship between leadership and organisational justice with different results in organisations such as cohesion, group identity<sup>44</sup>, effectiveness of the leader<sup>45</sup>, commitment, satisfaction<sup>46</sup> and commitment to the organisation<sup>47</sup>, among other results<sup>48</sup>. The approaches set out here show not only the importance of applying the rules with justice but also of promoting equal opportunities, access and the dissemination of information, and maintaining coherence in the organisation's own approaches. In short, of the importance of promoting a true culture of justice in organisations.

### *Respect*

Respect implies an effort to try to appreciate, get to know and understand other people. Being able to understand other people's arguments and the fundamentals of them is a skill that leaders possess<sup>49</sup>. Respect is one of the values that underpins the ethics of armies such as the Canadian, British, Israeli, American and Norwegian ones<sup>50</sup> and is considered an inclusive virtue that establishes protection of human life and dignity of all persons. Its implementation entails the exercise of conduct and rules that prevent discrimination, harassment and abuse. It requires the upholding of an attitude of respect to one's fellow man that is based on personal principles such as education,

44 GARCÍA-GUIU, Carlos, MOLERO, Fernando y MORIANO, Juan A. El liderazgo auténtico y su influencia sobre la cohesión grupal y la identificación organizacional: el papel de la justicia organizacional como variable mediadora. *Revista de Psicología Social / International Journal of Social Psychology*, 30, 2015, 60-88.

45 HASSAN, Shahidur, MAHSUD, Rubiná. YUKL, Gary. and PRUSSIA, Gregory. E. Ethical and empowering leadership and leader effectiveness. *Journal of Managerial Psychology*, 28, 2013, p. 133-146.

46 BROWN, Michael. E., TREVIÑO, Linda K. and HARRISON, David A. Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 2005, p. 117-134.

47 DERMITAS, Ozgur. Ethical leadership influence at organizations: Evidence from the field. *Journal of Business Ethics*, 126, 2015, p. 273-284.

48 HANSEN, Shaun Duane. (2010). When and how does ethical leadership impact important organizational outcomes? A multi-foci social exchange perspective (Order No. 3444559), 2010. Available under ABI/INFORM Complete; ProQuest Dissertations & Theses Global. (859003386). Downloaded from <http://search.proquest.com/docview/859003386?accountid=14542>.

49 KELLER, Harrison. An Exploration of Respect in Army Leadership, *Military Review*, 81, 2001, p.66-76

50 OLSTHOORN, Peter. *Military ethics and virtues*. New York: Routledge, 2011.

empathy, humility, all-round development, maturity or intellectual flexibility. Its practice is based on the profound conviction that all people were created equal despite differences in appearance, aptitudes, position and talent. Respect for the dignity of persons is one of the principles for the exercise of good leadership<sup>51</sup>.

Personal respect entails upholding decent and sincere treatment, avoiding the practice of discrimination, racism or any other type of degrading behaviour towards other groups of people.

Professional respect is demonstrated through valuing the contributions other people make thanks to their talent, experience or dedication to the organisation, independently of the position they occupy. Leaders in the military must always bear in mind the personal reflection that when dealing with subordinates it is necessary to adopt an attitude of humility and restraint, and to recognise that *wisdom may be found at any command level, no matter where*<sup>52</sup>.

### Transparency

Transparency, in addition to its implementation in administration and resource management, can also be implemented at the personal level when developing interpersonal relationships. A person shows transparency when they show who they are, when they create a climate of trust and share thoughts and emotions with their followers<sup>53</sup>. Transparency in the conduct of leaders is demonstrated through the furthering of respect through communication that includes the open sharing of information and real thoughts and feelings<sup>54</sup>. Transparency with superiors, subordinates, peers and other partners is demonstrated through the intentional, precise and clear sharing of information. Transparency in relations is one of the factors that shapes the

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51 In his article, Lieutenant-Colonel Kolenda underlines the importance of the personal side, and professional respect demands the recognition and value of the special contribution each person in an organisation can make. One of the characteristics of military leaders is the need to promote both professional and personal respect. KOLENDA, Christopher D. (2003). Ten ways great leaders lead. *Military Review*. November-December, 2003, p. 41-49.

