

**CSR IN THE AUTOMOBILE INDUSTRY OF GLOBAL
SOUTH COUNTRIES**

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Sincerely,

ROSHIN RAVIPRASAD

DECLARATION

I hereby certify that this material, which I now submit for assessment on the programme of study leading to the award of MSC in International Business Management is entirely my own work, and that I have exercised reasonable care to ensure that the work is original, and does not to the best of my knowledge breach any law of copyright , and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

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DEDICATION

This Dissertation is dedicated to my late father P N RAVIPRASAD, who always inspired me to study more and pursue my dreams. I wish he will see all my achievements from heaven. My father offered me earlier moral teaching in discipline and contributed to my study.

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List of Abbreviations

SCM	SUPPLY CHAIN MANAGEMENT
GSCM	GREEN SUPPLY CHAIN MANAGEMENT
CSR	CORPORATE SOCIAL RESPONSIBILITY
TBL	TRIPLE BOTTOM LINE
ELV	END OF LIFE VEHICLE
ESG	ENVIRONMENTAL SOCIAL GOVERNANCE
GSC	GLOBAL SOUTH COUNTRIES
SDG	SUSTAINABLE DEVELOPMENT GOALS

Abstract

The research has looked to address the developments across corporate social responsibility practices within the automobile industries in the Global South Countries (GSC) while specifically looking after the automobile units in India, Brazil and China. The study has shown the CSR to be a significant factor for establishing successful long-term business for the automobile units. It is found that there has been a well functional working condition in automobile units where the CSR is integrated beforehand as it accounts for better innovation measures. Moreover, the community standards is known to be enhanced with the successful application of CSR practices. In terms of theoretical evaluation, the triple bottom line is seen as a measure which has been helping the businesses get an overview of the CSR practices in a better way thereby observing the terms across finances and community services effectively. The primary and secondary research data have also contributed to the significant hypothesis meeting in the CSR being an essential for business success for automotive units.

Chapter 1: Introduction and Objectives

1.1 Introduction

The emerging sustainability practices across the world have forced the automobile industry to consider extensive practices in the field of corporate social responsibility (CSR). From the operational standpoint it has become necessary for automobile businesses to have a bigger reliance over manufacturing processes which seem to have the biggest impact upon the environment, thereby raising concerns for adequate CSR practices. Some of the common terms associated with CSR practices is green supply chain management (GSCM). In relation the high market saturation and constant need for innovation forces businesses to adapt to CSR practices (Zou *et al.* 2021). Brazil and India are among the Global South countries. The research looks to focus only within a few countries across Global South in India, China and Brazil to review the developments of CSR practices regarding the automobile sector. The reason for selecting a few of the countries is that it helps the research narrow down on the subject matter. The purpose is to thereby evaluate the ways in which automobile units in India, China and Brazil are dealing with the CSR practices and making efforts for its successful application. These countries are selected due to the fact that these belong within the GSC.

1.2 Background

CSR practices require business in the automobile sector in committing to sustainable measures thereby requiring infrastructural base which should be advanced in nature. The automobile industry includes multiple level of operations from the starting of car manufacturing to the point of assembling components and having an extensive line of supply chain for the final delivery of the products (Tyagi *et al.* 2018). This long list of processes sometimes generates quality concerns within regards to working practices which brings about the need for sustainable measures.

From the pre-assembly phase to the post-use phase of a vehicle, an automobile unit has to keep track of every minute detail while configuring a new line of product. On that note, the reliance over supplier base for raw materials is identified to be common issue across automobile industry which further raises doubts about the maintenance of safety standards and quality work output across the industry. Furthermore, many large-scale car brands report their CSR activities separately along with the annual reports only to highlight the importance of CSR and its need in the automotive industry (Afsar and Umrani, 2020). It is noticed that the Sustainable Development Goals developed by the United Nations are also followed by automobile

manufacturers while constructing the CSR initiatives thereby making it dyadic in nature (García-Madariaga and Rodríguez-Rivera, 2017). In relation, the SDGs which associate directly with environmental concern needs to be considered for review such as SDG11, SDG12 and SDG13. The SDG 11 seeks to 'make cities inclusive, secure, durable.' The goals of SDG 11 include public transit investment, the creation of green public spaces and the improvement of participatory and inclusive urban planning and management. SDG12 through numerous actions, including specific legislation and international agreements for the control of materials dangerous to the environment. SDG13 which is climate change-related, is one of 17 Sustainable Development Goals set by the United Nations in 2015. "Urgent action in combating climate change and its effects" is the official phrasing. The objective contains objectives to be met by 2030. Nonetheless, CSR is able to mount up better corporate growth as well as contribute to social development. Therefore, in the long run it is beneficial for businesses to exercise CSR activities as it leads to profit maximisation and keep the operations sustainable at the same time.

1.3 Rationale, problem statement and justification

China and India are found to be two of the biggest automobile industry markets in Asia whereas Brazil stands as South Americas biggest automobile market (Xiao, 2019). Developments across the automobile industry are constantly revealing the need for upgrading to a new line of innovation which is able to deliver sustainable products. This enables the businesses to be more flexible with their approach and be more socially responsible towards the communities (Valentini and Kruckeberg, 2018). The diverse supply chain system is no stranger for the automobile business whereas the issue stays in making the application of CSR in a valid manner and making contribution to the betterment of society and environment by being a responsible corporate entity (Zou *et al.* 2021). Efficient resource scheduling along with integration of advanced systems have become a norm for automobile units that are looking to keep their business goals intact as the recent pandemic situation in Covid-19 severely damaged the business proceedings within the automobile sector (Manuel and Herron, 2020). Awareness among automobile business units have increased in recent times due to the association of detrimental factors over business and now more companies are willing to link their corporate agenda with CSR initiatives (Rueth, 2017).

Against the background, businesses within this sector are not seeing CSR as a burden anymore and finding it to be a direct influence in the betterment of business operations and brand image

in the long run. As per the views of Valentini and Kruckeberg (2018), integrating CSR into raw material procurement, manufacturing, logistics and assembly as well as marketing of products in the automotive chain has become a trend in current times. In addition, the inclusion of CSR in businesses mean that the organizational culture has to change quite a bit - thereby requiring time and resources (Valentini and Kruckeberg 2018). Nonetheless, some of the automobile brands who have managed to exercise CSR activities effectively and operate across Global South countries are found to be *Toyota Kirloskar Motor India*, *Tata Motors Ltd.*, *Hero MotoCorp Ltd.*, *Maruti Suzuki India Ltd* which specifically target the Indian market whereas for Brazil, *Ford Motors* is known to be an automotive brand that considers CSR values. In case of China, there is the presence of Toyota and a handful of automobile units as well which look to propel the application of CSR in the industry and standardise it to some degree (Wagner, 2020).

The CSR concern is not only making it difficult for some other well-known brands in actively including it across their business culture rather the lack of demand for cars and a transition shift towards electronic vehicles has made the situation even more complex (Aliet *al.* 2018). As the reports suggests, 92 million vehicles were developed in 2019 where there was a sharp decline of 5% from the total number in 2018 at 97 million (Wagner, 2020). This goes to show the tendency among buyers to look for alternative options while buying a vehicle reflecting to major environmental concerns.

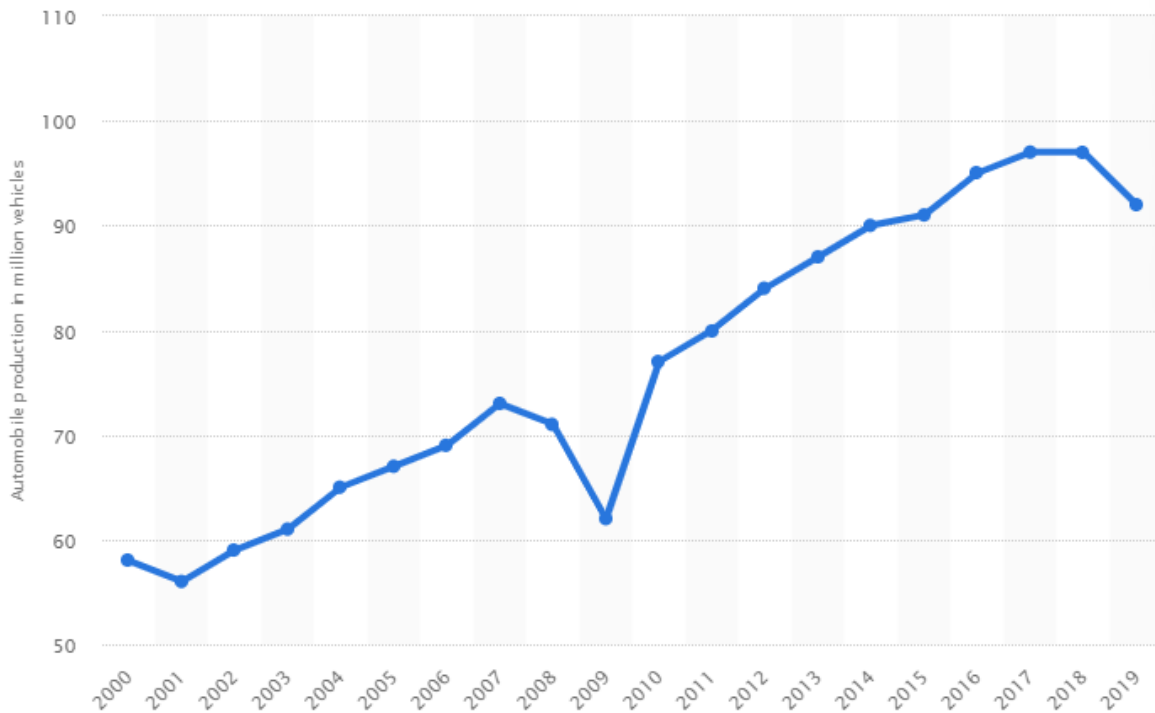


Figure 1.3: Estimated worldwide automobile production from 2000 to 2019

(Source: Wagner, 2020)

The lack of demand for traditional vehicles, declining productions and trend for electric vehicles have somehow made the pathway for CSR to be an activity which needs to be associated with the automobile business proceedings (Wagner, 2020). The environmental concerns, need for community and support and meeting the triple bottom line are fundamentals which make CSR initiatives highly valuable. The problem statement of the research therefore is identified in CSR practices and its implications over the business proceedings across automotive businesses in Global South countries.

1.4 Research aim and objectives

The aim of the research lies in evaluating the developments across CSR in the automobile industry across Global South countries namely India, China and Brazil.

Objectives

- To review the influence of CSR in generating better business performance for automobile businesses in Global South countries
- To identify if CSR helps innovate business approaches across automobile industry in Global South countries

- To evaluate the impact of CSR in enhancing the community standards with its application over in automobile industry in Global South countries
- To identify the need among automobile industry in Global South countries to include CSR practices for long term business growth

1.5 Research questions

Primary research question

What is the influence of CSR and by what measures can it generate better business performance for automobile businesses in Global South countries while aligning with the SDG?

Secondary research questions

- How can CSR help innovate business approaches across the automobile industry in Global South countries?
- What is the impact of CSR in enhancing the community standards with its application over in automobile industry in Global South countries?
- How much need is among the automobile industry within Global South countries to include CSR practices for long term business growth?

1.6 Research hypothesis

H0: CSR in automobile industry is essential for business success for automotive units in Global South countries such as India, China and Brazil.

H1: CSR in automobile industry is not essential for business success for automotive units in Global South countries such as India, China and Brazil.

1.7 Research significance

The current research imposes high value as it looks to address the significance of CSR practices in automobile industry. In addition, citing the level of market competition and unavoidable circumstances of Covid-19, the automobile industry has found it difficult to cope with profitable business standards (Wagner, 2020). The current research problem should identify the core factors which are able to influence the automobile industry business success. Along with that, the research would also be able to help provide insights on the long-term impact of CSR practices in automobile businesses as the product life cycle is seemingly large for the business.

1.8 Structure of the dissertation

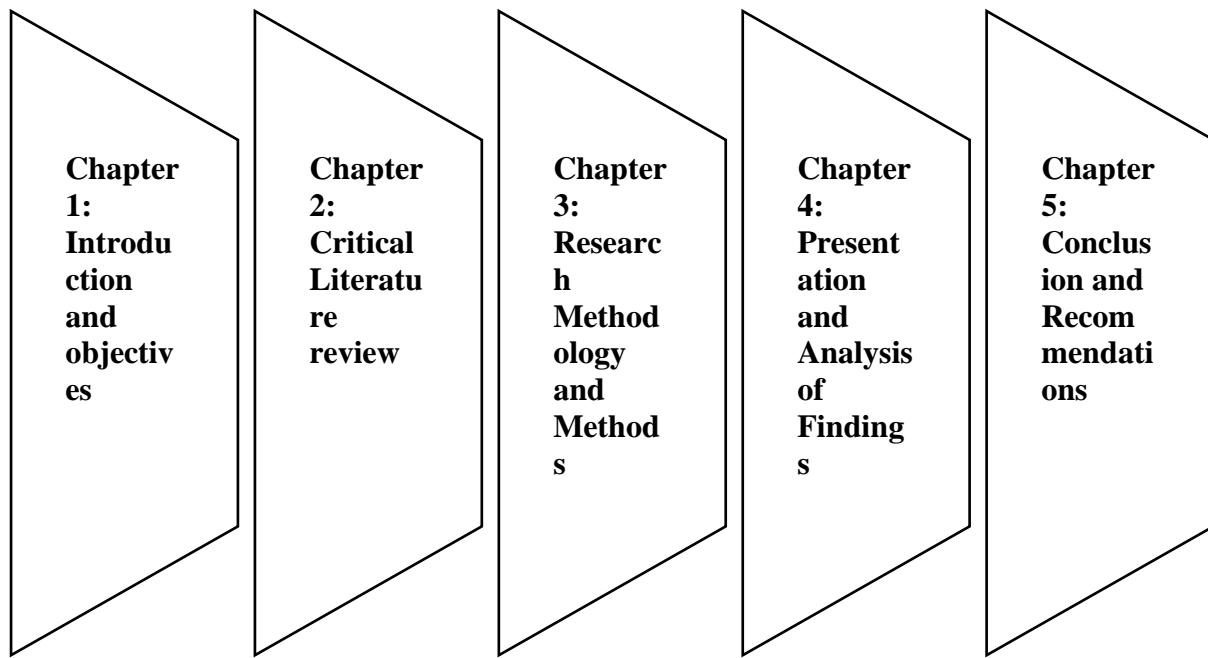


Figure 1.8: Structure of dissertation

(Source: Learner)

1.9 Summary

The chapter discussed the views in regards to CSR practices over in the automobile industry and showed the rationale for going forward with the research which looks to review the impact of CSR in business performances of automobile industry in Global South countries. On the other hand, the meta ton of operations that goes in the automobile industry are addressed briefly to indicate the influence of CSR in dealing with those in a sustainable manner. Apart from that the hypothesis has been generated in reference to the dependent and independent variables of the research which should help in research evaluation across later chapters.

