

Shifting Gears: A Demographic Deep Dive into Automotive CSR Challenges

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Abstract:

Purpose-The present research intends to investigate how executives' perceptions toward Corporate Social Responsibilities in the automotive industry are influenced by demographic factors such as hierarchy, gender, age, and work experience. **Methodology**- A detailed survey questionnaire, designed on a seven-point Likert scale, to gauge executives' perceptions of CSR within the automobile industry. Linear regression analyses were further applied to comprehensively assess the impact of demographic variables, enhancing the research's analytical rigor. **Findings**- Results indicate a statistically significant correlation between the demographic variables and perceptions towards both internal and external CSR challenges. As levels of hierarchy, age, and work experience increase, the perceived levels of CSR challenges decrease. A similar trend is observed with a gender transition from male to female. **Social implications**-This research expands the CSR dialogue by revealing the interaction of demographic factors like hierarchy, gender, age, and work experience on CSR challenges. It challenges conventional theory by encouraging gender-sensitive and generational structures. Furthermore, the data shows that work experience reduces perception of CSR challenges, advising the requirement for adaptive corporate strategies personalized to different experience levels. **Practical implications**-The research recommends targeted CSR approaches based on hierarchical levels and demographic factors like gender, age, and work experience. By employing robust statistical approaches, it offers a strong foundation for organizations to modify CSR initiatives and communications effectually. These findings will lead to more inclusive and sustainable CSR strategies, eventually augmenting a company's social impact and long-term sustainability. **Limitations**-This study is limited to the automobile sector and a specific set of demographic variables. **Novelty**-This research presents a novel categorization by distinguishing between internal and external CSR challenges, filling a gap often overlooked in the literature. By concentrating on the automobile industry, the study discloses sector-specific CSR differences, contributing to a more targeted approach for practitioners. The addition of variables like work experience and hierarchical level as demographic factors deals with fresh outlooks for understanding CSR perceptions. Furthermore, the employment of demanding statistical method Linear regression analyses elevates the methodological standards for future CSR studies' and exactness to a largely qualitative area, thereby pushing the limits of CSR research.

Keywords- Demographics, CSR, Employees, Automobile sector, Perception, Challenges

1. Introduction:

CSR states to intentional and moral activities taken beyond permissibility necessities to sustain the atmosphere, ensure fair treatment, promote economic growth, and involve definitely with societies (Wirba, 2024). It comprises defending the surroundings, confirming fair-minded behaviour, backup monetary growth, and working mutually with varied societies (Fatima & Elbanna, 2023). According to the European Commission Corporate social responsibility is “the responsibility of enterprises for their impacts on society” in 2011. The European Commission also encouraged companies to “have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders” (European Commission, 2011, p. 6). Consequently, internal stakeholders and employees are also calling for outstanding CSR performance from businesses (Brunton *et al.*, 2017) in addition to exterior stakeholders (González-Benito and González-Benito, 2010). Because of this, businesses must meet the CSR expectations of their staff to gain their faith (Hansen *et al.*, 2011). In this research, the researchers draw from the explanation of CSR provided above to assess the perceptions of executives, who are viewed as internal key stakeholders in this context. In today's quickly emerging business environment, organizations emphasize CSR more than ever to achieve sustainability and their overarching organizational goals. Therefore, it is essential to accurately understand how it affects the organization and its employees.

Real-world and academic research on CSR has grown more apprehensive. Prior research tended to focus on organizational-level issues, paying little attention to how individuals may help promote a company's CSR initiatives (Post *et al.*, 2002). However, the execution of CSR rest on heavily on the top executives of businesses (Swanson, 2008). Managers are solely responsible for deciding whether CSR actions are undertaken. Firms and organizations with a social mission cannot survive without managers who respect social accountability and are willing to support socially responsible efforts. As per studies, corporate social obligation assists organizations in various ways, incorporating brand with imaging improvement, customer reliability upgradation, employee motivation, increased commitment and dedication, and improved firm efficiency (Ali *et al.*, 2020). CSR initiatives are becoming a more important component of long-term business goals. Since the executives are the planners and leaders, they must create compelling CSR drives that can support organizations and aid them in accomplishing their expressed objectives (Belas *et al.*, 2020). D'Andrea and Montanini (2015) recommend that the individual decisions taken by entrepreneurs