52 Brigadier General Jose Jarne, at his military promotion ceremony to the rank of general, recounting his experiences at the command of high mountain units, highlighted professional respect for subordinates as one of the virtues of military personnel: "But my non-commissioned officers knew it, so humility, restraint and remembering that he who knows, knows...no matter the rank the serviceman holds".

53 MORIANO, Juan Antonio, MOLERO, Fernando y LÉVY MANGIN, Jean-Pierre. Liderazgo auténtico. Concepto y validación del cuestionario ALQ en España. *Psicothema*, 23, 2011, p. 336-341.

54 WALUMBWA, Fred. O., LUTHANS, Fred., AVEY, James. B. and OKE, Adegoke. Authentically leading groups: The mediating role of collective psychological capital and trust. *Journal of Organization Behavior*, 32, 2011, p. 4-24.

conduct of authentic leadership<sup>55</sup>, enabling trust in personal relations and encouraging participation to share and build common values.

Transparency is also reflected in the way of managing organisations. Administrative and management transparency are practised by adopting decisions publicly, knowing who takes the decisions and what criteria is used.

In the field of finances, information on forms of financing and monies spent should be made available. Offers, contracts and provisions from public activity should be made public.

In the field of personnel management, transparency in selection and evaluation processes requires:

- Informing publicly and in advance the evaluation criteria.
- Explaining clearly to all participants the evaluation policy and mechanisms.
- Maintaining at all times equal opportunities and coherency in established criteria.
- Drawing up reports in a clear, understandable and technically rigorous manner.
- Publicly presenting figures, restructuring, results and baselines of decisions.

Countries with the highest levels of transparency and good governance regulations have stronger institutions and favour economic growth and social development.

## *Participation*

Participation is another of the key factors for promoting cohesion, transparency and efficiency in organisations. Social participation is a value that allows people to share concerns and ideas, and to focus their objectives on the same end. Participation means raising concerns, making proposals, bringing data, information, ideas and alternatives to resolve problems. Responses and solutions to resolve problems and to innovate can also be brought forward.

Participation in organisations can be done either on an individual basis or on a group basis. Collectively, people can work together to make consensual proposals, diagnose problems, or participate directly in decision-making and management<sup>56</sup> through councils, advisory and steering groups.

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55 GARDNER, William. L., AVOLIO, Bruce. J., LUTHANS, Fred., MAY, Douglas. R. and WALUMBWA, Fred. O. "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16, 2005, p. 343–372.

56 GOMA, Ricard y FONT, Joan. La democracia local: un mapa de experiencias participativas. FONT, J. (ed): Ciudadanos y decisiones públicas. Ariel, Barcelona, 2001.

One of the best-known leadership models for decision-making is the model developed by Vroom and Yetton<sup>57</sup>. Through analysis of the type of problem, context and participants, decisions are taken either on an individual basis or the group is involved in the process to provide information or participate in the study of alternatives and decision-making. The key to leadership models in which information and decision-making processes are shared is that there is no single type of valid decision – circumstances have an influence. Quality, the amount of information available, the extent to which subordinates are committed, time or need, and innovation are factors that can determine styles becoming focused on more participatory or directive decision-making models.

### *Sustainability*

Sustainability, understood from the general perspective, refers to different types of conditions (economic, social, political and structural) that determine the harmonic functioning of a system over time and space.

An organisation is sustainable if, over time, it works effectively, has human and material resources, a planning system, financing, innovation and leadership that ensure its existence and continuity. Economic sustainability (Law 2/2011) is underpinned by growth patterns that balance economic, social and environmental development and that promote social cohesion, equal opportunities, quality jobs and protection of the environment.

In leadership, there is also a link between sustainability and responsible practices. Leadership cannot be ethical or responsible if it endangers the future of the organisation and puts at risk successive leaders and its own community. Irresponsible leadership, corrupt management, squandering, economic or legal risks, cutbacks in staff or short-term planning are some of the restricting factors to sustainability and are factors that could precipitate the collapse and loss of efficiency in the functioning of institutions.

## THE IMPORTANCE OF SR IN THE MILITARY ARENA

The importance of SR in the Spanish Armed Forces (FAS), as an element of state public and general administration, can be seen in the commitment to the management of public affairs and in being organisations that provide their services to the general public<sup>58</sup>.

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57 VROOM, Victor H., YETTON, Phillip W. *Leadership and Decision-Making*. Pittsburgh: University of Pittsburgh Press. 1973.