Chapter 2: Critical Literature review

2.1 Introduction

The chapter looks to address the set of existing literature views based on the research variables which are CSR practices and performance of business. The factors capable of promoting business performance in the domain of automobile industry is considered in specific. In addition, the benefits and limitations of CSR practices are stated to review the utility of it across business in the automotive sector, especially those that are operating over Global South countries. Apart from that, a theoretical view would be put forth considering the various CSR concepts and model applications such as the Triple Bottom Line and Carroll's CSR pyramid (De Stefano *et al.* 2016). Furthermore, the variables of the research would be illustrated with the help of a conceptual framework whereas the gap observed in formation of literature would be addressed as well.

2.2 Concept of CSR

Stakeholders are increasingly concerned about the social issues that come with maximising business profits in today's business environment, such as air and water pollution in Europe, child labour in Asia, labour rights in North America, global climate change, and human rights issues in Africa (Sinay *et al.* 2019). Sustainable business development requires the responsibility of shareholders, employees, customers and suppliers, as well as the environment and society, to achieve sustainable business development and social prosperity. Therefore, companies need to find a balance between financial performance and corporate social responsibility.

Cleaner car technologies are getting developed which promotes the idea of making efforts in using the same to ditch the traditional vehicles and pave way for hybrid as well as electric vehicles. Likewise, the concept aligns with the views of CSR as it is beneficial for the community and environment in case these new vehicles are able to replace the old ones in generating better overall value for the business and the external associates. As per views of Ali *et al.* (2017), the social responsibility of companies is not limited to fulfil the shareholders or owners, but also measures to build balanced relationships with all the company's stakeholders. Therefore, it is believed that stakeholder theory is a useful way to help a company create value for all of its stakeholders. Emphasising stability and vitality of an organisation depend not only on satisfying the interests of key stakeholders, but also on gaining the support of all

stakeholders in the business (Rueth, 2017). The theory of stakeholders as a positive theory affirms that “the search for social responsibility must be understood by companies. Following the same idea, many of the top level company executives in the field of automobile have highlighted the need for adopting green supply chain initiatives which is one of the key measures that companies take to make sure that there flow of operations remain intact while not contributing to the environment in negative terms. Apart from that, the sustainable developments goals (SDGs) lie to be another big aspect of making functions more sustainable as following the SDGs allows an automobile business to be future ready in terms of complying with regulations and mandating a strict load of work (Cooper, 2017). The SDGs influence the decisions across automakers as they have to comply with the terms within the set out 17 SDGs which sometimes increase the operational costs and does not make it favorable for the business. However, to succeed in the long run, it is important to follow suit of the goals and links the operations in a sustainable manner. Also this theory says that the stakeholders of a corporation are "those groups whose organisation's support would no longer be present." The customers, employees, suppliers, political action groups, environment organizations, local communities, media, financial institutions and government groups and more would be included.

Quality of job issues is seen as a key factor which has been found to be resolved with the application of CSR practices. As per the statement of Chen *et al.* (2018), corporate social responsibility is one of the reputation factors that employees attach great importance to. Human resource policies, such as employee participation in the decision-making process, the ability to share capital, the flexibility of labour relations, legal certainty, and the relationship with the labour union, all indicate that the company applies CSR to its employees (Ali *et al.* 2017). It is identified that in some of the automobile units such as Nissan, the CSR activities are performed under a different tagline in ESG, which is known to generate value for business as well as enable long term growth and operational excellence. On that note, the ESG stands for the environmental social and governance which are influential factors in terms of engaging an organisation into better set of sustainable measures. Furthermore, this also allows for better set of transparency in the operations as governance requires frequent audits and the data shown over audits should be legitimate (Ali *et al.* 2017).

In addition, the corporate social responsibility policy is seen as an indicator of the reputation of other stakeholders: paying taxes in the country where the company operates, which helps

social development of the country; timely payment of interest and repayment of loans, the establishment of liquidity relations with the relevant credit institutions; and ensuring the quality of products/services provided to end-users. As per views of Singh (2017), in recent years, stakeholder management has been developing. This change is due to the growing interest in corporate social responsibility, because of the combination of ethical attitudes and loyal corporate brand customer communities can add value to the company. Moreover, there is a much bigger influence of the SDGs when it comes to exercising CSR practices as the majority of the goals value sustainability. Several studies have been conducted on the impact of corporate social responsibility on economic and financial performance, but the results are not yet conclusive. Although it is found that corporate social responsibility will affect the performance of the company, either in a positive way if applied correctly or in a negative way if applied negatively (Ali *et al.* (2017).

2.3 Benefits and limitations of CSR

As Corporate Social Responsibility becomes popular all over the world it is supposed that the organisation has great capability in that area, but it also comes with its own set of problems and disadvantages that can create problems in the long-term business. As per views of Cooper (2017), CSR holds a set of benefits for businesses in the domain of automobile industry as the life cycle of products developed by the industry tends to be longer than any other business. On that note, the CSR should be accounted as a measure which is not forced upon a business rather should be treated as a gateway to achieve sustainability and provide long term growth across the business (Ali *et al.* 2017).

Advantages of Corporate Social Responsibility

Company Image

A company image is seen to be as a figure which helps in manipulating the consumer mindset while making purchase attempts. As per the statement of Ghai (2016), CSR directly reflect on the brand image of an organisation. The goodwill of the organisation increases as the CSR policy implement in the organisation. The buyers will be more than happy to buy the services or product the company offer because the good image of the organisation. It is found from the study that one third of the customers are selecting the brands that have a good impact on social and environmental influence.

Attract potential employees

A company which already engages in exercising activities associated with CSR is able to draw attention of many individuals as their potential new recruits. This mostly occurs due to the fact that people tend to believe that the company has the ability to see through positive developments across the management of new workers as they are socially responsible. Moreover, the thinking lies in assuming that these businesses tend to possess high degree of merit in favouring the social developments and contributing the overall community base in an effective manner. As per views of Stonkutè *et al.* (2018), the organisations which are very much involved in the CSR activities are better known to be successful. This makes easier for the organisation for collecting capable employee who seek employment opportunities also the organisation get goodwill from the communities through CSR activities and the employee of the company are more than willing to continue to work with that organisation for long time. Prime example of this can be found in the form of Toyota as the company has managed to include employees capable of productive work (Ali *et al.* 2017).

Attention of regulatory authorities

The regulatory authority's job is to check the operation of various organisations, however, when any particular organisation doing very good CSR activities on a big scale, and then these regulatory authorities become less aggressive to that particular organisation. Also, the organisation mostly stays in the regulation to take the benefits.

Bring new investor

Stakeholder relations are enhanced with the application of CSR practices. As per the statement of Sharma and Paisal (2019), the organisation's image depends on the market review and also determines the new investment on the organisation. With the help of CSR, the companies definite boost their organisation's image. Also when the organisation attracts the market then more and more investor come forward to invest their money on the organisation.

Disadvantages of Corporate Social Responsibility

Profit to not profit shift

In any organisation the profit is the ultimate goal, but sometime CSR diverts the Organisations focus. In the CSR activities the profit margin will go down, which directly make a bad effect

on stakeholder. However, this situation can be avoided once a business is able to measure the profit index and make changes on either decreasing or increasing CSR practices. For example, a business needs to make sure that it is doing some sort of charity in enhancing the community development aspect (Stonkutė *et al.* 2018).

Reputation of the organisation

In some cases, the businesses have a share of over-confidence which leads to their detrimental association as they realise the lack of efficiency possessed by them to deal with some of the operational measures required to cope with CSR measures and not mentioning their application as just policies. As per the statement of Aula and Mantere (2020), CSR programs reveals some flaw of the company itself in case the product violates the terms and conditions, Then the existing consumer may find out the defect of the services or products and may lost faith in the organisation. Innovation is seen to be a key measure which promotes new product development and with these modern product bases, the companies find a way to make way for value generation thereby creating a bigger reputation for them as it is a key factor when it comes to tracing the operational feasibility of business units, especially in a highly competitive environment such as the automobile sector.

2.4 Success factors for automotive industry business

The automotive sector is known to be an industry which comprises of multiple level of operations and a complex supply chain environment. This forces the business to cope with an extensive number of regulations, thereby enforcing businesses to already have their own protocols to tackle the business proceedings in a better way. As per views of Sardana *et al.* (2020), innovation fosters improved performance across any industry that deals with manufacturing process. In relation, market saturation indicates the businesses within automotive industry to be an evolving one that has now started to emphasise the value of electric vehicles as a measure of sustainability and stand out from the market competition (Stonkutė *et al.* 2018). Apart from that, knowledge-sharing initiatives between supplier and manufacturer as well as degree of differentiation, shortening product life cycle have been found to be contribute in the success of automobile businesses across the globe and in countries such as China, India and Brazil (Sardana *et al.* 2020).

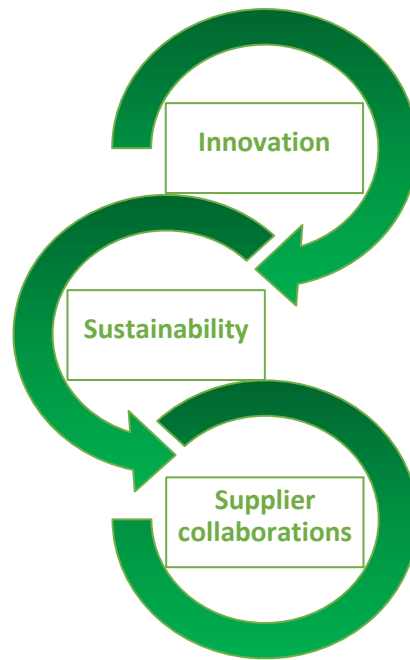


Figure 2.4: Success factors for automotive industry business

(Source: Learner)

Green manufacturing has become a trend in the modern business and it associates deeply with the operational proceedings over in the automobile industry as well thereby signifying its presence as a possible success factor and sustainable metrics (Stonkutė *et al.* 2018). The role of suppliers or their contribution in making the automobile businesses successful is adequate whereas a CSR initiative imposes the will among businesses to deal in an even better manner with their suppliers. The automotive industry is the one of the largest sectors of business in the world. It consists of millions of people and building billions of products. There are many ways for an automotive industry to achieve success; some of the key factor that can give the long term profitably is follows. As per the statement of Wang *et al.* (2020) company's image often defines the buying factor for the consumer because it provides them safety. The positive perception about the company is greatly influencing the customers to buy. The industry image includes the factors like expert review, word of people and also advertisement. At the same time the automobile industry should not increase the product cost very much due to outsourcing components or high price of raw material (Wang *et al.* 2020). It is must for automobile makers to compliance with various local and federal regulations (Ehie, 2016). Moreover, it mainly includes fuel efficiency, safety standards and emissions standards. It may be high-cost effective if the automaker marginally in these sectors, but government policy and product safety are very

difficult and higher to avoid. It is an exclusive factor for any automobile industry due to continuously changing buying habits of the consumer and rapidly changing the automobile technologies. It is very much crucial for the automobile industry to check the current trend and adapt that quickly to make the desire cars or vehicle the consumer need in near future (Kumar *et al.* 2020).

2.5 Need for CSR in automotive industry

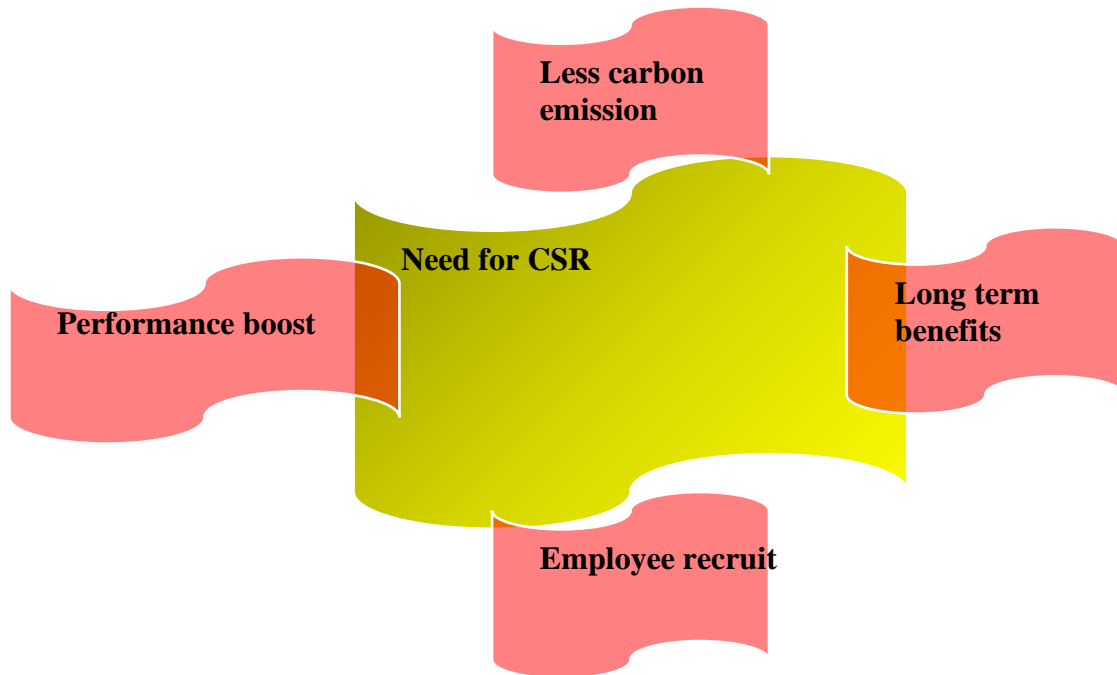


Figure 2.5: Need for CSR in automotive industry

(Source: Learner)

Environmental issues seem to be one of the core influences in setting the urge among automotive business units to exercise CSR. Likewise, reduction of carbon mission along with the application of reverse logistics are some areas in which companies can look to excel in order to stabilise the operational impact over environment and maintain sustainability. On the one hand, as per the views of Kumar *et al.* (2020) global warming as well as increased pollution levels force all countries to revisit their environmental policies towards achieving sustainability. In relation, electric cars and alternative fuel are found to be solution measures to the creeping operational woes faced by businesses in the automobile sector. On the other hand, De Stefano *et al.* (2016) mentioned that clean technologies are used to reduce carbon emissions. Moreover, consuming fewer resources in the generation of new products and making sure that product life cycle is looked after efficiently, there has to be the application of CSR practices. Nonetheless, the community development is another major aspect which would

enforce the CSR initiative among business thereby making it a dyadic strategic choice for automotive businesses.