significantly influence the development of robust business strategies and the alignment with their societal objectives. Hence, it is imperative to consider the demographic attributes of entrepreneurs, including age, gender, and other relevant factors, as these factors can influence their decision-making and choices. When viewed via theoretical lenses, the upper echelons theory (UET) establishes a connection concerning an executive's traits and organizational outcomes (Hambrick and Mason, 1984). Businesses take part in CSR as they consider it is the correct thing to perform and not under any coercion or pressure (Grimstad *et al.*, 2020). Therefore, implementing CSR is more up to the executives and owners. Thus, the responsibility of implementing CSR initiatives primarily falls upon the executives and owners of a company. As a result, it is crucial to investigate and comprehend how CSR is perceived, as well as to set boundaries depending on demographic characteristics. Research supports that Age and gender are two demographic factors that have an impact on how people perceive, feel about, and act concerning CSR practices. According to a study, older managers are usually more consultative and participatory than younger managers (Oshagbemi, 2004). Based on demographic characteristics, another research demonstrates significant variations in leadership styles (Larsson and Björklund, 2020). Male and female managers exhibit different behavioural tendencies while implementing CSR (Lu *et al.*, 2020). According to a study, ageing may also strengthen or impair leadership behaviours (Buengeler *et al.*, 2016). Furthermore, leaders' age and education level are thought to impact the entrepreneurial behaviour of employees (Jimenez *et al.*, 2021). These results confirm the requirement for additional investigation in the current study. This research seeks to build upon existing studies, which have commonly suggested that stakeholders with different personal traits - like gender, age, professional experience, and hierarchical position - might display a wide range of views, anticipations, and perceptions concerning CSR. Some authors suggest that internal stakeholders, specifically employees, are wide-open to interior CSR communiqué (Brunton *et al.*, 2017; Onkila, 2015) as efficient interior CSR communiqué supports corporations in well understanding of their stakeholders' opinions and influencing them. According to Vlachos *et al.* (2013), organizations with very strong CSR orientations have happier employees. According to the aforementioned assertions, it is acceptable to believe that investigates and researches on CSR investigated the influence of CSR initiatives on a variety of employee behavioural factors. A study highlights the lack of knowledge regarding the impact of employees' perceptions towards their employers' CSR initiatives, especially in the setting of emerging nations (Turban and Greening, 1997; Rahman *et al.*, 2016). Since employees from different nations within the similar area may have dissimilar perceptions and opinions regarding CSR. This study investigates how employees feel about CSR challenges. Therefore,

this research aims to identify how executives in the automotive industry perceive CSR challenges.

2. Theoretical background and development of hypotheses

The UET promotes strategic planning and organizational results as Managerial background traits can predict organizational performance levels to some extent (Hambrick and Mason, 1984). Top-level due to the diverse demographics of executives, it is possible for them to process, interpret, and use information in different ways. As a result, different managers may respond differently to the same information. Executives' demographic characteristics can influence their planning and selection of CSR activities since CSR is closely tied to planned projecting and decision-making (Heikkurinen, 2018; Metzker and Zvarikova, 2021). Numerous other research that focused on important individuals' demographics and managers' implementation of plans, business financial performance, etc. discovered sizable disparities (Jespersen and Bysted, 2016; Liem and Hien, 2020). The literature demonstrates that there are certain distinctions between owners and executives in big businesses. Owners and executives interpret and behave in various ways, according to the notion of biases and heuristics (Busenitz and Barney, 1997). Furthermore, previous research has shown that entrepreneurs and executives exhibit distinct behaviours, and these differences are well-documented. In a recent study, the researchers specifically investigate how proprietors and executives of small and medium-sized enterprises perceive business risks differently. In their overall risk assessment, owners are found to be more optimistic than SME executives. However, managers exhibit a more critical evaluation when compared to owners when it comes to the assertion that the business environment in their industry is overly regulated. They also revealed some commonalities; in the cases of operational and human hazards, respondents indicated the same frame of mind (Dvorsky *et al.*, 2022). On the one hand, a study indicated leaders care about CSR if their company performs as expected or slightly better. They care less when performance is way off, especially if they don't own much shareholding of the company (Kim and Kim, 2020). On the other side, companies do tackle societal difficulties and reflect CSR (Belaset *et al.*, 2020). In these situations, examining the variations among owners or executives who are more mindful of CSR is crucial. Different managers have distinct management styles. They use various methods, strategies, personalities, interpersonal abilities, etc. that they have learned and developed via their various life experiences (Johansen, 2007). These discrepancies always leave room for additional research into executives' perceptions toward CSR challenges based on their organizational hierarchy. Hence, the following hypotheses have been raised:

H1. Hierarchy significantly influences perceptions toward external CSR challenges.

H2. Hierarchy significantly influences perceptions toward internal CSR challenges.

