Corporate Social Responsibility; An Analysis of Ports' Websites

Kurumsal Sosyal Sorumluluk; Limanların Web Siteleri Üzerine Bir Analiz

Gönül KAYA ÖZBAĞ¹ , Ezgi MANSUROĞLU¹*
¹*Kocaeli University, Maritime Faculty, Kocaeli, Turkey*

ABSTRACT

The goal of this study is to improve the knowledge of CSR practices in the port sector by investigating corporate websites. Since corporate websites have become an effective area to diffuse information about firms' mission, vision, and strategies, it is believed that companies who are active in CSR issues will communicate through the internet and thus which themes are prevalent in the port sector would be identified. The sample that was selected for the study consists of the corporate web sites of all top companies that were part of the selective index of the 2017 TURKLIM report. Content analysis methodology was applied to identify which particular themes are representative across the ports of Turkey. The authors intend to determine what themes regarding CSR are presented on the corporate web sites of ports and also how and where this information is presented.

Keywords: Corporate Social Responsibility, Port, Content analysis, Web-site.

ÖZET

Bu çalışmanın amacı, limancılık sektöründeki KSS uygulamalarına ilişkin bilgileri kurumsal web sitelerini inceleyerek artırmaktır. Kurumsal web siteleri firmaların misyon, vizyon ve stratejileri hakkında bilgilerin yayılmasında etkili bir alan haline geldiğinden, KSS konularında aktif olan firmaların internet aracılığıyla iletişim kuracaklarına ve bu sayede limancılık sektöründe hangi temaların hakim olduğunun tespit edilebileceğine inanılmaktadır. Çalışma için seçilen örneklem, 2017 TÜRKLİM raporunun seçili endeksinde yer alan tüm büyük firmaların web sitelerinden oluşmaktadır. Türkiye limanlarında hangi farklı temaların temsil edildiğini belirlemek için içerik analizi yöntemi uygulanmıştır. Yazarlar, limanların kurumsal web sitelerinde KSS ile ilgili hangi temaların sunulduğunu, ve ayrıca bu bilgilerin nasıl ve nerede sunulduğunu belirlemeyi amaçlamaktadır.

Anahtar sözcükler: Kurumsal Sosyal Sorumluluk, Liman, İçerik analizi, Web sitesi.

1. INTRODUCTION

Corporate Social Responsibility (CSR) is a term that gained considerable interest from academicians as well as practitioners. Yet, defining the concept is rather challenging since CSR consists of dimensions shaping according to the views of the researchers from various fields making it difficult even to name the concept. Terms such as Business Ethics, Stakeholder Management, Corporate Governance, Corporate Citizenship and Sustainability (Matten ve Moon; 2004; Carroll ve Shabana 2010) are used as synonyms of CSR. On the other hand, CSR has developed under the different lenses of various theories such as stewardship theory, stakeholder theory, resource-based theory, institutional theory, agency theory that results in many conceptualizations of CSR (Lindgreen *et al*., 2009; 303).

Researchers also suggest various dimensions in their CSR definitions. The best known is Carroll's pyramid (1979) including four dimensions named economic, legal, ethical and discretionary. Freeman (1984), opposed to Friedman's "shareholder theory" (1970), by presenting a new dimension in CSR with his well-known "stakeholders theory". With this new approach, managers and entrepreneurs had to add stakeholders (e.g. suppliers, customers, competitors, creditors, employees, government, media, local communities, unions, business community, etc. into their circles of thought and action.

Later, Elkington (1997) added the environmental dimension into CSR literature by introducing his famous "Triple Bottom Line" approach that concerns economic (Profit) responsibility, social responsibility (People), environmental responsibility (Planet). With this new dimension, CSR is mostly discussed with "Sustainability" title and World Business Council for Sustainable Development (2008) has presented its CSR definition as; "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".