2.6 Relation between CSR and corporate image

Corporate image is enhanced with CSR practices and due to its multifunctional approach. CSR has become a strategic measure for businesses to get hold of quick success in terms of promoting the brand image. According to the study by Pang *et al.* (2018), brand awareness is generated among consumer base with the application of CSR. Similarly, in the case of automobile units, the increased competition has made it a generalised use case to make use of CSR and distinctively lead the business field as sustainable and socially responsible business units. As per mentions of Fuzi *et al.* (2017), continual improvement is necessary for a business in order to stay relevant and proceed with business actions in a profitable manner.

Keeping the same in mind, the majority of automotive units have had a reliance over innovations and quality management approaches to develop better standards for their business. As stated by Pomeroy (2017), CSR helps a brand gain a new identity which is possible due to the contributions it makes across employee management and handling the community services. In relation, automotive businesses who have looked to help develop children health and educational practices have often had success with their business in the long run. It is due to the fact that their CSR activities establishes a positive brand image among stakeholders enabling them to company business activities.

2.7 Relation between CSR and customer satisfaction

CSR practices and customer satisfaction levels are deeply associated as CSR helps to enhance the services in a business thereby paving way for better customer product and service generation. In case of an automotive business, the reliance over an electric vehicle influences the customers to think that it is observing adequate sustainable measures. However, the policy practices in regards to CSR does not necessarily guarantee that a business is successfully exercising it. As per the views of Kim *et al.* (2020), corporate social responsibility initiatives are found to be significantly and positively associated with customer satisfaction, corporate reputation, and customer trust. On that note, there has been a heavy level of customer satisfaction for consumers of Toyota as the company has managed to maintain high level of sustainable standards while being ethically and legally responsible for their CSR actions. Nonetheless, Tata Motors has found the same level of customer satisfaction and loyalty in India

as well due to their CSR contributions. As per the study by Gürlek *et al.* (2017) mentioned that policy makers in a business setting have a key role to play in making sure that businesses take full advantage of their CSR initiative to engage customers in buying their products thereby keeping the cycle flow of cash and meeting with triple bottom line. In relation, the policies should cover up consumer interests as well due to their major influence in setting a brand apart from rest of industry competition based on the community and social level actions; they are willing to pile up (Kim *et al.* 2020).

Developing alternative fuel sources have become easier for the automotive units which has made for the inception of hybrid based cars and electric cars. Both of these car models have been found to be in popular demand as there has been a steady price hike of the petrol and diesel thereby forcing fewer sales of traditional cars who run on those (Ali *et al.* 2020). In relation, the new models have been quite satisfactory for the customer base as they know about the positive influence it has over the environment. According to the study by Alrubaiee *et al.* (2017), corporate bodies play a major role in strengthening the association between corporate social responsibility initiatives as well as customer loyalty. It is due to the fact that high corporate practices with well-executed corporate social responsibility initiatives lead to high loyalty. Furthermore, it has been identified that CSR images are based on customer perceptions of the company.

2.8 Impact of CSR in business performance

Operational cost saving and easier access to capital is brought about with the application of CSR practices. According to the study by Ali *et al.* (2020) corporate social responsibility extensively affects the firm's financial performance by developing a positive image among the stakeholders and decreasing overall costs. Similarly, the ability to attract talent and build positive reputation among the stakeholders increases the chances of a business to be leading an industry and thriving in CSR success. This has been the case for the leading automobile manufacturer of 2020 in Toyota. As per mentions of Nayak and Patjoshi (2020), Ashok Leyland, Bajaj Auto, Hero MotoCorp, JBM Auto and Mahindra and Mahindra are found to be Indian automobile units that tend to rely in CSR practices extensively. Likewise, these companies have looked to bank on the idea of utilising the aspects of CSR and channel it for long their business growth as they know the importance of it in transforming the business activities to a more sustainable standard. Moreover, the contribution of these businesses in CSR

activities have been observed to be high as per the reports and factual figures. Moreover, strict set of rules have been outlined by respective governments in making sure that there lies a better compliance with the environmental standards in the manufacturing process of the automakers. However, in major cases, the numbers do not justify to be realistic which has made it harder for the automobile businesses to keep their productions intact while having a better compliance with the new car manufacturing rules and environmental protocols (Yoo and Lee, 2018).

Sl. No.	Companies	Year	CSR CONTRIBUTION			Percentage Average
			CSR Spent	Average Profit	Percentage Contribution	
1	Ashok Leyland	2014-15	1.77	86.00	2.06	1.90
		2015-16	3.69	170.04	2.17	
		2016-17	8.34	407.38	2.05	
		2017-18	15.67	1182.96	1.32	
2	Bajaj Auto	2014-15	86.33	4316.50	2.00	2.00
		2015-16	86.46	4323.05	2.00	
		2016-17	94.91	4745.42	2.00	
		2017-18	100.51	4991.41	2.01	
3	Hero Motocorp	2014-15	44.04	2202.00	2.00	2.01
		2015-16	58.18	2909.05	2.00	
		2016-17	70.62	3530.79	2.00	
		2017-18	84.34	4129.91	2.04	
4	JBM Auto	2014-15	0.45	22.60	1.99	2.01
		2015-16	0.63	31.52	2.00	
		2016-17	0.58	28.93	2.00	
		2017-18	0.72	35.19	2.05	
5	Mahindra and Mahindra	2014-15	83.03	4151.74	2.00	2.01
		2015-16	85.90	4247.45	2.02	
		2016-17	83.30	4165.21	2.00	
		2017-18	81.98	4063.55	2.02	

Figure 2.8: CSR spent and financial performance comparison chart of Indian automobile units

(Source: Nayak and Patjoshi, 2020)

As per factual data, the selective automobile units in India as per above mentioned figure have managed to systematically increase the rate of CSR spent. In addition, this has brought about increased average profit thereby indicating that CSR practices are able to influence the financial performance in a positive way. However, the positive influence of CSR in having a better return on investment measure is yet to be known. As stated by Yoo and Lee (2018), automobile businesses nowadays are striving for success by including innovation measures across their business and product development process. CSR plays an instrumental role in innovation and sustainability whereas that might not always seem feasible to promote high profit margin business practices. On that note, in the initial stage's businesses do struggle to

get hold of what exactly need to be done to channel CSR practices in showering higher profits as they lack planning. Therefore, ensuring planned CSR practices and seeing the contribution build-up in a slow-paced manner is pivotal to chunk out business profits from CSR practices.

2.9 Theoretical viewpoint

Several concepts and models have emerged in the field of CSR whereas two of the most pivotal ones would be used here to conceptualise the relation between CSR and business across the automobile market. In specific, the Triple Bottom Line and CSR pyramid of Carrol would be used to highlight the impact of CSR over business proceedings as well as show long term and short-term implications of it.

2.9.1 Triple Bottom Line

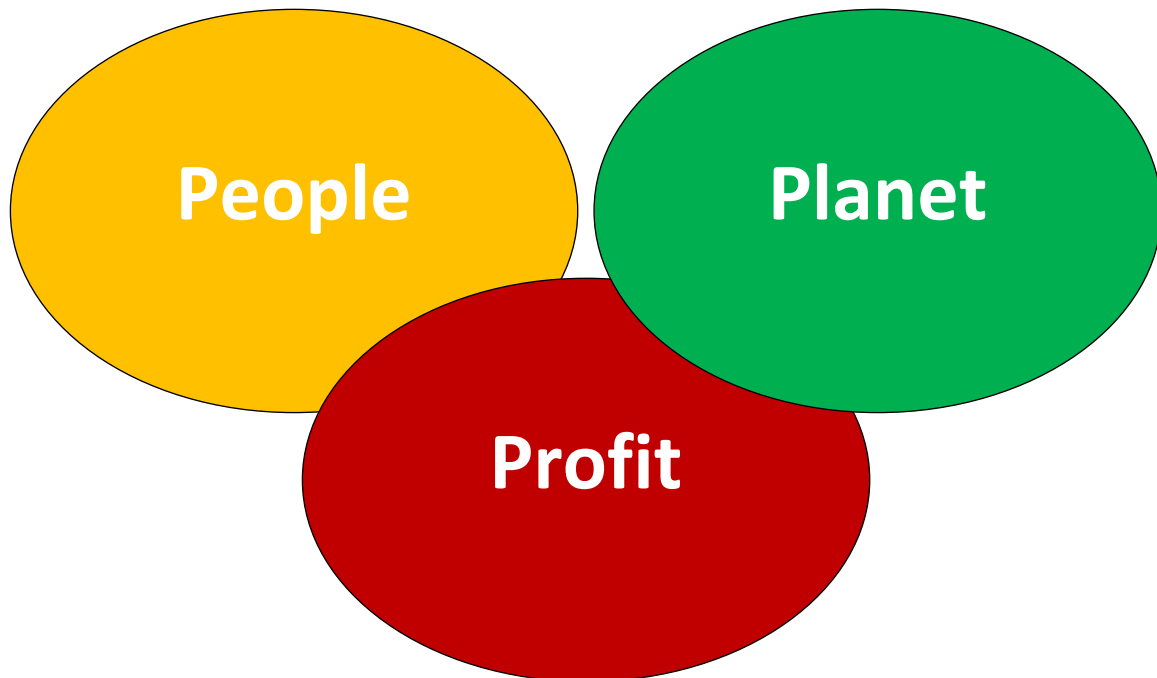


Figure 2.9.1: Triple Bottom Line

(Source: Learner)

The development across a business depends on the internal as well as external business factors. In relation, the concept of Triple bottom line (TBL) highlights that businesses should give more emphasis over the environmental and social practices as these collectively contribute to the long-term business growth (Jhawar and Gupta, 2017). It is observed that the automobile industry is one specific industry which has dependency over multiple sets of operational actions and has a long-standing supply chain process. Considering the same, the application of TBL enables a business unit within automobile sector to go along with their business proceedings in a sustainable manner. As per the views of Książka and FischBach (2017) the TBL addresses

three measures in people, planet and profit whereas all of these factors have a significant impact over the ways in which a business is managed. Likewise, the people focus relates to the importance a business has given towards the social level whereas planet refers to the environmental contribution an organisation have made. Apart from that, the profit aspect accounts for the traditional ways in which businesses deal with both profit and losses. According to the study by Deodhar (2016), the financial, social and environmental performance is measured by addressing the TBL. Likewise, the concept is a contemporary one in the field of CSR which serves as a strategic measure for businesses who seem to deal with extensive level of operational functions in their business just like in the case of automobile companies. Moreover, there are certain degree of challenges associated with the application of TBL that has referred to its limited use in modern automobile industry despite the benefits possessed by it such as attaining better sustainability in business. The challenges come in the form of measuring the TBL as measuring the profit is easier due to the quantitative nature of it. In addition to that, other elements such as the environmental contributions are more or less subjective thereby making it a difficult proposition to measure the impact (Jhavar and Gupta, 2017). Apart from that, the main issue faced by the automobile units lies as the inability to allocate resources as per need for each of the factors thereby creating discrepancy. Nonetheless, unable to overcome challenges to follow TBL also costs the businesses dearly as the face consequences of damaging the environment and causing harm to the labour system as many businesses do tend to exploit them and minimise the application of social responsibility. On that note, TBL looks to be a framework which helps in the promotion of CSR practices across business and engage the stakeholders effectively in making its application a successful one to manifest better future developments and lead market competition in terms of sustainability (Lu *et al.* 2020).

2.9.2 Carroll's CSR pyramid

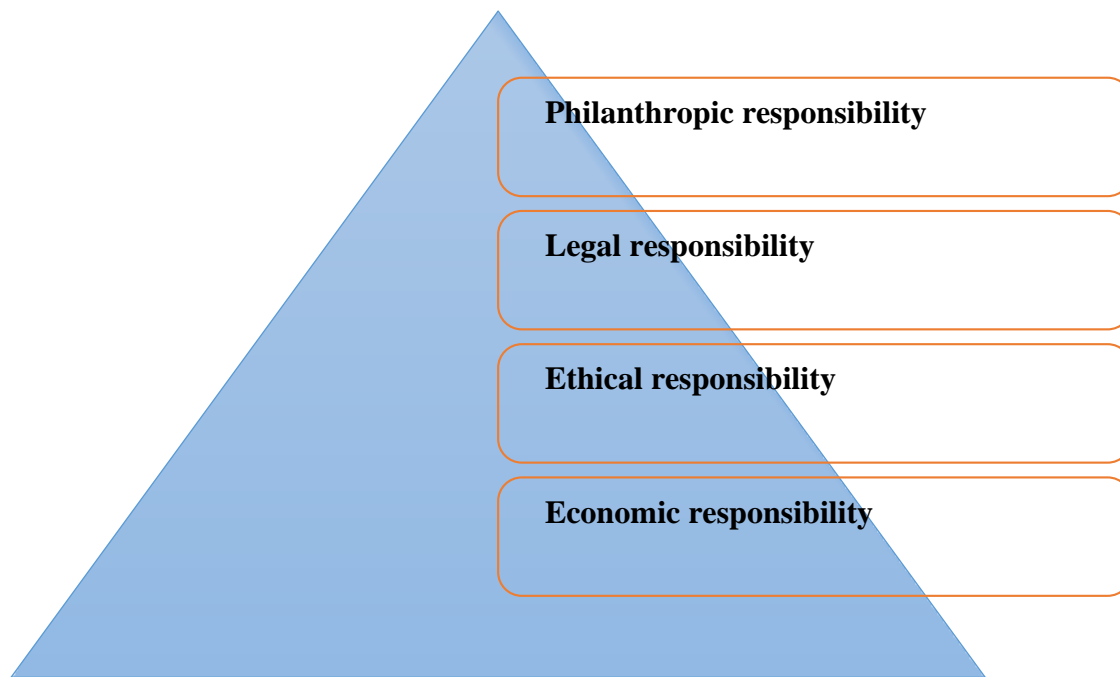


Figure 2.9.2: CSR pyramid of Carroll

(Source: Learner)

The modern day CSR concept has changed from the contemporary one as the former focuses on addressing the factors which moderate CSR practices and affect business performance whereas the latter looks to only engage in highlighting the influence of CSR in itself over the business proceedings. As per the views of Baden (2016), economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility are found to be the four main responsibilities required to be undertaken in a business setting. The Carroll's CSR pyramid considers these four to be effective in making sure that CSR practices are applied effectively over in an organisation and not only seen as a policy to cope along with sustainable business standards. The theory stages the economic responsibility at the bottom thereby indicating the relevance of it in acting as the base for all responsibilities required to be followed.