58 MELLE, Mónica. La responsabilidad social dentro del sector público. *Ekonomiaz*, 65, 2007, p. 84-106.

The FAS are institutions that could use SR not only as a way of explaining what they are, what they do and what their projects are<sup>59</sup> but also as a means of improving their own internal functioning, their commitment to society and their reputation<sup>60 61</sup>.

Since 2014, all Spanish organisations and state organisations and institutions must be committed to the joint strategy on social responsibility published by the government. The development of social responsibility requires everybody to promote values upon which a cohesive society based on sustainable economic and environmental systems should be built. This responsibility can be seen through the development of initiatives that promote the principles of efficiency, transparency, ethics and good governance, social cohesion and inclusion, commitment to the local community, protection of the environment, service to the community, professional training and development, integration and equal opportunities, among others.

A priori, it could be considered that Social Responsibility in public administrations or in the armed forces is not necessary as this is an intrinsic part of their functioning. However, what we have seen in all institutions over recent years is the progressive formal introduction of management systems that several years previously were unknown and considered superfluous. Management systems dealing with occupational risk protection, environmental management and the introduction of systems for quality and excellence management should be highlighted.

Progress and the transformation of society have made it necessary for institutions to modernise and to develop new procedures that will allow them to be in line with governmental strategies and the society they serve, and to promote a collaborative and integrated approach to working together with different state actors. The natural trend should be for all state institutions to incorporate the concept of Social Responsibility into their organisational procedures and culture. In order to do this, they would need to revise and adapt their management procedures and labour standards.

In the case of armed forces, the development of plans and projects for SR can be done using objectives for good governance, and social, environmental and economic

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59 MORENO, Rafael. SICOM, la herramienta de comunicación del Ejército de Tierra español, *Estudios sobre el mensaje periodístico*, 14, 2008, p. 527-541.

60 BERNAL, Juan Andrés, DE NIEVES, Carmen y BRIONES, Antonio Juan. Implantación de la Responsabilidad Social en la Administración Pública: el caso de las Fuerzas Armadas Españolas. *Revista de Responsabilidad Social de la Empresa*, 18, 2014, p. 101-124.

61 The Chilean Armed Forces has produced social responsibility reports since 2006. The most recent one is the Army's report from 2014. [http://www.ejercito.cl/pdf/web/viewer.html?file=http%3A%2F%2Fwww.ejercito.cl%2Fdescargador.php%3Ffile%3D1444920676\\_2121891375.pdf%26path%3Ddocumentos](http://www.ejercito.cl/pdf/web/viewer.html?file=http%3A%2F%2Fwww.ejercito.cl%2Fdescargador.php%3Ffile%3D1444920676_2121891375.pdf%26path%3Ddocumentos).

factors<sup>62-64</sup>. In the field of good governance, as one of the aspects most closely related to the command and management of units, various areas for action can be identified:

- Improvement of measures for transparency in management and access to public information.
- Development of codes of conduct.
- Working with internal and external interest groups.
- Improvement in the quality of services to the public.
- Reduction in administrative burdens.
- Promotion of social responsible public procurement.
- Improvement in communication and promotion of innovation.

In the areas related to social, environmental and economic factors, the implementation of SR in the FAS is nothing new as traditionally measures directly related to it have been applied in public procurement procedures, energy saving policies, protection of the environment, protection of historic and artistic heritage, work-life balance, social support and different measures for gender equality<sup>64</sup>.

## THE IMPLEMENTATION OF SR IN MILITARY UNITS

One of the pioneers of SR accountability in the Spanish central administration was the Ministry of Defence. The drafting of the Corporate Social Responsibility reports (Ministry of Defence, 2009; 2010) was a very positive and advanced initiative for public administrations<sup>62</sup>, but there has been no continuity over the years and nor has there been a roll-out of specific plans or programmes in the armed forces. The armed forces' planning, looking particularly at the army, follows the traditional method. Based on the Guidelines for Military Planning, there is programming, budgeting and monitoring of the effectiveness of proposed actions based on regularly established objectives. In line with the different existing command and management systems, the

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62 ARCAS, Narciso y BRIONES, Antonio Juan. Responsabilidad Social Empresarial de las organizaciones de la economía social. CIRIEC-España, *Revista de Economía, Pública, Social y Cooperativa*, 65, 2009, p. 143-161.