Women are now increasingly represented in society in all spheres, including small company ownership and management. There are many disparities between male and female leadership and management when considering the few prior studies. Studies have revealed inequalities between women and managers in a variety of areas, including how they view their professional tasks (Seghieriet *al.*,2015).According to Oshagbemi and Gill (2003), gender strongly affects some characteristics of leadership style. There's a positive correlation between a corporation's financial operations and the participation of females in its corporate governance (Amin *et al.*,2021). Corporations with Executives of varied genders are more successful than other companies at putting green business practices into practice (Glass *et al.*,2016). Additionally, it has been discovered that the tactics employed by woman executives have a positive effect on corporate achievements(Johansen, 2007). Furthermore, latest findings suggest that female managers show a greater interest in CSR and the environment. A recent study in China, which is an industrialized country, found that women in leadership positions who are committed to the environment significantly reduce pollution emissions. According to Jiang and Akbar (2018)women managers are investing more in the environment since they are already deeply committed to social responsibility. A company's financial performance and value are enhanced by having women in actual leadership roles and by using sustainably sound business practices (Bannoet *al.*,2021).Numerous research that particularly examined if there are gender variations in CSR practices in businesses woman executives are more mindful of CSR practices than male managers in companies(Lu *et al.*,2020). There is a considerable disparity in how men and women view CSR (Titkoet *al.*, 2021).Female respondents found their stance on the necessity of CSR more steadfast than their male counterparts. Similar findings specify that females are more expected than males to have an internalized moral identity. This is because women believe that a company must benefit both the individual and the larger community, which reflects perceptions toward CSR. It also demonstrates that gender is crucial in how people perceive their social duty (Hatch and Stephen,2015). Considering the foregoing discussion, it makes sense to examine how more CSR executives view CSR challenges. Therefore, the following hypotheses have been raised.

H3. Gender significantly impacts perceptions toward external CSR challenges.

H4. Gender significantly impacts perceptions toward internal CSR challenges.

Age-linked variations in enthusiasm may guide to a better positive emotional experiences, personal well-being, and the well-being of others (Scheibe *et al.*, 2021). Birkinshaw *et al.* (2019) discovered that in most of all manager trait, management styles vary with age. According to the report, senior executives place more emphasis on building core skills, client retention, and connections and are more worried about the company's overall status in the marketplace. Young executives, in contrast, are more focused on a company's competitive posture in the marketplace. In summary, since expectations and needs vary by generation, organizations that have a diverse age group of managers face both advantages and disadvantages. French managers, particularly young ones, rely on that the prime inspiration for adopting CSR guidelines is to uphold and enhance the business reputation. On the other hand, Greek managers hold the belief that engaging in CSR actions brings about various benefits (Leonidas *et al.*, 2012). A study by Tefera and He (2020) found that age does not have a substantial influence on how CSR is perceived. Young executives tend to prioritize short-term financial success, while senior managers, who experience less market pressure, prioritize career considerations and are more eager to discourse the issues of various stakeholders, regardless of the instant impact on profitability (Fabrizio *et al.*, 2014). The current study expands on its conclusions within the framework of UET theory. It examines the disparities in executive perceptions toward CSR challenges based on their demographic characteristics. Understanding the factors influencing the disparities is one benefit of the inquiry into perception differences. Understanding the key components can aid researchers and policymakers. Since UET theory suggests that CEOs' characteristics have an impact on organizational outcomes (Hambrick and Mason, 1984). So Understanding the main causes of the variations in this research becomes crucial. Hence, the present study raised the following hypotheses:

H5. Age significantly impacts perceptions toward external CSR challenges.

H6. Age significantly impacts perceptions toward internal CSR challenges.

Work experience or tenure of executives plays a significant role in addressing internal and external CSR challenges. According to Finkelstein *et al.* (2009) the term "CEO tenure" refers to the length of period an individual has functioned as the chief executive officer of a company and serves as a significant indicator of CEO experience. Upper Echelons Theory (UET) research suggests that longer-serving CEOs generally initiate less planned activities, with CEO tenure as a shorthand representation of factors like obligation to the current situation and resistance to change (Finkelstein and Hambrick, 1990). Due to twofold contributing elements, CEO tenancy is

adversely linked with companies planned activities, including CSR initiatives. Firstly, as CEOs advance in their careers, they are more concerned with safeguarding their legacy, making it less likely for them to initiate new projects or risky wagers that could jeopardize it (Matta and Beamish, 2008). Secondly, CEOs become better at withstanding pressure from other stakeholders as they gain authority, expertise, and abilities throughout their careers (Meyer, 1975). Experienced CEOs have been able to select board members and employees who share their beliefs, leading to less disagreement and more freedom to act (Miller, 1991; Westphal, 1999). As a result, as their tenure lengthens, their inclination to start or support new strategic measures, especially those involving CSR, may diminish. On the other hand, CEOs who are just starting in their positions are more likely to experience power disputes and be fired (Shen and Cannella, 2002). As a result, they are driven to assert their authority and demonstrate their ability, frequently by making significant strategic investments, including those in CSR (Prendergast and Stole, 1996). Additionally, short-tenured CEOs may find it necessary to test out various strategic measures, including those linked to CSR, due to their relative inexperience in the role (Hambrick and Fukutomi, 1991). In conclusion, CEOs' length of service has a big impact on how they approach and deal with CSR challenges. In another study, Xu and Hou (2021) discover that CEOs with more diverse experiences, often gained from overseas work or study, had a stronger understanding of and commitment to CSR. This could imply that executives with more work experience might be more equipped to tackle external CSR challenges due to their broader perspective and knowledge gained from diverse experiences. To help organizations manage and overcome CSR challenges, it is important to understand the structure of Executive tenure. Hence, the following hypotheses have been raised:

H7. Work experience significantly impacts perceptions toward internal CSR challenges.