Economic responsibility

The economic responsibility determines the nature of profit a business is able to mount of from dealing with the sales of products and services and adds value to the employee base as salary and operational costs depends on the return on investments. Moreover, this the sole basis by which the pyramid concept is built upon as without a bankable economic status, a company would never be able to exercise CSR practices in an effective way (Ehie, 2016). For example, Toyota has managed to become a frontier when it comes to engaging in CSR activities. It has its own dedicated line of sustainable measures to dictate better long-term performance while

having a fair share of contribution in improving the social standards as well, all of which eventually depends on the profit aspect of the business (Ali *et al.* 2020).

Legal responsibility

In order to move along with the business proceedings without really having to worry about unusual hiccups, companies tend to develop a set of strict rules to keep the operations under bounded terms. This helps in follow up of the overall legal measures and proceed with business practices in a legitimate and fair manner. Moreover, this level of responsibility enables the businesses to comply with code of ethics and follow the minimum requirements for operating in a consistent manner (Nayak and Patjoshi 2020).

Ethical responsibility

Ethical and legal responsibilities can be considered as same in major instances whereas ethics does not have a set out parameter as it goes beyond any premises just like having the moral duties of a company towards their stakeholder base. It helps acknowledge the business integrity and work along in a progressive manner thereby helping set a standard for consistency meeting with expectations of society (Carroll, 2016). A prime example of this can be found in the form of Tata Motors in India who have managed to maintain ethics at its highest level as their contribution towards employee base has been seen as an act of responsibility rather than coining it as an obligation. In addition, there are automobile manufacturers who are trying their bit in making sure that the CSR practices are integrated within the business in a more extensive way as that gives the opportunity to be more flexible and innovative. This refers to the dealing with business actions in a tactful manner as scope of sustainability is brought about.

Philanthropic responsibility

It cannot be considered as a responsibility rather it acts as a community development act on behalf of businesses without any obligations. As per Ehie (2016), donation based practices for relief of victims of a certain crisis is seen as a philanthropic activity exercised by many big scale businesses across the globe. In relation, the setting of education platforms for underprivileged children has been considered to be one of the more noble philanthropic activities out there as well as the eradication of certain set of treatable diseases. On the contrary, Spence (2016) stated that exercising philanthropic activity has limitations as a business which is already suffocating from loss of business would not find it feasible to continue a donation or charity event simple because it would draw down curtain to business. Considering that, the

overall CSR pyramid of Carroll is a simplistic way of getting to know about the practices across it whereas it can be assumed that ethics should be given much importance in case of CSR as transparency, legitimacy and distinction is all a result of it in a corporate setting (Ali *et al.* 2020).

2.10 Conceptual framework

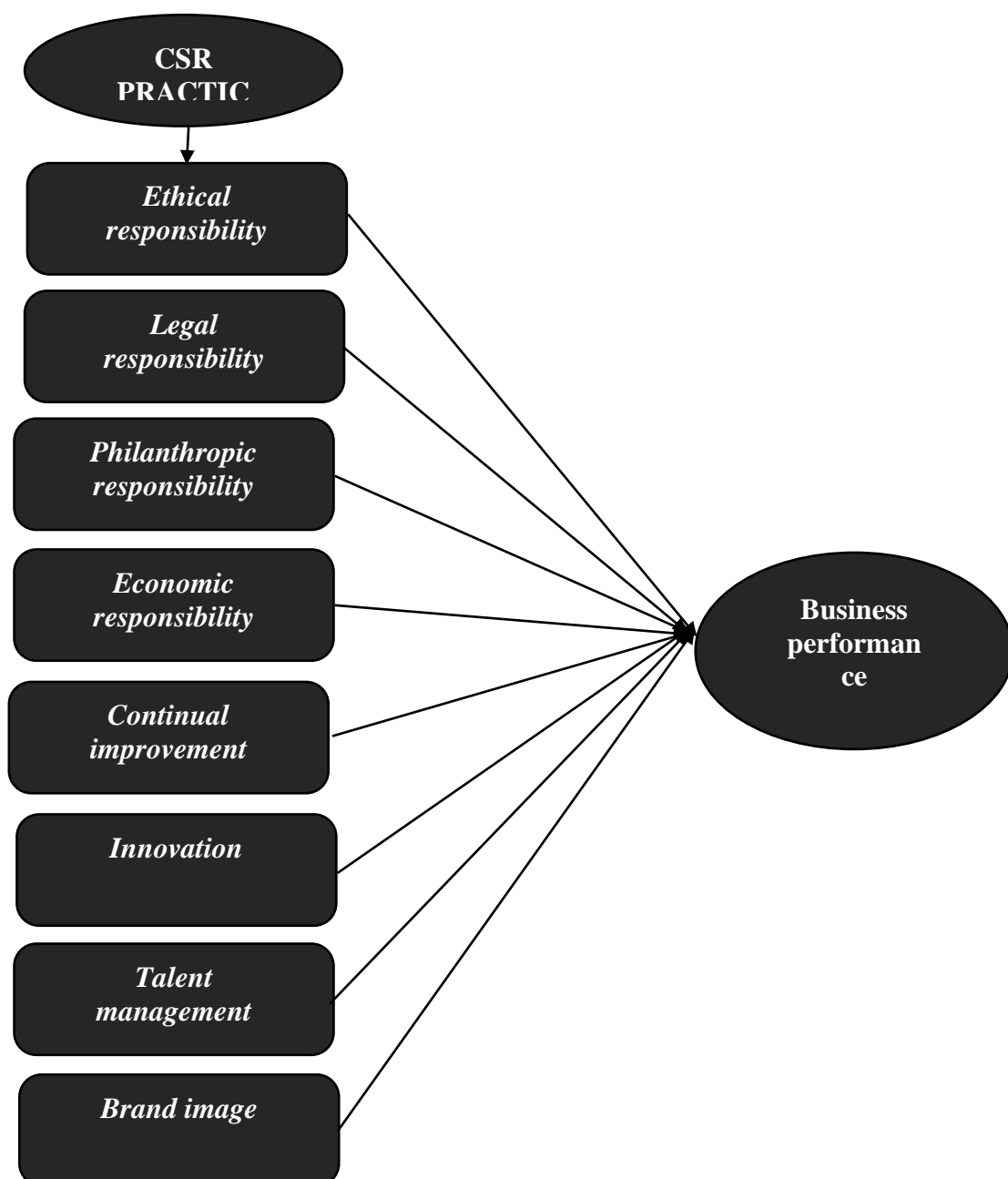


Figure 2.10: Conceptual framework

(Source: Learner)

2.11 Literature gap

The findings across the literature can be deemed as inconsistent as it fails to address the exact reason why CSR practices are necessary in case of automobile businesses to observe success in the short and long run. Moreover, the lack of successful business examples in the field of automobile apart from a few notable big names has raised doubts to whether or not it is ideal for businesses to follow the pathway of big scale automobile industry companies in exercising CSR practices. In addition, the theoretical views have been to covering the factor influences only while not being able to address the exact reasons for increase in business productivity, once CSR is exercised. However, the secondary resources have been plentiful with no real scarcity issues considering them which have helped link research variables without too many loose ends, despite which the global south country based existing research has yet to be found in which automobile industry make sue of CSR for growth and drive better business performance (Nayak and Patjoshi 2020).

2.12 Summary

The chapter has discussed the values of CSR and the role it plays in dictating terms across business performance. The majority of the existing literature has managed to assist the concept of CSR being favourable to businesses rather than being a framework or strategy which imposes threat. The relation between the research variables have been made in an effective way whereas the impact of CSR in case of automobile businesses are found to be positive as they have managed to deliver on successful business performance with the association and valid practices of CSR. Apparently, the theories have also managed to reiterate the variable use case of CSR practice in automotive businesses which tend to boost the business performance under any given circumstance. Apart from that, a literature gap is noticed due to lack of theory support in case of determining the direct impact of CSR in the betterment of business performance for

any scale of business under a particular business domain, especially in the case of automotive businesses.

Chapter 3: Research Methodology and Methods

3.1 Introduction

The section looks to highlight the research method and research strategies required to go by the research in an efficient way. The use of research strategies are eminent for any research as the research approach, research philosophy, research design are applied to identify the suitable data required for the completion of research within bounded parameters. The sections also looks to address the ways in which the data is collected and analysed to make sure that the research questions are effectively validated while having an attempt on meeting those across the next section of research. In addition to that, the ethical considerations of the research would be addressed as well.

3.2 Research Paradigm

Identifying the suitable data for the research and thereafter making an attempt to evaluate the data effectively, requires the application of research onion as that is able to illustrate the fundamentals of a research process and considers several aspects such as philosophy, approach and design. As per the views of Melnikovas (2018), the reliability of a researched data depends on the selection of data and techniques used to source the data. Likewise, the epistemological research paradigm has been known to be effective in addressing the limitations as well as possibilities of source for a particular topic.

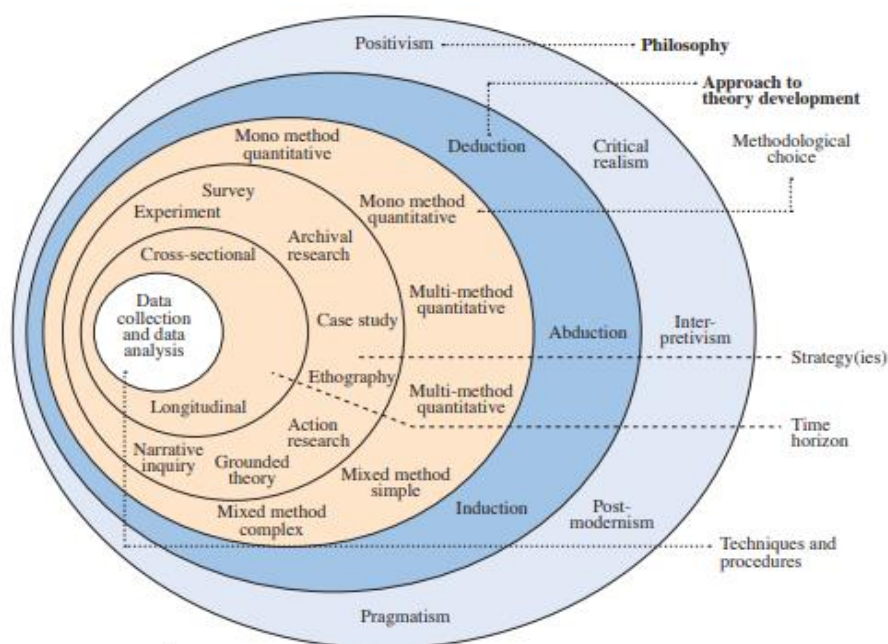


Figure 3.2: Research Onion

(Source: Melnikovas, 2018)

In contrasting views, the ontology refers to the association with a central question of whether social entities should be perceived as objective or subjective. In relation, the positivism aspect is known to be the objectivism that supports for quantitative and qualitative form of data. Moreover, the study has made use of the mixed method of research to collect data in both quantitative and qualitative form. According to the study by Bryman and Buchanan (2018), the research paradigm identifies the solutions to the research problems. In this case, the problem lies in understanding the impact of CSR practices in automobile sector whereas SDGs have been identified to be a major part of achieving those practices. On that aspect, the consideration of explanatory form of research design looks to be adequate as it tries to review the different aspects of CSR practices which would tag along with the developments over in the automobile sector.

3.3 Research Philosophy

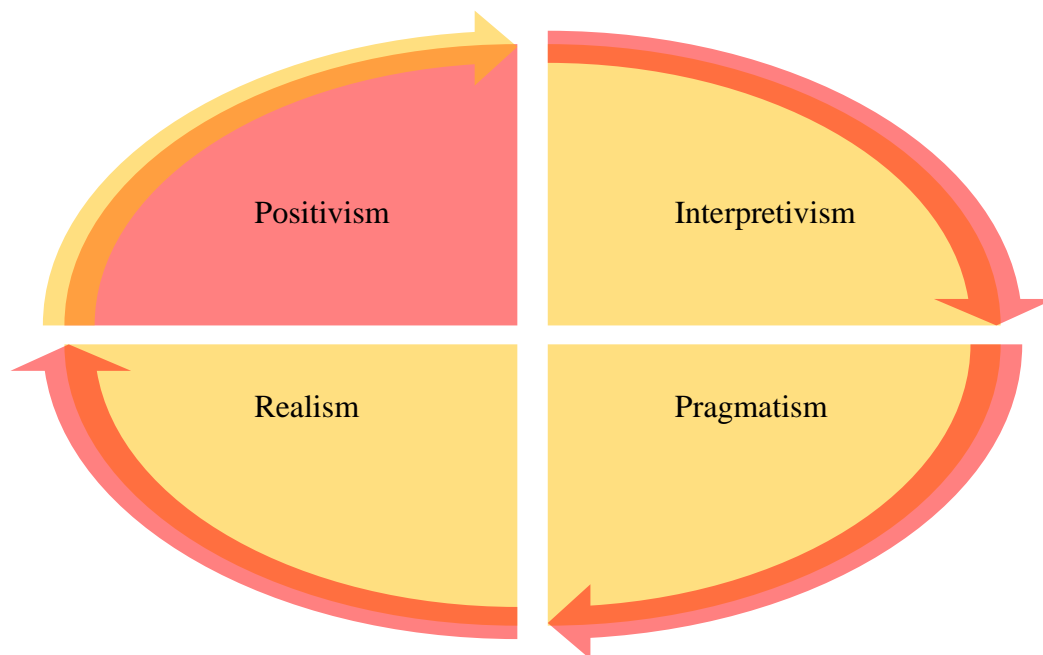


Figure 3.3: Research Philosophy

(Source: Learner)

Among the set of research philosophies out there, the most constructive and highly structured one can be found in the form of positivism philosophy. Moreover, there are three other philosophy types as well in interpretivism, realism and pragmatism. According to the views of Park *et al.* (2020), the interpretivism philosophy type refers to the process of evaluating qualitative unstructured manner while having lesser dependency over the factual data. On the other hand, the positivism philosophy is keen on making use of the quantitative form of data

and also supports the application for qualitative evaluation as well. In addition, the pragmatism philosophy is a deconstructive paradigm that advocates the use of mixed methods in research whereas having a broader perspective.