63 BERNAL, Juan Andrés, DE NIEVES, Carmen y BRIONES, Antonio Juan. Implantación de la Responsabilidad Social en la Administración Pública: el caso de las Fuerzas Armadas Españolas. *Revista de Responsabilidad Social de la Empresa*, 18, 2014, p. 101-124.

64 CARTELLE, Juan Alberto. La responsabilidad social corporativa en las FAS. *Revista General de Marina*, 262, 2012, p. 37-50.

65 BERNAL, Juan Andrés, DE NIEVES, Carmen y BRIONES, Antonio Juan. Implantación de la Responsabilidad Social en la Administración Pública: el caso de las Fuerzas Armadas Españolas.

global and specific objectives for the army in the short, medium and long term are set out, and the different priorities and actions to achieve the goals are established. In this way, separate consideration is given to the specific aspects relating to organisation, management of human and material resources, financial resources, education and training resources, logistical support resources, infrastructure, among others. In the area of economic management, the application of the principles specific to public administration follows a path common to other state administrations in the fields of accountability and financial transparency.

There are also other initiatives that fit in with a more responsible approach for armies<sup>66</sup> such as the Military Model of Citizenship<sup>67</sup> campaigns or the Military Camps 2020 for Energy Efficiency Initiative<sup>68</sup> that focus efforts on areas such as the improvement of ethical conduct and the development of healthier life models in units, environmental awareness-raising, promotion of the use of renewable energy and reduction in energy use.

When studying and analysing SR in institutions<sup>69</sup>, different levels can be observed. Specifically, in the area of Defence and Security, we can differentiate various tiers: General State Administration, Ministry of Defence, Armed Forces and units, independent centres and bodies. The hierarchical organisation that is characteristic of military units (Force, Brigade, Regiment, Battalion, Company) should also be taken into consideration. Each one of these units may require a conceptually different level of leadership: Strategic, operational or direct<sup>70</sup>.

Within institutions, we can identify two possible stances as regards the implementation of SR. One is what we refer to as implicit and the other as explicit<sup>71</sup>.

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66 GARCÍA-GUIU, Carlos. *Ética en la organización militar y operaciones*. Instituto Español de Estudios Estratégicos, 2013. [http://www.ieee.es/Galerias/fichero/docs\\_opinion/2013/DIEEEO29-2013\\_EicaOrganizacionMilitarDefensa\\_C.Garcia\\_Guiu.pdf](http://www.ieee.es/Galerias/fichero/docs_opinion/2013/DIEEEO29-2013_EicaOrganizacionMilitarDefensa_C.Garcia_Guiu.pdf).

67 This is an annual campaign in the Army that aims to reduce the consumption of drugs and alcohol, take action against disregard for authority, fight gender-based violence and promote healthy living habits. GARCÍA, Tomás y LÓPEZ, Miguel Angel. Campaña Modelo de Ciudadanía. *Revista Ejército*. 2011, p. 62-62.

68 Military Camps 2020 for Energy Efficiency Initiative was developed by the Directorate of Research, Doctrine, Organisation and Material (MADOC/ET) in 2015 to raise awareness among Army units of the importance of energy use reduction in military operations. Various military interest groups (units, training centres, logistics units and management bodies), civilian university personnel and Ministry of Defence personnel took part in a joint forum as part of the initiative.

69 ANGUS-LEPPAN, Tamsin, METCALF, Louise and BENN, Sue: "Leadership styles and CSR practice: an examination of sense making, institutional drivers and CSR leadership", *Journal of Business Ethics*, 93, 2010, p. 189-213.

70 YUKL, Gary: *Leadership in Organizations* (Prentice, Hall). 2001.

71 MATTEN, Dirk and MOON, Jeremy: "'Implicit' and 'explicit' CSR: a conceptual framework for a comparative understanding of Corporate Social Responsibility", *Academy of Management Review*, 33, 2008, p. 404-424.

The explicit stance is based on the establishment of public policies and strategies, is regulated and is formally developed, has reports drafted, objectives set and is given publicity. This is a traditional “top-down” stance where masterplans and general programmes descend over time to become annual plans and programmed activities. The military manager carries out his responsibilities in line with the established standards.