H8. Work experience significantly impacts perceptions toward external CSR challenges.

Based on the eight hypotheses presented above, the proposed theoretical model (Figure 1) illustrates the anticipated outcomes.

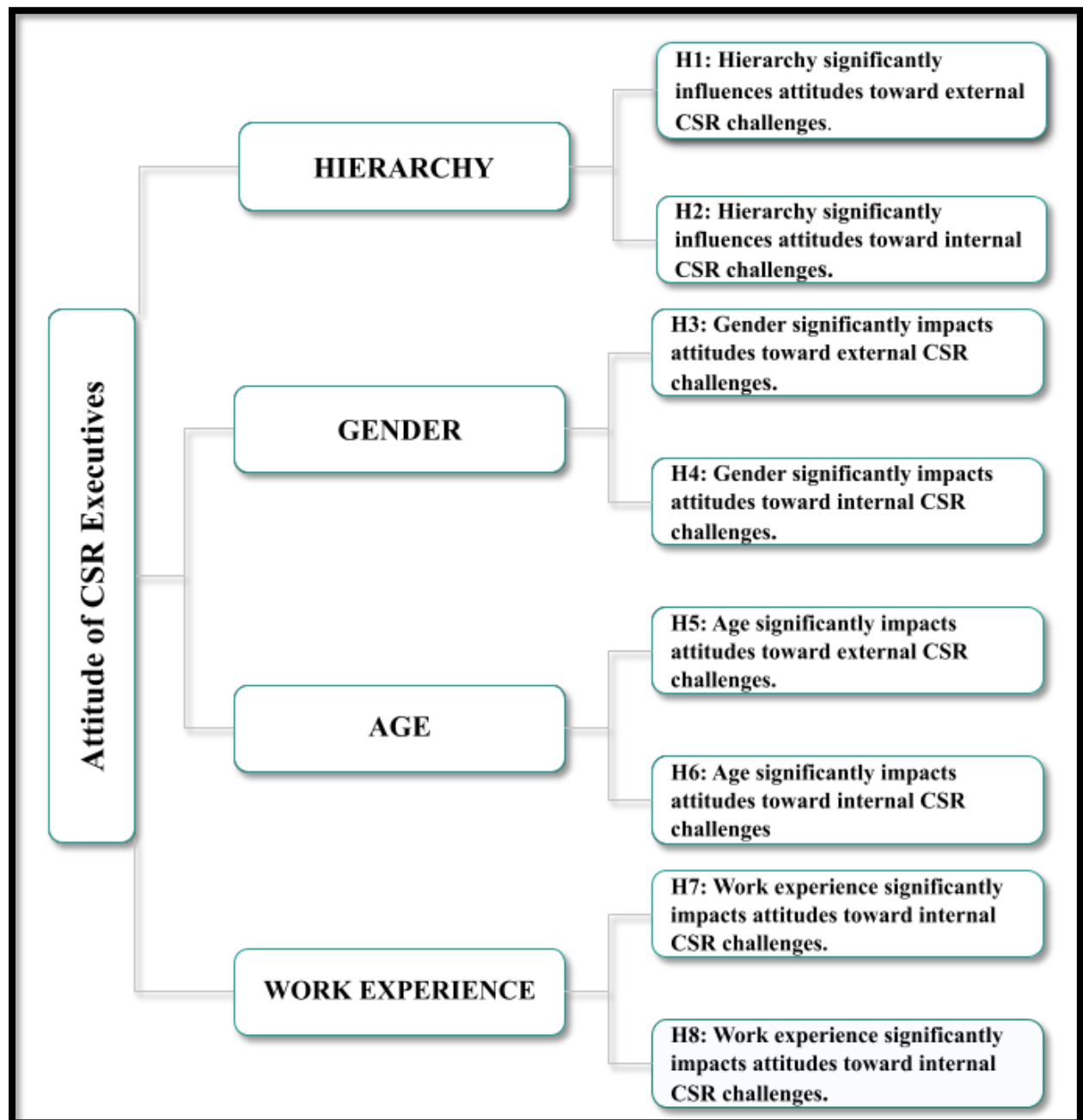


Figure 1. Theoretical research model.

Source: Compiled by the authors.

3. Research methodology

3.1 Sample design

To achieve a representative sample of respondents from the automobile sector, convenient sampling was utilized, considering demographic variables like age, gender, hierarchy, and work experience.