However, pragmatism philosophy does not seek to review or investigate the research questions as it relies on the focus of what works for a research. In the current research, there is a need for evaluating the research questions and investigating the reasons to why CSR is so essential for automobile businesses in global south countries is a key aspect to it which cannot be if the pragmatism philosophy is used. As stated by Kumar (2019), the use case for large data sample analysis is possible in case of positivism philosophy. In contrast other philosophy types such as interpretivism has a focus upon smaller data samples. The positivism philosophy has been selected to identify the solutions to the research problems with the help of a mixed research process. On that note, positivism allows for better linking of the research objectives with gathered factual data which is supposedly the aim of the research method.

3.4 Research Approach

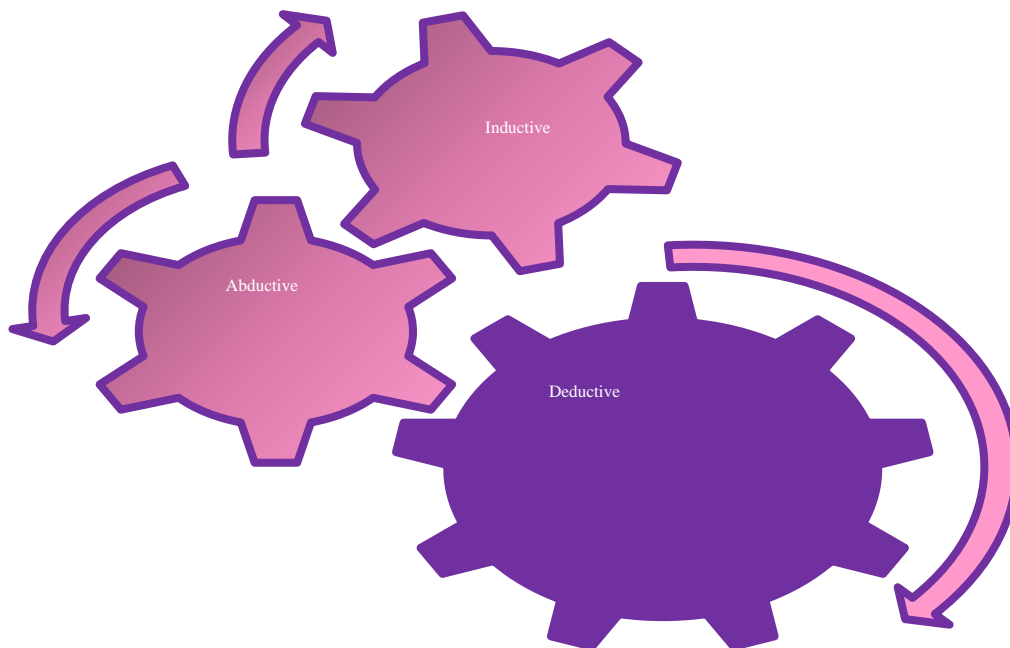


Figure 3.4: Research Approach

(Source: Learner)

The research approach types are found to be as deductive, inductive and abductive. As per the views of Moser and Korstjens (2018), plans and the procedures for research that expands the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation is known to be the research approach. The testing of hypothesis is what sets apart the three research approaches as only the deductive approach holds the capability of evaluating

research hypothesis and test its significance. In current research setting, there is ample amount of scope to do that as hypothesis has been generated for the research which looks to show a definitive positive relation between CSR practices and the performance of automobile sector in global south countries. According to the study by McKibben *et al.* (2020), the inductive research approach deals with the generalisability concept of generalising from the specific to the general unlike in the case of deductive approach which refers to generalising from the general to the specific. Moreover, the inductive approach has a complete reliance over the generation of new theories based on the exploration of a phenomenon or research topic (Woiceshyn and Daellenbach, 2018). In addition to that, the dependency is over the making of themes for research evaluation thereby having a more of qualitative view. On the contrary, the abductive approach deals in theory modification which would not be required as the existing research is already based on constructive theories which require testing. Therefore, in order to draw upon true conclusion and verify the theoretical base and hypothesis, the research carries on with the deductive research approach.

3.5 Research Design and strategy

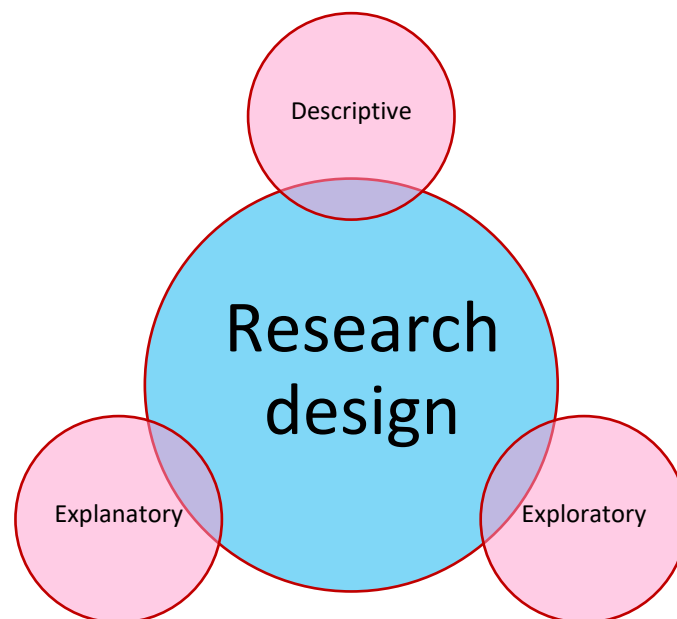


Figure 3.5: Research Design

(Source: Learner)

The research design is selected to ensure that the suitable research design is able to generate findings that are practically useful in reaching conclusions or decision-making. In relation, the conclusive research design categorises itself to be of two types in descriptive and casual. On that note, the descriptive research design is able to address a research phenomenon by specifying the causes, elements within a research much like in the current research which looks

to describe the influence of CSR practices in moderating the developments over in the automobile sector in the Global South countries. According to the study by Armstrong and Kepler (2018), the research design type varies between explanatory, descriptive and exploratory. In causal research design, which falls within the conclusive research design, emphasis is given over the understanding of the cause effect relationship among the research variables. Considering that, again the research follows it as the impact of CSR upon the business practices of automobile industry is set to be identified. In contrasting views, the exploratory research design does not have a specific research purpose as found in the case of conclusive research design. The exploratory research design also does not allow for a clear data need and has reliance over data which is vague in most cases due to its open-ended nature. Furthermore, the drawn conclusion from exploratory research is more often tentative than final whereas this is the exact opposite for conclusive research design. Nonetheless, it has to be also mentioned that the causal form of research design is actually the explanatory research design which looks to be more suitable than any other research design out there. As per the study by Ji *et al.* (2017), the research strategy can be of qualitative, quantitative or mixed method. Moreover, the casual research design allows for the undertaking of a highly structured approach which fits along with the deductive approach and positivism philosophy thereby helping gather mixed data for the research. The causal research design also enables the research to have a clearly defined approach to meet with the developed research hypothesis.

3.6 Data Collection Method

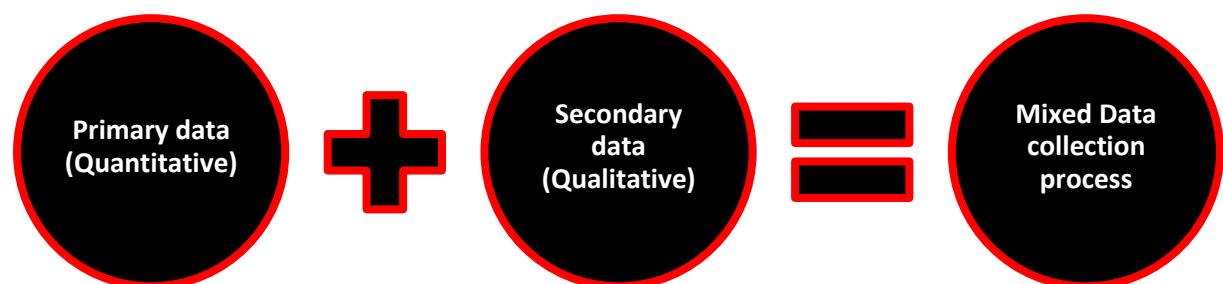


Figure 3.6: Methods of data collection

(Source: Learner)

The data collection methods are known to be qualitative and quantitative data. Both of these data are valid in case of a primary research or a secondary one. Likewise, their collective use in a solitary research makes up for the application of a mixed research data as both quantitative and qualitative are being used. As per the study by Lowe *et al.* (2018), the quantitative data collection relies on a statistical evaluation of data and has a mathematical approach to it. In relation, the sample size is found to be large in case of quantitative data. Moreover, the basis

of this data collection is in the process of random sampling and structured data collection. This makes the interpretation of data easy as the data sources are clear and there is minimal degree of bias in the data set. Furthermore, it supports the deductive viewpoint as well whereas for qualitative data, the data sources are found in reports, newsletters, publications as well as interview data which is typically a primary qualitative data. As mentioned by Azungah (2018) the reliability of a secondary data source is found to be much weaker than a primary one. This is why the research has followed a dyadic approach and made use of primary quantitative data. Along with that, the secondary qualitative data has been also gathered for the research. The primary quantitative data has been sourced from 101 participants from various automobile units in the global south countries. Since, the possibility of conducting a survey research such as this which relies on close-ended questions is not possible offline, the Google forms has been supposedly used to collect the data from the participants. In case of secondary research data, specific search query has been put forth such as making use of keywords like CSR practices in automobile industry. Importance of CSR, CSR in business performance, CSR in Global South Countries to find suitable secondary research data. In addition to that, the filtering of data has been considered from 2016 till date which allows for updated data evaluation of journals, articles and newspaper reports and thereafter draw on themes based on research objectives.

3.7 Data Analysis Procedure

The surveyed data relies on close-ended questions based on the five point Likert scale for response generation. As stated by Ong and Puteh (2017), turning raw numbers into meaningful data through the application of various software has ensured the primary data analysis process to be a seamless one. Likewise, the scope for data visualisation with the help of charts and diagrams has made it easier to interpret the data as well. The data is stored in an excel file and each question has been evaluated to the merit of literature and current research topic. Similarly, it enables to draw on the link between the CSR practices and automobile business performance effectively as well. Moreover, the points from the literature review has been referred to as well from the primary data analysis to keep coherence between the researched data and literature findings. According to the study by Watkins (2017), the discourse analysis within the qualitative data allows for the analysis of all types of written texts whereas that resembles the thematic analysis concept. In relation, the thematic analysis has been performed to analyse secondary data and meet with the solutions for the research questions.

3.8 Ethical Consideration

The anonymity and confidentiality aspect during the conduction of research has been looked after extensively. According to the views of Ruggiano and Perry (2019), misuse of research data can lead to a breach of ethics which should not be entertained by researchers. Similarly, following the data protection act is necessary in order to keep the collected research data safely and make sure that those are not used for any other purpose other than research evaluation itself. In relation, the primary data collected through survey are stored safely and no copy of it has been passed to anyone. In addition, the secondary data sources is cited in a legitimate process and no alternative methods have been used to refer to inaccessible secondary resources.

3.9 Summary

The section has accurately jotted down the selective research methods to foster adequate data analysis and thereafter help the research draw forth possible solutions for the research questions. In specific, the research has managed to tie up the positivism type under research philosophy with the deductive approach and the explanatory form of research design. This has been followed up with the application of mixed research method which has used both primary quantitative and secondary qualitative data.

Chapter 4: Presentation and Analysis of Findings

4.1 Introduction

The chapter looks to review the data collected from the primary as well as secondary form of data associated with the process of CSR practices across the GSCs and their automobile units. In relation, there is a thorough interpretation in place which looks to address the possible solutions to the set-out problems in the research. The survey responses from 51 participants have shown the dynamic CSR practices utilised by businesses and the significance of it over the modern-day automobile market for sustainable business developments. In addition, the secondary theme-based analysis proves to be effective in reviewing the relation among the research variables.

4.2 Primary quantitative data analysis

4.2.1 Do you think CSR practices are essential for automobile industry?

51 responses

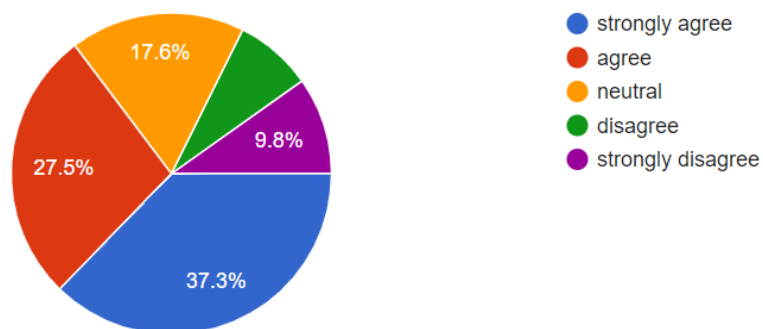


Figure 4.2.1: CSR practices are essential for automobile industry

(Source: as per data from Google form)

As per the findings from the surveyed data, it can be stated that a majority of people in 37.3% have strongly agreed on the point that there lies a need for CSR practices in automobile industry. This is further backed up by the 27.5% agreed responses there by totalling a positive response which is more than 60% thereby reflecting to the significance of CSR practices and their application in the automobile sector. This response is due to the fact that there are numerous advantages brought up with CSR for the automobile units such as making operations more future proof and having a sense of liability in giving the community something, as well as ensuring minimal damage to the environment as the industry has a record for harming the natural environment. On the other hand, 9.8% have strongly disagreed to the viewpoint as they might feel that the CSR represents itself as more of a burden to any business rather than being

a promoter for better business doings. This is somewhat true as CSR sometimes can be an act forced upon in a business which does not bode well in terms of keeping costs in check in a business. Therefore, a business has to make sure it is in a financial state to acknowledge the CSR practices or else it would not be able to soak the benefits offered by it. Similarly, for the automobile businesses over in GSCs, the inclusion of CSR looks to be helpful more so than being detrimental as the automobile manufacturers have ample amount of assets to rely over CSR in a better way. Along with that, the concern in regards to global environment has really upscaled the need for CSR practices which further secures its applicability.

