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Managerial Mindsets Toward Corporate Social Responsibility: The Case of Auto Industry in Iran

Ebrahim Soltani • Jawad Syed • Ying-Ying Liao • Abdullah Iqbal

Abstract

Despite a plethora of empirical evidence on the potential role of senior management in the success of corporate social responsibility (CSR) in Western-dominated organizational contexts, little attempt has been made to document the various managerial mindsets toward CSR in organizations in Muslim-dominated countries in the Middle East region. To address this existing lacuna of theoretical and empirical research in CSR management, this paper offers a qualitative case study of CSR in three manufacturing firms operating in Iran's auto industry. Based on an inductive analysis of the qualitative data, three types of managerial mindset toward CSR are identified: conformist, self-seeker, and satisfier. While it is evident that these different mindsets of Iranian managers seek to serve managerial ends and short-term self-interests, they fall short of core values of Islamic ethics and CSR.

Keywords: Corporate social responsibility; Iran; Islamic business ethics; Managerial mindset

E. Soltani
School of Business & Quality Management, HBMSU,
P.O. Box 71400, Dubai Academic City, Dubai, UAE
e-mail: e.soltani@hbmeu.ac.ae

J. Syed
University of Huddersfield Business School, Huddersfield,
West Yorkshire, UK
e-mail: j.syed@kent.ac.uk

Y.-Y. Liao
Department of Business, Economics and Management, Xi’an
Jiaotong-Liverpool University, Suzhou, Jiangsu, China
e-mail: yingying.liao@xjtlu.edu.cn

A. Iqbal
Kent Business School, University of Kent, Kent, UK
e-mail: A.Iqbal@kent.ac.uk