

# Kent Academic Repository

## Full text document (pdf)

### Citation for published version

Soltani, Ebrahim and Syed, Jawad and Liao, Ying-Ying and Iqbal, Abdullah (2014) Managerial Mindsets Toward Corporate Social Responsibility: The Case of Auto Industry in Iran. *Journal of Business Ethics*, 129 (4). pp. 795-810. ISSN 0167-4544.

### DOI

<https://doi.org/10.1007/s10551-014-2137-4>

### Link to record in KAR

<https://kar.kent.ac.uk/43724/>

### Document Version

Other

#### Copyright & reuse

Content in the Kent Academic Repository is made available for research purposes. Unless otherwise stated all content is protected by copyright and in the absence of an open licence (eg Creative Commons), permissions for further reuse of content should be sought from the publisher, author or other copyright holder.

#### Versions of research

The version in the Kent Academic Repository may differ from the final published version.

Users are advised to check <http://kar.kent.ac.uk> for the status of the paper. **Users should always cite the published version of record.**

#### Enquiries

For any further enquiries regarding the licence status of this document, please contact:

[researchsupport@kent.ac.uk](mailto:researchsupport@kent.ac.uk)

If you believe this document infringes copyright then please contact the KAR admin team with the take-down information provided at <http://kar.kent.ac.uk/contact.html>

# 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