4.2.2 Do you think CSR increases business performance in the automobile industry in GSCs?

50 responses

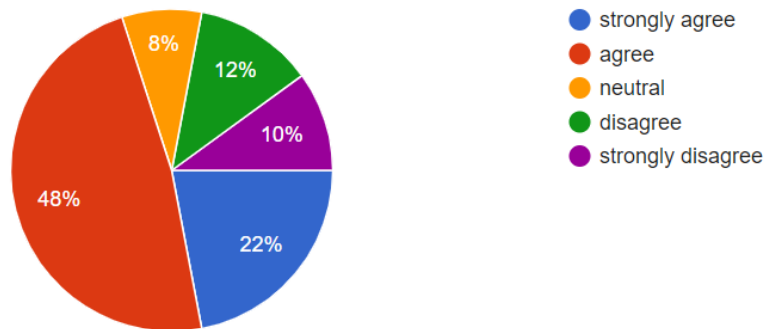


Figure 4.2.2: CSR increases business performance in the automobile industry in GSCs

(Source: as per data from Google form)

On the basis of gathered responses from the survey process, a bulk number of respondents in 48% have agreed over the fact that there is a business performance hike once the CSR is integrated in an automobile industry business. This is supported with the literature where there has been a discussion that some of the leading automobile manufacturers that operate over in GSCs such as Toyota has managed to embark on the idea of going green while heavily favouring the CSR agenda. The work that they have put forth in configuring their CSR has been commendable which has now brought them ample degree of success, only to set itself up as a prime business example which has managed to attain success while following CSR in the automobile sector. In addition, there has been a stronger support from 22% in favour of the statement thereby making CSR a promoter for performance increase in businesses. On the contrary, to argue with it, 12% disagreed and 10% have strongly disagreed. This might be due to the factor that CSR does not always help trim down on the operations costs and requires

demanding business assets to be able to be successful. However, considering its successful influence over majority of the automobile businesses, there is little doubt in regards to it being a non-promoter for enhanced business performance.

4.2.3 Would you agree that there are more benefits of CSR as compared to its limitations for the automobile industry in GSCs?

51 responses

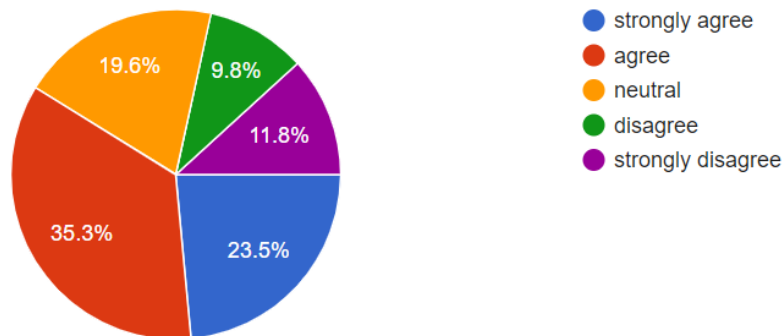


Figure 4.2.3: There are more benefits of CSR as compared to its limitations for the automobile industry in GSCs

(Source: as per data from Google form)

As per the findings from the surveyed data, it can be viewed that a major group of respondents have favoured the CSR to be more advantageous as compared to being a disadvantageous association to a business. Precisely, 35.3% have agreed and 23.5% have strongly agreed upon the statement and validated CSR to be possessing more benefits and having a fewer limitation. Likewise, the benefits of CSR for an automobile business is in multiple levels as the businesses not only get to be more sustainable with their operations but also get a chance to be committed towards social work. The benefits cover aspects such as better employee satisfaction, increased customer loyalty as well as increased creativity across the business. On the one hand, there is this nature of sustainability along with added benefits in the operational chain when CSR is integrated in a business. On the other hand, there are issues such as the misalignment of business objectives which does not promote the application of CSR that effectively. Moreover, the interest of shareholders is looked not in a definitive way, once there is application of CSR as the focus shifts towards it. In support of the fact, 11.8% strongly disagreed and 9.8% disagreed as they felt the need for having concerns with the CSR, reflecting to its limitations more so than the advantages. However, the benefits are for the long term and for any business

to succeed in a gradual manner, there is need for CSR whereas its limitations can be overlooked for that matter.

4.2.4 Do you feel CSR helps enhance the corporate image of automotive business in GSCs?

51 responses

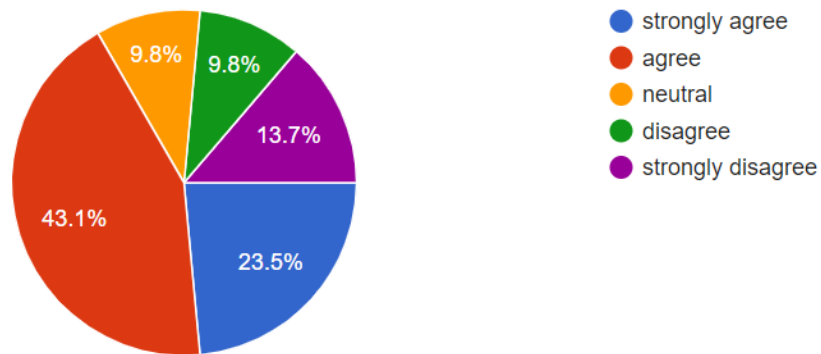


Figure 4.2.4: CSR helps enhance the corporate image of automotive business in GSCs

(Source: as per data from Google form)

As per the findings from the surveyed data, it can be stated that 43.1% of the participants agreed with the statement as they felt the need for CSR in orienting a better corporate image is essential for the modern-day automobile businesses. In relation, 23.5% strongly agreed that there is a scope to better the corporate image of an automobile business once it starts to follow the protocols to assist CSR. Concerning to the same, the influence of CSR over the image of a corporate entity is extensive, be it negative or positive for that matter. This speculation might have led to thinking of some of the participants within the survey process as they have also responded in a negative manner. 13.7% have strongly disagreed and 9.8% disagreed over the fact that as they tout CSR to be a negative influencer in terms of configuring the corporate image for the businesses. This refers to the examples over recent years where businesses have failed to use CSR in enhancing their corporate image and rather has made use of it to drift to a more negative state. In specific, Volkswagen failed to maintain a viable corporate image after openly stating their indulgence in CSR but failing to incorporate any of the benefits.

4.2.5 Do you agree that CSR brings about better customer satisfaction within the automotive industry in GSCSs?

51 responses

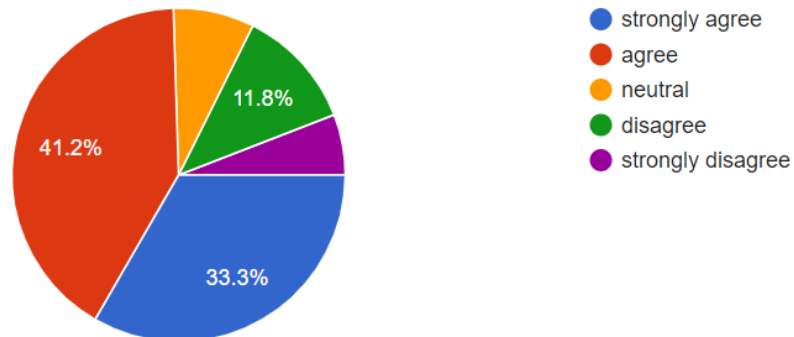


Figure 4.2.5: CSR brings about better customer satisfaction within the automotive industry in GSCSs

(Source: as per data from Google form)

The survey data shows 41.2% agreed and 33.3% strongly agreed which denotes the majority of the respondents to be having similar views. This is correct because the prime motive of CSR is to let the business become aware of the negative impact it is having over the environment which also includes the people/customers as well. In relation, the escalating CSR practices over in automobile business chains helps promote a sense of sustainability and enhanced operations which manipulates the consumer behaviour in thinking that a business is making extensive efforts to cope with the demanding market situation as well as respond to the customer needs. Moreover, the businesses make the customers feel they are important to the progress they are making as without customer satisfaction there is no successful business. Nonetheless, the corporate image of an automotive unit would also reflect to the customer satisfaction levels as a brand in the automotive industry having a negative image would find it difficult to observe better customer satisfaction. On that sense, some of the responses have shown disagreements, specifically with 11.8% disagreeing to the set view. However, the negative response is quite negligible and therefore there should be no doubt in stating it clearly that the influence of CSR over customer satisfaction is high and varies to positive or negative based on nature of its application.

4.2.6 Does CSR help meet with the triple bottom line for the automotive businesses in GSCs?

50 responses

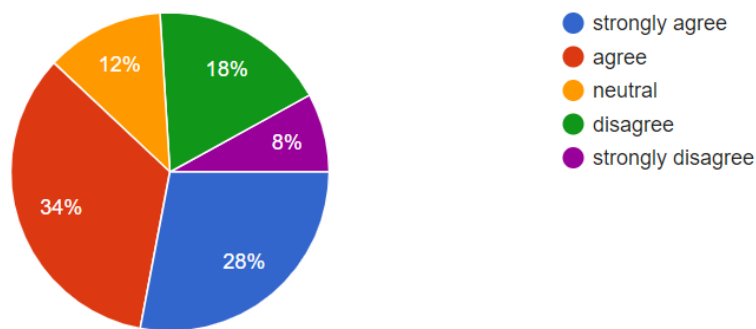


Figure 4.2.6: CSR help meet with the triple bottom line for the automotive businesses in GSCs

(Source: as per data from Google form)

As per the findings from the surveyed data, it can be viewed that 34% agreed and felt there is a positive chance for CSR to be meeting with triple bottom line which refers to people, planet and profit. This has been further strongly agreed by 28% of the respondents which goes to show there are higher chances of following the triple bottom line effectively once a business starts to exercise CSR activities. Likewise, an automotive business in GSC which is actively exercising CSR would be able to manage the carbon footprint in a steady manner and thereby keep the environmental concern minimal which associates with the planet aspect under the triple bottom line analogy. In addition, the response from the customer base and generation of higher customer satisfaction rate with the help of CSR responds to the meeting with people aspect. Furthermore, a business has to perform well to consider itself viable for doing operations in the long run while the sustainable measures gained from CSR helps tag along profitable business developments (Cooper, 2017). Therefore, a business with a successfully applied CSR indicates that triple bottom line is automatically met with those CSR activities. In contrasting views, 12% have stayed neutral, 18% have disagreed and 8% strongly disagreed to this concept. The disagreement has occurred due to the use case of meeting with some of the factors within triple bottom line but not able to meet all of them together for some of the businesses. For example, an automotive business manages to maintain sustainability and put forth community development effectively but failing to keep the level of business profits high thereby creating a void within the triple bottom line. However, there is less amount of chance that a business having met those other criteria within triple bottom line is going to fail to meet the leftover

one. Henceforth, CSR does help meet with the triple bottom line for the automotive businesses in GSCs (Nayak and Patjoshi, 2020).

4.2.7 Would you feel that there is a need for CSR inclusion in a business to generate better sustainability and long-run of business?

50 responses

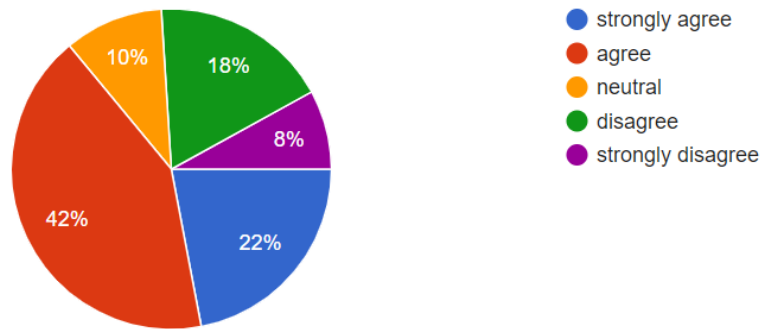


Figure 4.2.7: Need for CSR inclusion in a business to generate better sustainability and long-run of business

(Source: as per data from Google form)

On the basis of gathered responses from the survey process, 22% strongly agreed along with 42% who also agreed about the fact that there is a significant relation between CSR activities in the business with the sustainable developments and long-term growth of it. This is supported by the stronger set of actions a business has to take in order to make sure it is exercising CSR in an effective way such as making inclusions for advanced set of technology to enhance the business operations and reduce the environmental impact from the process of manufacturing. Along with this, the businesses feel that CSR would be able to boost their corporate value which would entitle them to be a leader in their business industry whereas in case of automotive industry, this has been a steady trend in recent times as the industry yields negative influence over the environment. Therefore, a collective influence of advancement and customer values promotes the idea among automotive businesses that they would be able to attain long term sustainability from the CSR activities (Cooper, 2017). On the contrary, there has been a 18% response generation in the disagreed column as well as 8% strongly disagreed views. These responses support a dyadic cause as per literature because the thinking that a business can only be sustainable if they are practising CSR is not entirely true. Some of the businesses over the years have managed to stay sustainable while not even knowing about the values of CSR in the initial phases but later on have went onto make an integration of it to make their practices more

recognizable to the audience. Therefore, there is no concern in stating that CSR is applied to make way for long term business growth as well as sustainability in a business.