Then there is the implicit stance based on inferences, characterised by personal initiatives, informal debates on ethics and values, but that is not necessarily defined in operative procedures nor is it formally publicised or promoted. The military leader here acts upon initiative, takes risks, acts and helps to transform his organisation in line with the institution’s principles of effective functioning.

The military commander, as a manager and leader, is in a situation of having to act responsibly when faced with the standards that are presented to him and to develop, under his own initiative, strategies that will allow his organisation to be more efficient, better connect with society, and offer a better service to citizens.

The establishment of specific plans to promote SR in armed forces can be done following different measures, as explained by Melle:<sup>72</sup> (1) incorporating social responsibility in the organisational culture; (2) identifying interest groups; (3) encouraging more participatory organisation and management; (4) promoting transparency and accountability (5) bolstering ethical commitment and (6) adopting formal social responsibility codes.

## THE IMPLEMENTATION OF SR IN MILITARY OPERATIONS

Due to their uniqueness, the tasks carried out by the armed forces during military operations allow for a broadening of the possibilities for implementation of SR not only nationally but also in other countries.

Armed forces represent operative structures for the carrying out of duties abroad as a result of agreements and commitments relating to the execution of international mandates or as a result of collaboration with other countries as a coalition following a shared security model. During these international missions<sup>73</sup>, work methods and conduct are closely supervised by politicians, the media and the general population. Activities during each mission are regulated by Rules of Engagement (ROE) and a Memorandum of Understanding (MOU). The rules of engagement, together with the operative procedures and codes of conduct, oblige military personnel to exercise maximum self-control in the use of force. Non-threatening procedures must be used

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72 MELLE, Mónica. La responsabilidad social dentro del sector público. *Ekonomiaz*, 65, 2007, p. 84-106.

73 OLSTHOORN, Peter. *Military ethics and virtues*. New York: Routledge, 2011.

with the non-combatant population, and the local population in the areas where military operations are taking place must be treated with respect, always with the aim of avoiding civilian casualties.

It is also common for there to be directives issued by the Command establishing how military personnel should interact with the local population. It is expected that the conduct of soldiers will not produce provocations or misinterpretations and that local traditions, customs, culture and religions will be respected. Procedures for on-the-ground recruitment and purchasing aim at promoting local development and at increasing cooperation through foreign investment. The associated economic-administrative procedures (local recruitment, reconstruction of infrastructure, construction of bases and establishment of military units, etc.) try to avoid corruption, reduce ethnic, political or religious rivalry, and promote the stability of the countries.

General Petraeus, both in Afghanistan and in Iraq, regularly communicated with his troops through official letters and directives, calling troops' attention to the importance of maintaining integrity, respecting human dignity, and doing what is right, underlining that adherence to values distinguishes his units from the insurgency. Petraeus<sup>74</sup> highlighted the manner in which troops should behave in conflict:

*“We are engaged in combat, we must pursue the enemy relentlessly, and we must be violent at times. What sets us apart from our enemies in this fight, however, is how we behave. In everything we do, we must observe the standards and values that dictate that we treat non-combatants and detainees with dignity and respect”.*

As for foreign operations, collaboration with other states on stabilisation, reconstruction or governance development missions may also require complementary components with the development of a “triple bottom line”<sup>75</sup> made up of economic, social and environmental development. There are some basic pillars required to guarantee a minimum functioning of states such as a security and defence system that will allow the establishment of law and order, the functioning of local government with the maintenance of administrative structures or the physical construction of basic infrastructure that guarantee the bases of socioeconomic development.

Security, government and infrastructure constitute another triple bottom line for guaranteeing the stabilisation of countries and establishing the foundations for their future economic, social and environmental development.

Ethical and responsible leadership demands a commitment, not only to followers but also to society. Subordinates, top level leaders, peers and other interest groups

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74 WOOD, Sara. Petraeus urges troops to adhere to ethical standards. United States Ministry of Defence. 2007. <http://archive.defense.gov/news/newsarticle.aspx?id=45983>.