3.2 Instrument design

The survey questionnaire has been encompassed of Likert-type questions to measure perceptions toward CSR challenges and questions to gather demographic information. Before administering the questionnaire to the final sample, a pre-test executed to ensure clarity and awareness of the questions. The collected data has been analyzed using SPSS software, and hypothesis testing has been executed to conclude the impact of demographic variables on the perceptions of CSR executives toward CSR challenges.

The questionnaire's framework, including the respondent profile (Part A), is shown in Table I, and general questions (Part B), which contain 18 statements describing CSR challenges divided into two groups, are presented in Table II.

3.3 Data collection

Attribute	Distribution	Frequency	%
Gender	Female	97	24.56%
	Male	298	75.44%
Age	30-40 years	283	71.65%
	40-50 years	112	28.35%
Position	Lower Management	282	71.39%
	Middle Management	113	28.61%
Experience	10 - 20 years	112	28.35%
	5 - 10 years	283	71.65%

Table I. Respondents demographic profile

	The framework of the questionnaire (General questions).	
Code	Set of statements	Classification of statements
BQ1	General Perception	
B_Q2.1 -2.10	External challenges.(Padhiyar and Bhathawala, 2018)	1. Disputes between the industry and trade unions increase from conflicting ideologies and methodologies.
		2. The deliberate conception of aggressive anti-business environment by structured political groups with conferred interests.
		3. Execution of multifaceted and unworkable

		regulatory controls and rules.
		4. Burdensome taxation policies that undergo frequent changes.
		5. Existence of corruption within the government's administrative machinery.
		6. Instability and frequent revisions in trade policies, licensing regulations, and import/export policies.
		7. Political parties engage in violent and disruptive activities, leading to frequent unrest.
		8. Limited cooperation from social organizations involved in addressing social issues.
		9. Insufficient government support through subsidies and incentives.
		10. Disagreement among public sectors is caused by unrealistic planning approaches.
B_Q.31 -3.8	Internal challenges (Padhiyar and Bhathawala, 2018)	1. Many managers are too occupied with other responsibilities to prioritize social objectives.
		2. Social programs harm the company's profitability.
		3. Measurement of costs is feasible, but accurately determining the benefits of social action programs is challenging.
		4. Designing social action programs is difficult due to varying priorities among managers and the public.
		5. Managers show interest in social action programs only when there are associated rewards or penalties.
		6. Companies tend to reduce social action policies during times of adversity.
		7. Top management may not encourage ad hoc approaches and prefer permanent strategies.
		8. Poor and discouraging responses from beneficiaries may hinder the effectiveness of social action programs.

Table II. Survey Questionnaire

To evaluate the consistency of each construct, the researchers utilized Cronbach's alpha coefficient, with a threshold value of 0.7 indicating acceptable reliability (Nunnally, 1978). The obtained Cronbach's alpha coefficient for the entire scale was 0.901, reflecting strong overall consistency. The study hypotheses were analysed using linear regression analysis conducted in the SPSS statistical software.

4. Data analysis and results

Hypothesis Testing

Hypothesis 1: Hierarchy significantly influences perceptions toward external CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.253	0.092	-0.222	46.074	0.00	4.072	4.435
Hierarchy	-0.305	0.068		-4.510	0.00	-0.439	-0.172

Table III. Impact of hierarchy(Independent variable) on external CSR challenges(Dependent variable).

Table III provides information on the impact of hierarchy on external CSR challenges faced while practising and implementing CSR. For external CSR challenges, the standardized coefficient (Beta) for the hierarchy is -0.222, indicating a moderate negative impact with an increase in hierarchical level, there is a corresponding decrease in the magnitude of external CSR challenges. The t-value of -4.510, along with a p-value of 0.000, signifies a substantial impact of hierarchy on respondents' perceptions toward external CSR challenges at the 0.05 level. Therefore, we can confidently accept the hypothesis and conclude that hierarchy has a statistically significant influence on these perceptions. The 95% confidence interval for the coefficient of hierarchy (-0.439 to -0.172) provides a range within which the true effect of hierarchy is likely to lie.

Hypothesis 2: Hierarchy significantly influences perceptions toward internal CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.205	0.104	-0.218	40.596	0.00	4.001	4.408
Hierarchy	-0.336	0.076		-4.426	0.00	-0.486	-0.187

Table IV. Impact of hierarchy (Independent variable) on internal CSR challenges (Dependent variable).

Table IV data provides information on the impact of hierarchy on internal CSR challenges faced while practising and implementing CSR. For internal CSR challenges, the standardized coefficient (Beta) for the hierarchy is -0.218, indicating a moderate negative impact. As the hierarchical level increases, there is a significant reduction in the prevalence of internal CSR challenges. The results indicate statistical significance at the 0.05 level, as evidenced by a t-value of -4.426 and a p-value of 0.000. Therefore, we can confidently accept the hypothesis and conclude that hierarchy has a significant impact on respondents' perceptions toward internal CSR challenges. The robustness of these findings is further supported by the 95% confidence interval for the coefficient of hierarchy, which ranges from -0.486 to -0.187. This interval provides a high level of certainty that the true effect of hierarchy on respondents' perceptions falls within this range.