4.2.8 Do you think having a stronger focus of CSR affects the business profits of automotive businesses in GSCs?

50 responses

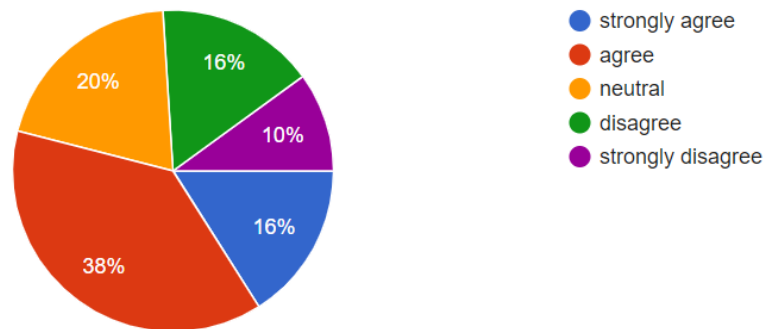


Figure 4.2.8: Stronger focus of CSR affects the business profits of automotive businesses in GSCs

(Source: as per data from Google form)

The survey data shows there is a positive response generation in reference to the statement drawn forth. This is factualized by the 38% agreed and 16% strongly agreed responses which articulated the profitability aspect to be a metric that is affected significantly due to the inclusion of CSR. Along with that, there is a need for automotive businesses to keep their business functional in the long run which is enhanced due to the addition of CSR values. The changes in the business setting and orientation to a more sustainable work output has been found to save cost for businesses in the long run. Therefore, an initial investment for the sustainable measures is more than welcoming for an automotive business as it would thereafter have the potential to excel financially in future business practices. On the other hand, 20% neutral views indicate that many of the respondents were not sure of the profitability aspect when considering CSR practices. This has followed 16% disagree views and 10% strongly disagreed views catering the equation that there are no profitable measures for doing CSR and rather it consumes financial resources to look after the environment and social activities. On the other hand, there is no denial of the fact that profitability is there as sustainable output saves waste and helps better recycling measures which is profitable nonetheless for an automotive business in GSC.

4.2.9 Does CSR help improve the community standards across GSCs with its application over in automobile sector?

49 responses

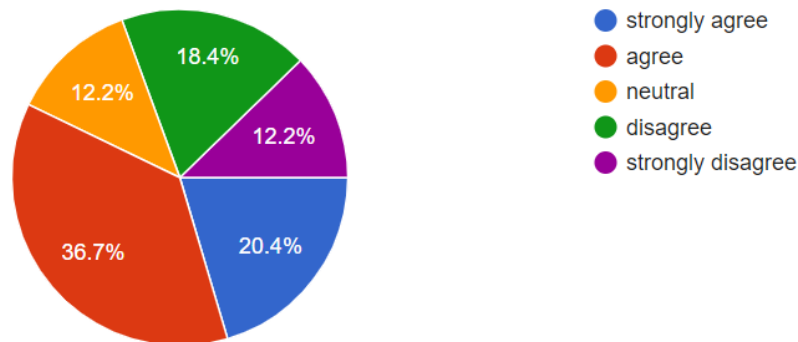


Figure 4.2.9: CSR help improve the community standards across GSCs with its application over in automobile sector

(Source: as per data from Google form)

As per the findings from the surveyed data, it can be stated that the response was strong in terms of following the statement that community standards are enhanced once businesses look to make use of CSR practices. In particular, 36.7% agreed and 20.4% strongly agreed to the notion and cemented their views in favour of it. This highlights that the core fundamentals of doing CSR in a business as it is brought to success when a business makes an effort for community development or works for a social cause. On the contrary, there were several individuals who looked after the application of CSR in community development to be ineffective as 12.2% strongly disagreed and 18.4% disagreed on the statement. This allows for the issue review in regards to the profitable aspect of a business as more often businesses promise to make for community development but fail to meet with the standards due to cost cutting measures. Nonetheless, despite a few shortcomings in relation to meeting with the set-out community standards and social causes, the application of CSR is still meritorious in improving social status of individuals.

4.2.10 Does CSR aid in the process of generating better market value for automotive businesses in GSCs?

51 responses

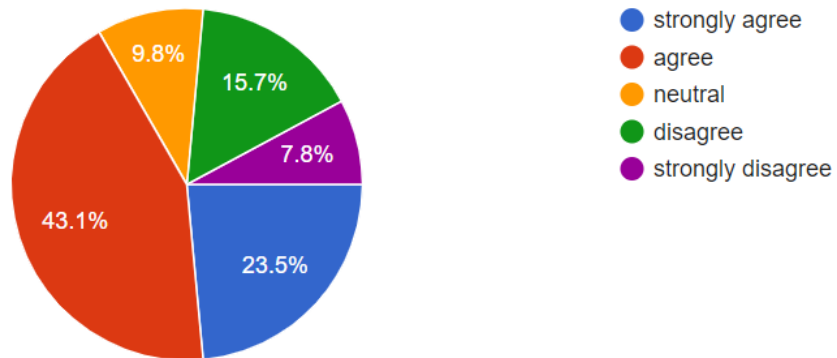


Figure 4.2.10: CSR aid in the process of generating better market value for automotive businesses in GSCs

(Source: as per data from Google form)

On the basis of gathered responses from the survey process, 43.1% have agreed followed by 23.5% of respondents. Therefore, there is no denial of the fact that CSR helps a brand generate market value. This is significant because, the CSR practices already helped businesses enhance their corporate image which showed the potential to be adding to the marketing dynamics as well. CSR in way aids in the process of letting customers know about the business actions taken by an automobile unit to cater to sustainable operations. This generates strong brand presence among the customers and forces the market expansion due to greater expansion of company name and branding. In contrasting views, 15.7% have disagreed and 7.8% have strongly disagreed to the fact that CSR holds credibility in market value generation. This response does not seem to bode well as compared to the literature reviewed which also showed the influence of CSR in generating better brand value for businesses and increasing their global reach at the same time.

4.3 Secondary data analysis

4.3.1 Theme 1: CSR help innovate business approaches across the automobile industry in Global South countries

Innovation and sustainability are found to be closely related variables which refers to the fact that if a company has innovation idea then it can apply the same to bring about sustainable operations in the business. As per the views of Goyal and Kumar (2017), the commitment from the workplace employee base and the hierarchy is deemed to be crucial in making sure of a

successful application of CSR in business across the automotive industry. Likewise, the lack of knowledge about CSR acts as a barrier in making its application stand out. Apart from this, it is noticed that lack of money and consumer's passive attitude towards CSR are the major barriers in CSR implementation in Indian automotive manufacturing companies. In addition, environmental sustainability and ethical marketing are found to be aspects which fall under the umbrella of CSR and is touted to be viable for businesses who are looking to channel their innovation for better business developments. There are several companies in India which are looking to make use of CSR in the operational functions just to ensure they are not reluctant to deep dive into the concept of sustainability. On the other hand, Sengupta and Sengupta (2018), mentioned that Maruti Suzuki India Limited, Ashok Leyland are automobile units in India which have relied on the principles of CSR since a long time. A notable example of this comes in the form of Maruti Suzuki India Limited promoting road safety among people through print, audio and visual media. This has been further backed up by the initiatives taken by the company to go carbon free with the adoption of electric vehicles. While, the trend of electric vehicles is observed to be common among many other automobile units as well whereas Toyota seems to be ahead of the competition in making a wide scale application of it. Therefore, innovation is seen to be present in abundance, once a company starts to make CSR initiatives. It can be thereby evaluated that there is scope for innovation applications with the inclusion of CSR initiatives.

4.3.2 Theme 2: Impact of CSR in enhancing the community standards with its application over in automobile industry in Global South countries

The community level developments are fuelled with the application of CSR as companies start to make investments in building up better standards for the community. In relation, the CSR plays a major role in making sure that the automobile companies are coping with the modern-day regulations while checking on their stakeholders in the business. This allows them to be more flexible and keep operations in a free flow manner while not voiding the growth of their employees. According to the study by Gopal and Thakkar (2016), to share the negative consequences as a result of industrialisation and acquire talented individuals for work are two very important aspects of CSR in terms of its role in the community development. For instance, CSR helps in the process of recruitment of talented individuals which assures the community to excel. In addition, the building markets, combating corruption, safeguarding the environment and ensuring social inclusion is one of the major aspects of community development with CSR as well. Moreover, this is seen to be a more prominent issue in terms of the GSC based automotive units as there lies a stress of economic condition while dictating

the developments over in the community development. This is because in a nation such as Brazil and India, more amount of focus would be given to the education of individuals in case CSR is implemented in automotive businesses. As mentioned by Jabbouret *al.* (2016), CSR program can be seen as an aid to alleviate poverty in developing nations. In response to the same, there are possibilities of making a better work culture with the help of CSR thereby ensuring that employee satisfaction is high in business. Therefore, from a community development standpoint there is potential for CSR to enhance its merit as it offers valued contribution to it such as making employment opportunities and handing our reliefs and education services. Apart from this, keeping the environment safe also contributes in some ways in making the overall community standards better such as reduction of CO2 emission from the vehicles allows for cleaner air. This improves the health standards of the individuals on a general level and does not impose environmental threat upon them which can be an issue if companies in the automotive chain look to operate without following the CSR practices.

4.3.3. Theme 3: Need for GSCs to make use of CSR in long-term growth of business

The long-term growth of business depends on the way businesses manage to integrate CSR. As an automobile business, the dependency to succeed with the application of CSR is enhanced when the company tries to meet with triple bottom line of business. As per the views of Cowan and Guzman (2018), CSR and sustainability signals increases corporate brand performance and brand equity. Similarly, for the automotive businesses who tend to operate over in the GSC have a prime probability of making their business successful in the long run as inclusion of CSR would enhance technological solution integration in the companies. This would thereafter promote better life cycle for the businesses and allow for better sustainability. Apart from that, in terms of benchmarking the operational level success, the businesses have to be aware that the cutting of operational costs is made possible with the application of innovation measures which in return also aids in the process of generating a calculative value for the long term growth of the business. Moreover, end of life vehicles have become a cause of concern for majority of the automobile units out there which has reflected to the consumption of materials which would be recycled in minimal costs in future. This would allow for better end of life management of the sold vehicles and cause less of a distress for the manufacturers. Along with the, the trend of electric vehicles is seen to be high in recent times as well which validates that a business has scope for making new products which would be far more sustainable and well received on behalf of the customer base. Nonetheless, the continual innovation process combined with the efforts put forth in the development of community should enable an industry such as automobile to prosper with their CSR initiatives. Therefore, it can be evaluated that in

the long run the GSC based automobile units have plenty of chances to channel CSR as a promoter for long-term business growth.

4.4 Summary

The findings have helped relate the research variables in a better manner while also ensuring that the solutions to the generated research problems are found adequately. The survey data has evaluated the influence of CSR practices over the business actions of the automobile businesses in which it has shown that the ones that are able to exercise CSR practices are generally doing better as compared to those that are not able to. In relation, the sustainability to a business is brought about due to the effective measures over in the CSR aspect of a business. Therefore, the GSC based automobile units are no exception to this as they are also liable to put forth accountable CSR practices and enjoy sustainability within their business. Apparently, the primary research data heavily favoured CSR practices to be a key activity for automobile sector as not only does it help enhance the operational or functional capabilities but it also manages to elevate the brand image in the market. Apart from that, the secondary research data has managed to emphasise the notable relations between the research variables which has helped meet with the research objectives quite effectively.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

On the basis of above observations, it can be inferred upon that there lies a strong relation between CSR activities and the performance of the automobile units in GSC. The influence of CSR has helped the automakers to follow the SDG as well thereby enhancing the business value and promoting long term growth in the business as well. On the other side, there is a scope generation for not succumbing to the compliance issues which are seen to be high in case of environmental pollution generation from the manufacturing of vehicles. Moreover, the hypothesis has been proved to be in CSR in automobile industry is essential for business success for automotive units in Global South countries such as India, China and Brazil. The application of the research has helped in the process of understanding that the CSR holds credible amount of value in terms of generating profit as well as increasing the overall value of the company in front of the stakeholders.

It has been seen that due to high level of market competition in the automotive sector the significance of CSR has increased even further. this has led to the application of CSR in a much wider scale. In case of global south countries that application of CSR has been extensive as well. country started India and Brazil have also followed the trend of CSR in Asian times across the automobile sector at it has emerged to be a valuable input in terms of long term business growth. in addition to that, competency generation is brought about with application of CSR. moreover, influence of CSR practices has found to be effective in meeting with the triple bottom line. This ensures that the company is able to tackle multiple business as text with the help of CSR policy and practices. It has also been seen that the CSR activities and not only promote the sustainable measures in the business but also generate a better relation with the stakeholders such as better relations with customers and employee base. Thereafter, it goes to show that CSR have multiple sets of benefits for the businesses in the automotive sector and the Global South countries are no exception to that. The limitations of CSR lies as not able to make operational cost low and sometimes affecting the financial state of a business in a negative manner and becoming a burden to the company. In the automobile sector, where the costing is already expensive in the operational level, the forced inclusion of CSR shows even more rise to the costs which does not facilitate for CSR initiatives without proper set of planning. Ashok Leyland, Bajaj Auto, Hero MotoCorp, JBM Auto and Mahindra and Mahindra, all of these companies are found to be exercising the CSR practices in a stable

manner back in India which falls under the umbrella of GSC. Therefore, there are possibilities that the CSR would enable other automakers in similar geographic to make use of it in increasing productivity while not compromising on the sustainable operational standards. Furthermore, the CSR activities have become more balanced nowadays which gives the business executive scope for using it with their existing set of goals and objectives thereby not creating a distraction from meeting with company goals. However, the automotive sector would still need to rely on extensive monitoring and reporting to foresee successful CSR practices in the long run.

5.2 Linking with objectives

Linking with objective 1- To review the influence of CSR in generating better business performance for automobile businesses in Global South countries

The objective has been duly met over in the literature review section of the research where there has been clear statements given of the benefits possessed by the CSR practices. Moreover, the positive as well as negative influence over the business finances has also been shown over the literature review section which has managed to address the complexities tied with the CSR initiatives. This went onto indicate that the CSR practices needs to be integrated in a systematic manner in order to attain a positive impact from it. Nonetheless, the primary data analysis section has also found a way to meet with the objective as one of the questions in the survey gathered high share of responses in favour of the statement that CSR does escalate the performance of businesses. CSR allows businesses to restructure their operational activities thereafter bringing about a more adaptive nature to the business which is ideal to keep continual growth and excel in business performance.

Linking with objective 2- To identify if CSR helps innovate business approaches across automobile industry in Global South countries

Innovation and CSR practices are found to be interrelated whereas this particular objective has been met across in two sections of the research. In the literature review section, there has been a discussion about the possible ways in which a company could generate value and inclusion of CSR was found to be one of them. While, it is to be noted than in an ideal business condition within an automobile unit, the innovation metrics would improve once there is application of CSR and for many of the India based automobile units, this was noticed to be the case as majority of them innovated to make way for electric vehicles and articulated the manufacturing process for the betterment of environment. In addition, the data analysis section also reflected similar views as the respondents indicated CSR to be promoter of business innovations. Apart

from this, the secondary data analysis has also favoured the CSR practices to be essential in encouraging the business heads in following suit of the innovation measures in business.

