

Chapter 8

AI-Driven CSR in East Asia: Navigating Leadership and Ethical Challenges

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ABSTRACT

This chapter examines AI implementation in CSR initiatives within East Asian organizations, focusing on challenges and opportunities from traditional paternalistic leadership styles. It analyzes recent theoretical developments and empirical studies to explore how these organizations balance technological innovation and cultural preservation. The research reveals how traditional business values influence AI adoption, especially in hierarchical contexts. It highlights the importance of cultural alignment in successful AI implementation, emphasizing frameworks that accommodate both technical capabilities and cultural sensitivities. The chapter provides insights on integrating AI technologies while maintaining cultural integrity, suggesting that successful AI implementation in CSR depends on culturally sensitive approaches. It also identifies key areas for future research, including the long-term impacts of AI on organizational culture and stakeholder relationships.

INTRODUCTION

The integration of Artificial Intelligence (AI) into Corporate Social Responsibility (CSR) initiatives has emerged as a transformative force in global business practices, particularly within the context of East Asian business cultures. The rapid

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advancement of AI technologies, as noted by Wang (2021), has fundamentally altered the landscape of organizational decision-making and leadership approaches. This transformation has been especially pronounced in East Asian contexts, where traditional paternalistic leadership styles intersect with technological innovation. The relationship between AI implementation and organizational leadership has been extensively examined in recent literature, with particular attention paid to the unique challenges and opportunities presented by this technological revolution (Kaur et al., 2022).

The significance of this chapter lies in its comprehensive examination of how AI-driven CSR initiatives are being shaped by and are reshaping traditional East Asian business practices. Through careful analysis of both theoretical frameworks and practical implementations, this work contributes to the growing body of knowledge regarding the intersection of technological innovation and cultural preservation in organizational contexts. As emphasized by Jiménez et al. (2021), the successful integration of AI technologies depends heavily on the strength of cooperative relationships and cultural alignment within organizational structures. This chapter addresses this crucial intersection by providing a detailed examination of how East Asian organizations navigate the complex dynamics between technological advancement and traditional business values.

The contemporary business landscape in East Asia has been characterized by rapid technological advancement coupled with strong cultural traditions, creating unique challenges for organizations implementing AI-driven initiatives. As explored by Meng (2024), the integration of AI technologies in organizational contexts presents both opportunities and challenges, particularly in environments where traditional structures remain strong. This dynamic has created a pressing need for frameworks that can guide organizations through the complex process of technological adoption while preserving cultural values and maintaining organizational harmony. The examination of these frameworks represents a significant contribution to both theoretical understanding and practical implementation strategies.

The scope of this investigation encompasses several key areas that have been identified as critical to understanding AI implementation in East Asian organizational contexts. These areas include the evolution of leadership practices in response to AI integration, as explored by Sposato (2024), the development of ethical frameworks that accommodate both technological capabilities and cultural values, as examined by Zhang et al. (2022), and the transformation of stakeholder engagement processes in AI-enhanced environments, as analyzed by Seo et al. (2021). Through examination of these interconnected dimensions, this chapter provides valuable insights into how organizations can effectively balance innovation with tradition while maintaining cultural integrity.

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