Hypothesis 3: Gender significantly impacts perceptions toward external CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.148	0.095	-0.159	43.720	0.00	3.961	4.334
Gender	-0.231	0.072		-3.202	0.00	-0.372	-0.089

Table V. Impact of Gender (Independent variable) on external CSR challenges (Dependent variable).

Table V data provides information on the impact of gender on external challenges faced while practising and implementing CSR. The standardized coefficient (Beta) for gender is -0.159, which indicates that gender has a small negative impact on external CSR challenges. The negative value indicates that as the gender changes from male to female, the level of external CSR challenges decreases.

The statistical analysis discloses a substantial effect of respondents' gender on their perception towards external CSR challenges, as indicated by a t-value of -3.202 and a p-value of 0.001. Consequently, we can confidently accept the hypothesis and conclude that gender plays a significant role in shaping these perceptions. Based on the 95% confidence interval (-0.372 to -0.89) for the gender coefficient, it can be confidently concluded that gender significantly affects the perceptions of respondents towards external CSR challenges. The interval's range provides a reliable indication of where the actual coefficient is expected to fall.

Hypothesis 4: Gender significantly impacts perceptions toward internal CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.068	0.107	-0.147	38.181	0.000	3.859	4.278
Gender	-0.238	0.081		-2.941	0.003	-0.397	-0.079

Table VI. Impact of Gender (Independent variable) on internal CSR challenges (Dependent variable).

Table VI provides data that sheds light on how gender affects the internal challenges encountered when implementing CSR practices. The standardized coefficient (Beta) of -0.147 suggests that gender has a minor negative impact on perceptions toward internal CSR challenges. The t-value of -2.941, with a p-value of 0.003, indicates statistical significance at the 0.05 level. Thus, the hypothesis is accepted and the 95% confidence interval for the coefficient of gender (-0.397 to -0.079). Based on the evidence, it can be concluded that gender has a noteworthy influence on how individuals approach internal CSR challenges. Females tend to exhibit slightly more negative perceptions towards these challenges compared to males. Additionally, a range has been provided within which the true coefficient is expected to fall.

Hypothesis 5: Age significantly impacts perceptions toward external CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.279	0.092	-0.236	46.488	0.00	4.098	4.460
Age	-0.326	0.068		-4.821	0.00	-0.459	-0.193

Table VII. Impact of Age (Independent variable) on external CSR challenges (Dependent variable)

Table VII data provides information about the impact of age on external challenges faced while practising and implementing CSR. The standardized coefficient (Beta) for age is -0.236, which indicates that age has a moderate negative influence on external CSR challenges. The negative value indicates that as age increases, the level of external CSR challenges decreases. The obtained results indicate statistical significance at the 0.05 level, as evidenced by a t-value of -4.821 and a p-value of 0.000. Thus, the hypothesis is accepted, and we can determine that age has a statistically noteworthy impact on perceptions toward external CSR challenges. The 95% confidence interval for the coefficient of age (-0.459 to -0.193) proposes a range within which the true coefficient is likely to be found. In summary, the evidence supports the conclusion that age plays a significant role in shaping individuals' perceptions toward external CSR challenges, with older individuals tending to exhibit more negative perceptions compared to younger individuals.

Hypothesis 6: Age significantly impacts perceptions toward internal CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.162	0.104	-0.196	39.968	0.00	3.957	4.366
Age	-0.304	0.077		-3.966	0.00	-0.454	-0.153

Table VIII. Impact of Age (Independent variable) on internal CSR challenges (Dependent variable).

Table VIII data reveals the impact of age on internal CSR challenges faced while practising and implementing CSR. The standardized coefficient (Beta) for age is -0.196, indicating that age has a minor negative impact on internal CSR challenges. The negative coefficient value indicates that as age increases, the level of internal CSR challenges decreases. The t-value of -3.966, with a p-value of 0.000, indicates statistical significance at the 0.05 level. Therefore, the hypothesis is accepted, and we can conclude that age has a statistically significant impact on perceptions toward internal CSR challenges. The 95% confidence interval for the coefficient of age (-0.454 to -0.153) provides a range within which the true coefficient is expected to decrease. In summary, the evidence supports the conclusion that age plays a significant role in shaping individuals' perceptions toward internal CSR challenges, with older individuals tending to have lower levels of internal CSR challenges compared to younger individuals.

Hypothesis 7: Work experience significantly impacts perceptions toward internal CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.174	0.104	-0.202	40.134	0.00	3.969	4.378
Work Experience	-0.313	0.076		-4.093	0.00	-0.463	-0.163

Table IX. Impact of Work Experience(Independent variable) on internal CSR Challenges (Dependent variable).