75 The *Triple Bottom Line* (TBL or 3BL) is based on the theory of stakeholders that assumes that the responsibilities of companies go far beyond strictly economic responsibilities, covering social and environmental responsibilities as well. ELKINGTON, John. *Cannibals with forks: The triple bottom line of 21st Century business*. New Society: Stony Creek, CT. 1997.

both within and outside the organisation must also be considered. Components of the local community, the society that is being served, partners, allies, associates, contractors, providers and colleagues in public administration are all part of these external interest groups. Where international organisations are present in foreign countries or activities are being set up, the local population is an interest group. Governmental actors, local authorities (*key leaders*), heads of international agencies, non-governmental organisations and allies make up a varied and dynamic map of interest groups. They constitute a social context with which interaction and mutual cooperation is necessary for a comprehensive situational awareness that will allow for the development of ethical and responsible conduct.

## THE NEW CHALLENGES IN DEFENCE AND SECURITY INSTITUTIONS

The Armed Forces Royal Decrees are the principal moral reference point where military values, virtues and duties<sup>76</sup> come together.

There are more traditional values such as exemplarity, patriotism, the spirit of service, courage, loyalty, comradeship, sacrifice and honour that have resisted the test of time. Other values such as respect, discipline, professional excellence and initiative adapt, modernise and evolve in line with society and technological progress, at times changing their form and ways of implementation.

Upholding a correct ethical interpretation of the values specific to institutions is important as it allows them to be internalised and implemented correctly. A coherent ethical development avoids confusion between values and counter-values, that can sometimes be very close, such as comradeship with corporatism, loyalty with submission, discipline with abuse of authority or courage with recklessness.

People in command and management positions who fully take on their responsibilities as leaders have to take decisions on a constant basis and at times have less information available to them than would be desirable and only have direct access to limited information. Ethical conduct is adopted based on the interpretation of facts and circumstances with a subsequent appraisal consistent with criteria and principles based on rules and laws. An approach based on the theories of ethical leadership and management models, based on the implementation of social responsibility<sup>77</sup>, can bring about the implementation of new procedures that increase the amount of information available, and promote participation, commitment and involvement of members of institutions.

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76 SANCHEZ-TAPIA, Salvador, Valores: ¿se les suponen?: ética en las Fuerzas Armadas, *Revista de Responsabilidad Social de la Empresa*, 18, 2014, p. 125-146.

77 WALDMAN, David A., SIEGEL, Donald 'Defining the Socially Responsible Leader', *The Leadership Quarterly* 19(1), 2008, p. 117-131.

The standard SR management procedures\* that are already being used in our country can help leaders to understand and develop other perspectives, coordinate their views, promote values and principles and establish tactics and procedures to face up to new challenges. These management models based on SR also allow for a better connection with the local society and foster adaptation to ongoing societal and technological changes\*.

Managers and leaders in institutions can also view the implementation of SR as an opportunity to improve the functioning of their organisations as it can provide insight\* into the environment, help to better understand the complex relationships of an interdependent and interconnected world, and mitigate the risks of group thinking\*. In our current, complex and globalised world, the responses required frequently need multidisciplinary and comprehensive approaches.

The implementation of SR management procedures can also provide an occasion to undertake an introspective analysis on the *raison d'être* of an organisation. Improving a daily activity requires an ongoing approach of creating new partnerships with other institutions, ministries and local actors. Productive organisations have already assimilated different experiences\* that have allowed them to incorporate into their organisational culture leadership and management models that take on the social, economic and environmental aspects advocated by SR. This new way of working is usually associated with management systems like the Balanced Score Card (BSC) or other quality and excellence management models that can also have a leverage effect in both public and private organisations.

The implementation of ethics and social responsibility can, however, have limitations. Proposing and publicising ethical codes of conduct or responsible policies without a true commitment from the entire chain of command and the backing of plans and adequate human, material and financial resources can reduce the concept to

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78 There are different systems for verifying the implementation of SR in organisations: The international standard Global Reporting Initiative (GRI), Social Accountability 8000 (SA 8000), ISO standard 26000, the Ethical and Socially Responsible Management System (SGE21) and the Implementation Model ISE04.

79 Different authors (Crossan and Hulland, 2002; Vera and Crossan, 2004) present the new responsibility that leaders have of interpreting the environment and allowing organisations to adapt and react to new technological changes and the demands from different interest group. Quoted in ANGUS-LEPPAN, Tamsin, METCALF, Louise and BENN, Sue: "Leadership styles and CSR practice: an examination of sensemaking, institutional drivers and CSR leadership", *Journal of Business Ethics*, 2010, p. 194.