Linking with objective 3- To evaluate the impact of CSR in enhancing the community standards with its application over in automobile industry in Global South countries

The third objective has been over in the data analysis section in an effective way as majority of the survey questions addressed the ways CSR was contributing towards the health and safety of the workers as well as well being measures for the customers. Apart from that, the excessive inputs taken to control the negative environmental impact highlighted the ways in which the automotive businesses are looking to enhance the community standards. In addition, the secondary analysis indicated the education system to be one such area which has been looked after by the India based automotive units and their contributions to the community has been endless.

Linking with objective 4- To identify the need among automobile industry in Global South countries to include CSR practices for long term business growth

The fourth objective has been duly met over in the data analysis section of the research where there has been several survey questions relating to the long term implications of CSR practices upon the GSC based automobile units. As a result, it has been seen that the long term success is there for the automotive units that have followed the CSR practices from a while back as they have now generated a stable operational ground to exercise CSR in a correct way. However, for some there would be limitations as CSR is a resource hungry process and more often an improper planning can lead to a company deal with poor CSR efforts which would be of no use to in the short as well as in the long term. Therefore, the wise move for the automakers would be to develop policies and thereafter make efforts to invest in CSR practices which could sequentially set the stage for reaping the long term benefits from it once it is integrated on the base level business actions.

5.3 Recommendations

There are considerable set of improvements which can be made to the set of operational measures in managing the sustainable aspect for the automobile business whereas the ones operating in GSC territory should make use of it to go on with business in a more effective way by following CSR principles.

- As an automotive unit, the first duty would be to set of a policy procedure which would demarcate all the necessary duties required to be performed in meeting with the CSR values. This would help the workforce be aware of the possible change measures which

would be brought about with the integration of CSR thereby enabling them to be having better compliance to the new sustainable standards. Moreover, the message has to be stated in such a way across the policies that even other stakeholders in customers are also get to view the effectiveness of the new measures.

- Creation of a balanced scorecard is seen to be a creative measure in making sure that an ample degree of support is generated on an internal level to monitor and keep track of the CSR practices. However, there is no exact of measuring the values of CSR apart from counting on the level of financial stability as well as the level of satisfaction that is shown by the stakeholders. Apart from that, the contribution of the business in minimizing the harmful operational measures is one specific area which the businesses can easily track and keep a record of. This would enable a richer brand image among the consumer base which would help lead a sustainable business.
- Using social media to make people aware that the business is utilizing the CSR values is one way to keep a strong push strategy in delivering a well functioned CSR activity. In relation, the reporting of CSR would also be able to assist the purpose of following the CSR principles in a more effective manner thereby crediting for a well functioned business.

5.4 Research limitations

The research has faced limitations in terms of addressing the core ways in which the CSR activities over the automobile units could not be defined as the focus was across a larger geographic in GSC. In relation, this gave the scope for using both the primary and secondary form of data to back the research findings. In contrast, a face to face interview session could have helped me get to know about the significance of CSR even more, as it is the managers who are responsible for making its application across a business setting. On the other hand, many secondary data sources were not granted access to as either being paid or unavailability came across as issues. Therefore, these limitations crippled the research development to a degree, whereas the other observations were adequate in the research, which eventually led to its finish.

5.5 Future research suggestions

The present research comprises of an extensive set of discussions referring to the implications of CSR practices in the automobile sector whereas it has been found that the advantages tend to outweigh the disadvantages by a long margin. Likewise, this opens the door for future researches where a more stable line of focus can be given to understand the value generative capabilities of CSR as in most cases it offers success for businesses where there is a manufacturing heavy process such as like in automobile sector. Moreover, the future researchers should be able to get an idea on how the CSR activities influence an automotive business to improve not only in the sustainability department but also in the profitability department, thereby making a possible recommendation in CSR to improve the financial performance of automobile businesses.

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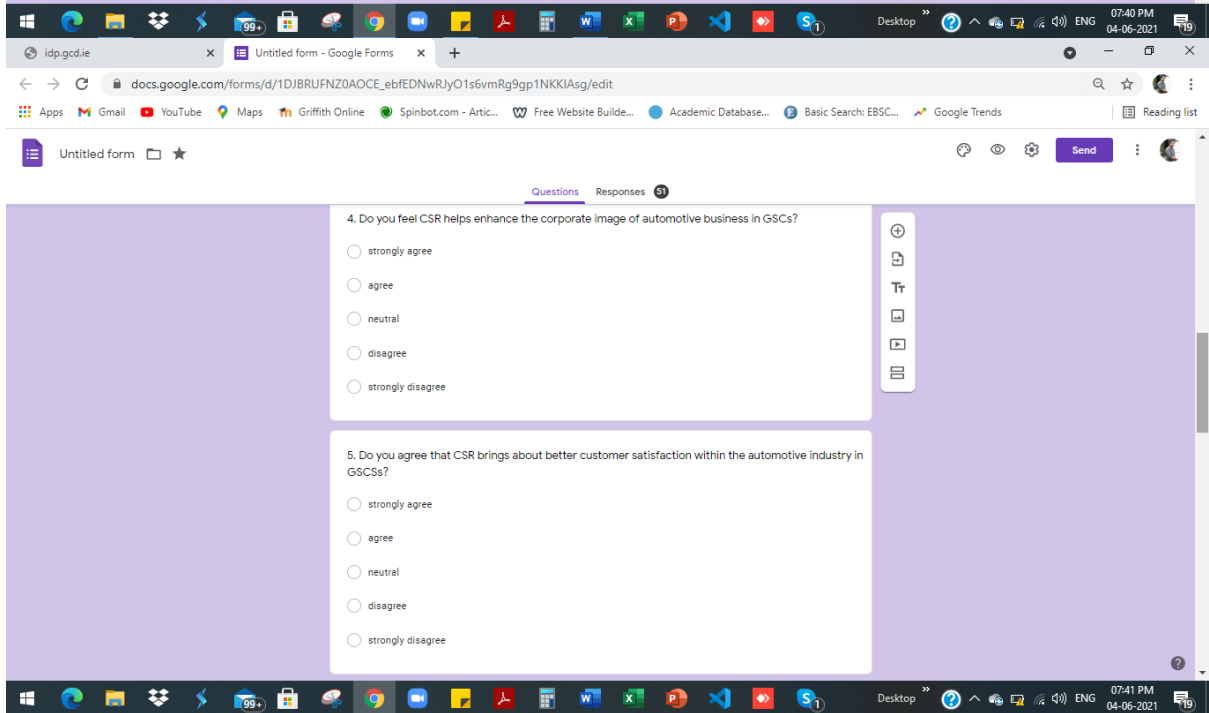
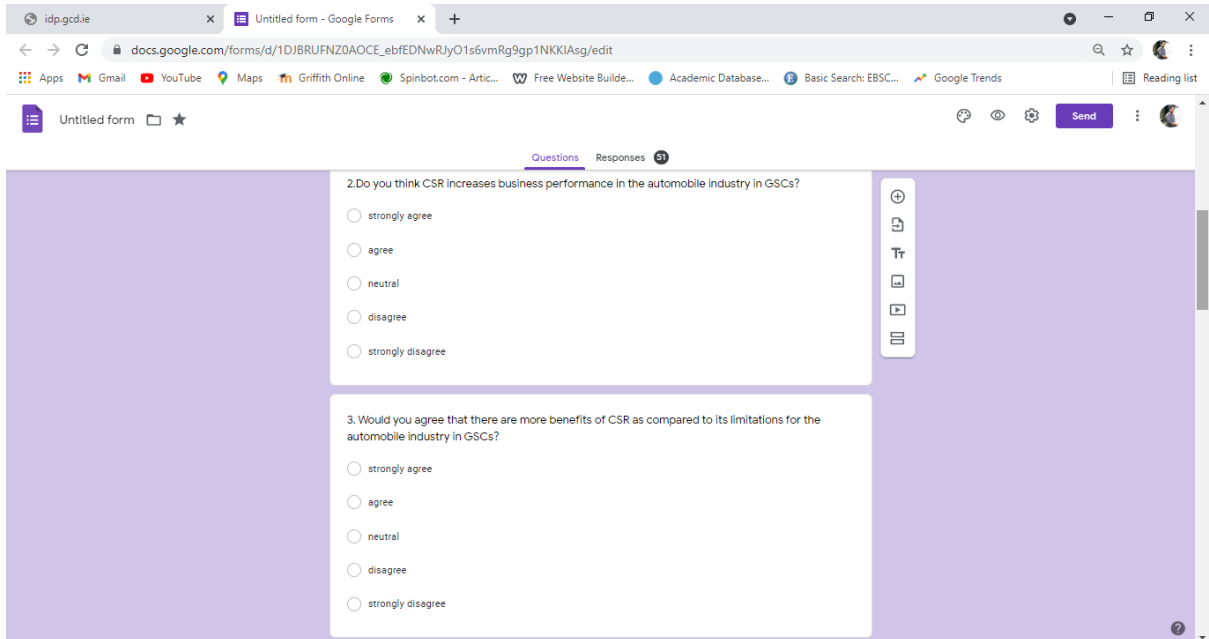
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Appendix

Questionnaires google forms –

https://docs.google.com/forms/d/e/1FAIpQLSczCBOIAMfZrBR3A1Vu18a0rXfqPvYtLZ7cy8ZudCq3g_jNXQ/viewform?vc=0&c=0&w=1&flr=0&qxids=7628

The screenshot shows a Google Forms interface for a questionnaire. The title is "CSR IN THE AUTOMOBILE INDUSTRY OF GLOBAL SOUTH COUNTRIES". The form includes a detailed introductory paragraph about the research, followed by a request to fill out questions. The first question is a Likert scale: "1. Do you think CSR practices are essential for automobile industry?" with five radio button options: "strongly agree", "agree", "neutral", "disagree", and "strongly disagree". The browser's address bar shows the form's URL, and the Windows taskbar is visible at the bottom.



idp.gcd.ie x Untitled form - Google Forms x +

docs.google.com/forms/d/1DJBRUFNZ0AOCE_ebFEDNwRjyO1s6vmRg9gp1NKKIAsg/edit

Apps Gmail YouTube Maps Griffith Online Spinbot.com - Artic... Free Website Builde... Academic Database... Basic Search: EBSC... Google Trends Reading list

Untitled form ☆

Questions Responses 51

6. Does CSR help meet with the triple bottom line for the automotive businesses in GSCs?

- strongly agree
- agree
- neutral
- disagree
- strongly disagree

7. Would you feel that there is a need for CSR inclusion in a business to generate better sustainability and long-run of business?

- strongly agree
- agree
- neutral
- disagree
- strongly disagree

idp.gcd.ie x Untitled form - Google Forms x +

docs.google.com/forms/d/1DJBRUFNZ0AOCE_ebFEDNwRjyO1s6vmRg9gp1NKKIAsg/edit

Apps Gmail YouTube Maps Griffith Online Spinbot.com - Artic... Free Website Builde... Academic Database... Basic Search: EBSC... Google Trends Reading list

Untitled form ☆

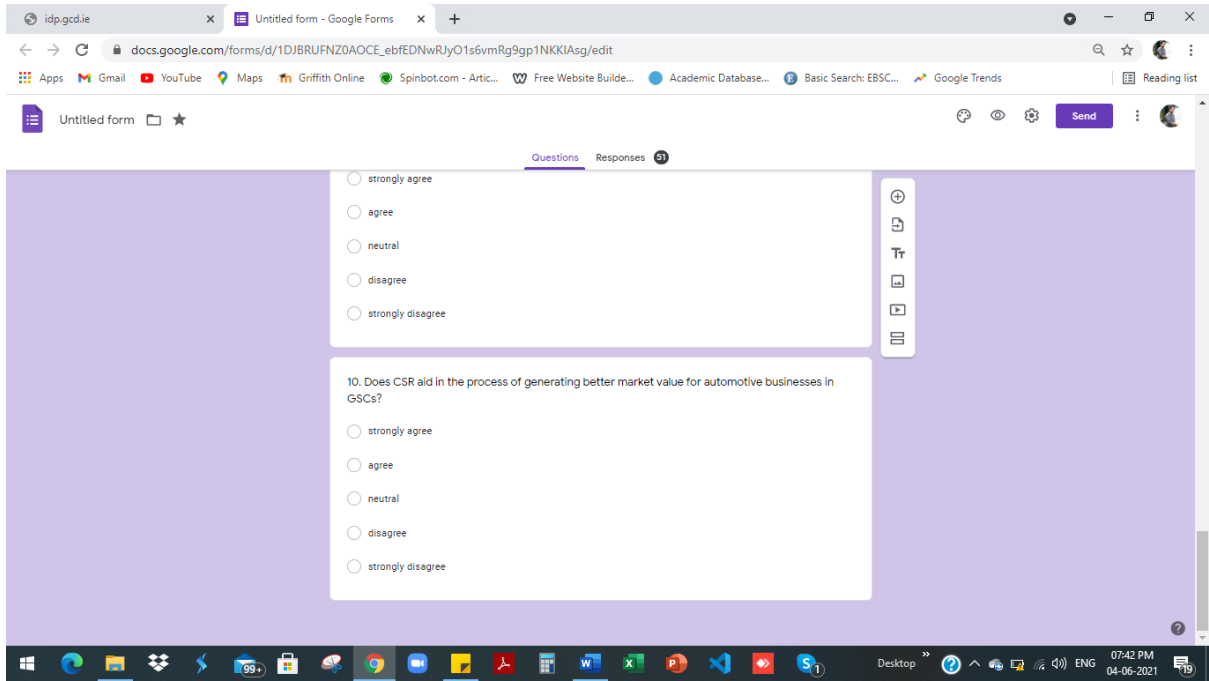
Questions Responses 51

8. Do you think having a stronger focus of CSR affects the business profits of automotive businesses in GSCs?

- strongly agree
- agree
- neutral
- disagree
- strongly disagree

9. Does CSR help improve the community standards across GSCs with its application over in automobile sector?

- strongly agree
- agree
- neutral
- disagree
- strongly disagree



Questionnaires google forms Responses