Table IX data provides information on the impact of respondents' Work experience on internal challenges faced while practising and implementing CSR. The standardized coefficient (Beta) for Work experience is -0.202, which indicates that work experience has a small negative impact on internal CSR challenges. The negative value indicates that as the work experience increases, the level of internal CSR challenges decreases. To determine if this relationship is statistically significant, we need to examine the t-value and p-value associated with the coefficient. The t-value of -4.093, with a p-value of 0.000, demonstrates a strong statistical significance, indicating that respondents' work experience has a substantial influence on their perception towards internal CSR challenges. The confidence interval for the coefficient of work experience (-0.463 to -0.163) further supports this conclusion. With 95% confidence, we can state that the true value of the coefficient falls within this scale. Therefore, we accept the hypothesis and conclude that work experience has a significant influence on respondents' perceptions toward internal CSR challenges. This suggests that individuals' perceptions may be shaped by their accumulated experience in the workplace, which should be considered when developing strategies for fostering positive perceptions and engagement in internal CSR initiatives.

Hypothesis 8: Work experience significantly impacts perceptions toward internal CSR challenges.

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	4.260	0.092	-0.225	46.158	0.00	4.079	4.260
Work Experience	-0.311	0.068		-4.588	0.00	-0.445	-0.311

Table X. Impact of Work Experience(Independent variable) on external CSR Challenges (Dependent variable).

Table X demonstrates the coefficient of -0.311 indicates a significant negative influence of work experience on external CSR challenges. The obtained results strongly support the statistical significance of the impact, with a t-value of -4.588 and a p-value below 0.001. The standardized coefficient (beta) of -0.225 suggests that a one standard deviation increase in work experience is allied with a 0.225 standard deviation decrease in external CSR challenges. The confidence interval for the coefficient (-0.445 to -0.178) provides a 95% confidence that the true coefficient falls within this range. Therefore, we can accept the hypothesis and conclude that work experience has a significant impact on external CSR challenges. These findings suggest that individuals with more work experience may exhibit lower levels of engagement or concern toward external CSR initiatives. Organizations should consider this relationship when designing strategies to promote and address external CSR challenges, recognizing the potential influence of work experience on employee perceptions.

5. Discussion

The outcomes of this research highlight that respondents' perceptions towards both internal and external CSR challenges are extremely influenced by their hierarchical level, gender, age, and work experience. Compared to the other independent variables, gender's impact on internal and external

CSR difficulties is prominently less. In line with previous research by Galbreath (2011) who exposed that organizations with more women in senior positions were more likely to involve in CSR activities, there is a modest harmful impact of gender on together internal and external CSR difficulties. According to a study by Jizi (2017), the existence of a higher number of females on corporate boards yields positive results for CSR contribution and reportage, as well as the framing of ethical guidelines. This highlights how indispensable gender miscellany in leadership positions is to evolving CSR programs. The outcomes are alike to the findings of Agle *et al.* (1999) who showed that managers with greater influence were frequently more supportive of CSR activities, and they support the hypothesis that people at higher levels of an organizational hierarchy tend to see fewer CSR-related problems. The effects of ageing are moderately detrimental to both internal and external CSR concerns. This suggests that older respondents may see CSR difficulties more favourably than younger respondents. The results of this study support earlier findings that age can impair cognitive functions in terms of age disparities (Cho and Hu, 2009; Hemingway and MacLagan, 2004; Quazi, 2003) and the capacity for info processing (Morris & Venkatesh, 2000). Alterations in perceptions, values, and lifestyles that are related to ageing can also take place (Cho and Hu, 2009). Research shows that internal CSR challenges are more negatively impacted by work experience compared to external CSR issues. The study reveals that as individuals gain more job experience, the intensity of internal CSR problems tends to decrease. It has been found that executives with more age and experience tend to be less observant of CSR issues, which aligns with the concept of "CSR maturity" proposed by (Baumann-Pauly *et al.*, 2013) for companies. It proposes that exposure to and experience with CSR will lessen perceived hurdles as firms develop the abilities needed to handle problems more efficiently. The various findings demonstrate that no one technique suitable for all marketplaces and that respectively market's outlook on CSR should be examined separately as it may be affected by historic and ethnic features exclusive to that country. Overall, the regression analysis indicates that hierarchy, followed by age and work experience, is the most significant interpreter of perceptions concerning CSR challenges. On the other hand, perceptions concerning CSR challenges not be significantly influenced by gender.