80 LOZANO, Josep María. CSR or RSC? (Beyond the humpty dumpty syndrome). *Society and Business Review*, 3(3), 2008, p. 191-206.

81 Concept coined by Janis to describe the process that can lead a group to take wrong, distorted or irrational decisions with disastrous consequences due to societal and group processes.

82 HARGETT, Tonya R. and WILLIAMS, Marcia, F., Wilhelmsen shipping company: Moving from CSR tradition to CSR leadership, *Corporate Governance*, 9, 2009, p. 73-82.

being merely a marketing tool, a cosmetic camouflage or an empty discourse without content<sup>83</sup>.

Difficulties for organisational innovation and human conduct due to resistance to change may also be seen in the future implementation of new systems of ethical development and social responsibility. Standardisation, setting up and institutionalisation of social responsibility models can be developed in a three-stage process<sup>84</sup>: a first defensive phase, another later proactive phase and other final phase that shows initiative. These stages, subsequent to the decision to set up new working systems, could be continued over time depending on the will and true commitment of institutions until total acceptance and establishment is achieved.

Therefore, public administrations and security and defence institutions (Spanish Armed Forces, its armies and state security forces and bodies) are organisations that provide services to citizens and, as role models for the population, can also define their own SR strategies<sup>85</sup>. This challenge comes up within a framework of permanent transformation, formation, adaptation and streamlining of structures and duties. In addition to being exemplary and being efficient in their activities, these institutions can also improve their interaction in the socioeconomic and environmental field which they should always respect and improve. The exemplarity required of the armed forces comes in two parts. Firstly, as an institution, state bodies must be a role model to society in all activities their components carry out within national borders. And secondly, this exemplarity cannot be limited to national borders but rather should extend to other countries where units flying the Spanish flag are active in military operations together with other allied armies.

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83 As Adela Cortina, paraphrasing Kant, stated: "Ethical frameworks without tools to integrate them into daily life are empty, and tools without a framework are blind". <http://www.etnor.org/etica.php>.

84 SHABANA, Kareem M., BUCHHOLTZ, Ann K. and CARROLL, Archie B. The institutionalization of corporate social responsibility reporting, *Business & Society*, 2016, p. 1-29.

85 Ministry of Finance and Public Administration (2015). Social responsibility in public administration, dissertation-report on socially responsible practices 2013. Available under: <http://www.minhap.gob.es/Documentacion/Publico/GabineteMinistro/Varios/MERESO.pdf>.

## CONCLUSIONS

Society demands a greater ethical commitment and greater control and involvement in the responsible governance of public and private organisations from the side of public decision-makers. This demand can be seen in the reforms of the legislative system and in the continual strategic planning in which public administrations are involved.

Ethically-focused leadership and socially responsible management are two of the levers that have been marking the modernisation of organisations in Spain in recent years and that can foster an improvement in the quality of management and innovation in security and defence institutions.

A capacity for leadership is a basic skill for defining professional military personnel, and better procedures are required for the selection, training and development of all scoreboards over the professional career. Among the principals that underpin the conduct of ethical leadership, justice, respect of persons, transparency, participation and sustainability should be highlighted.

Ethical leadership, as a key component in understanding leadership, can be standardised in teaching through different levels of training and development. An ethical style of leadership can also be fostered in units, centres and bodies through the personal commitment of leaders to establishing standards, procedures and work systems based on transparency, justice, efficiency, participation and commitment of all components.

Responsible management can be perceived by institutions as an activity that is implicitly regulated by its own organisational idiosyncrasy and legal standards. There are, however, management practices and procedures that only a few years ago were seen as being specific to industry and business (quality, excellence, competency-based management, occupational hazard prevention) and that have progressively been incorporated into the management models of public administrations, the Ministry of Defence and the Armed Forces. This is most likely the same situation for Social Responsibility that, in the future, will contribute to an improvement in the management of institutions.

The development of a culture of social responsibility, in line with the Spanish strategy for social responsibility, should be tackled from all levels of institutions. This commitment to SR requires all components of the defence and security institutions to not only publish reports but also to promote a culture of responsibility, train their members, study the necessary indicators, identify interest groups, analyse results and focus efforts on continual improvement and efficiency, helping to provide clear, transparent and exemplary accountability to the society they represent and to which they provides their services.

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