6. Conclusion

The outcomes of the study lead to several conclusions that can be drawn. Firstly, organizations should incorporate hierarchy-sensitive methods in their CSR strategies to cater to the diverse perceptions of individuals at different organizational levels. This would improve engagement and commitment across the board. Secondly, accepting a gender-inclusive viewpoint in executing and interactive CSR initiatives would be valuable to

address the dissimilar challenges supposed by different genders. Furthermore, considering the important impact of age and work experience, designing personalized CSR mindfulness programs for employees at various career stages could foster a deeper understanding and more effective management of CSR activities. Finally, organizations must endeavour to implant these understandings into their broader corporate strategies, to confirm a widespread, inclusive, and effective methodology to CSR. These outcomes highlight the part of individual characteristics in CSR perception and practice. Factors like gender and work experience impact perceptions and engagement toward CSR. Accounting for these variances is crucial in designing effective CSR strategies. These understandings can enlighten tailored strategies to better engage employees at different levels, roles, and demographics in CSR initiatives.

Practical Implications:

The outcomes of this research have significant recommendations for enhancing practical CSR initiatives within organizations. Firstly, by enlightening the influence of hierarchical status on CSR perception, the study provides insight for organizational leaders and decision-makers. They can develop targeted approaches for individuals at different levels in the hierarchy to address potential gaps in understanding and foster a stronger commitment to CSR objectives. Secondly, the outcomes illuminate the influence of gender on CSR challenges, indicating that a gender-sensitive approach to CSR could be beneficial. Organizations might consider this in CSR training and communications, using gender-disaggregated data to measure their effectiveness and confirming that they meet the needs and outlooks of all employees irrespective of their gender. This would directly respond to the observed negative coefficient relating to gender and perceived CSR challenges.

For age and work experience, which both negatively correlate with the perception of CSR challenges, targeted programs are required. Younger and less experienced employees who are more agreed to CSR issues could be given leading roles in CSR projects, while personalized workshops and seminars could raise awareness among older and more experienced staff. An intersectional examination could provide a nuanced understanding of how these factors interact, managing more effective and inclusive CSR strategies. The robust statistical validity of these findings, organizations have a strong basis for reviewing present policies and introducing new ones tailored to these visions. Communication strategies should also be expanded to make sure effective spreading of CSR information crosswise to different demographic groups within the organization.

Finally, these findings enlighten wider corporate policies and strategies, confirming that an inclusive approach to CSR is embedded throughout the

organization. Such a commitment to CSR could enrich the company's social influence, improve its status, and lead to long-standing sustainability.

Theoretical Implications:

The study's findings have substantial theoretical implications for the understanding of CSR challenges as perceived through various demographic lenses. First, the negative correlation between hierarchy and perception of CSR challenges adds a new dimension to organizational behaviour literature, suggesting that power dynamics within a company could possibly skew perceptions and, subsequently, the effectiveness of CSR initiatives. Second, the gender difference in CSR perception challenges the traditional CSR discourse and presenting the requirement for gender-sensitive theories within CSR studies. Third, the contrary relationship between age and perception of CSR challenges suggests the fascinating idea that perceptions of corporate responsibility might be generationally conditioned. Lastly, the diminishing perception of CSR challenges with increasing work experience raises queries about whether long-term experience to corporate culture controls CSR-related issues. To address these theoretical gaps, future research could employ a multi-level modeling approach that simultaneously considers all demographic variables—hierarchy, gender, age, and work experience—in order to capture their collaborating effects on CSR perception. Furthermore, critical discourse analysis could be employed to organizational communications to expose the fundamental stories that might impact these perceptions. There's also a requisite for the development of new frameworks that are thoughtful to these demographic deviations. Researchers may take assistance from using intersectional theories to understand the multifaceted ways in which these variables interact. Furthermore, longitudinal studies will offer insights into how perceptions of CSR challenges may develop over time within the same demographic groups, thereby shedding light on whether these perceptions are flexible or fixed. By accepting such tactics, academicians can contribute more nuanced, effective theories to guide both future research and practical applications in the arena of corporate social responsibility.

8. Limitations and future research scope

While this study provides significant contributions, it also opens opportunities for future exploration in this arena. Although we've controlled four main demographic variables like hierarchy, gender, age, and work experience, the study could be extended by considering other factors such as educational level, cultural background, or sector-specific shades, which might further effect the perception and execution of CSR initiatives. Secondly, our examination concentrated on the individual effect of each variable. Future studies could discover the interaction effects between these

variables, as these may deliver additional visions. For instance, how do age and work experience interrelate to impact the perception of CSR challenges? Or how does the impact of hierarchy on CSR perception vary across genders? Additionally, while this study offers note worthy visions into CSR challenges within an organization, encompassing the examination to consider the opinions of external stakeholders, such as consumers or community members, could offer a more all-inclusive understanding of CSR challenges. In spite of these probable areas for development, this study offers a robust and substantial contribution to the field by enlightening the impact of important demographic variables on perceptions of CSR challenges. The outcomes assist as a concrete ground work upon which forthcoming research can build.

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