To establish a better understanding of CSR, Dahlsrud (2008) examined existing CSR definitions through content analysis and categorized CSR via dimensions. The author concluded that the definitions of CSR are coherently focusing on five

dimensions respectively stakeholder, social, economic, voluntariness and environmental. Recently, Rahman (2011) has got a conclusion that CSR has ten major dimensions such as stakeholders' involvement, an obligation to the society, economic development, improving the quality of life, ethical business practice, voluntariness, human rights, law-abiding, protection of the environment, accountability and transparency via content analysis.

It's not surprising that the meaning of CSR will vary as economic, social, technical, political and cultural development continues. However, the significant problem is that organization's interpretation and thus the implementation of CSR appears incoherent and inconsistent due to the lack of shared understanding of the concept. Lack of common language creates multiple interpretations amongst organizations and thus practitioners have difficulties in building effective CSR strategy. This uncertainty arising from the evolution of the concept leads some academicians to investigate which particular themes are presented in the implementation of CSR. In order to fill the research gaps, the current paper examines the websites of organizations to get a picture of the CSR concepts via firms' reports. In the literature, there exists researches that investigates websites via different methods but to the best of the authors' knowledge, websites of ports is under-studied.

2. LITERATURE REVIEW

Nowadays, CSR communication receives growing attention and CSR reports have been a popular source of research data to determine the major themes or topics from CSR-related conversations. Since Internet has been progressively adopted in environmental and social disclosures, it also has become main channel for CSR communication. Even in cases where companies do not prefer to publish any CSR or sustainability report, they incline to use their official websites to announce such responsible conducts (Santos *et al.*, 2016). In this context, a great deal of studies has examined aspects of companies' self-presentation of CSR on websites. For instance, Maignan and Ralston (2002) conceptualized CSR with three aspects as motivating principles, processes, and stakeholder issues discussed in web pages firms in the U.S., the U.K., France, and the Netherlands. Motivating principles were grouped as value-driven, stakeholder-driven, and performance-driven. Philanthropic programs, Sponsorships, Volunteerism, Code of Ethics, Quality Programs, Management of Environmental Impacts, Health and Safety programs, are identified as common CSR processes. The researchers also determined five stakeholder groups and some main issues most presented by the firms in order to build the image of good citizenship in relation to each stakeholder group as; Community (Arts and culture, Education, Quality of life, Safety, Protection of the environment), Customers (Product/service quality, safety), Employees (Equal opportunity, Health, and safety), Shareholders and Suppliers.

In addition, Snider *et al.* (2003) analyzed websites of Forbes Magazine's top 50 U.S. and top 50 multinational firms of non-U.S. origin within the context of stakeholder theory. The results revealed that in general firms concentrate on stakeholders with the fewest number and variety of CSR messages belonging to competitors is shown in Table 1.

Capriotti and Moreno (2007) applied a content analysis to the corporate websites of the 35 companies and had determined ten issues that correspond to CSR including corporate profile, corporate governance, corporate ethics, and relationship with publics, external criteria, product and services, economic action, social action, environmental action, employment, and human resources. Furthermore, Holder-Webb *et al.* (2009) investigated how many times the information about specific CSR category is disclosed throughout the website

of U.S. firms and found that community matters, health and safety, diversity and human resources, environmental issues, human rights, and supply chain practices are reported more frequently.

Table 1. Stakeholders and CSR Messages (Snider *et al.*, 2003)

Customers Employees		The value of goods and services and satisfying customers' perceived needs are stressed. Skill development, career enhancement diverse employees and suppliers, gender and race issues are stressed.
Competitors		To compete fairly based on the preeminence of firms' products is stressed.
Stockholders		The importance of trust gained through the use of honest, inclusive, and timely communications and also advancing the net worth of ownership by marketing high-quality products is stressed.
Society	*(i)Local*	To improve the neighborhoods in which employees work and live is stressed.
	(ii)National	Attempts to advance important national interests of particular countries, especially during times of great urgency or need is stressed.
	(iii)Worldwide communities	Concerns about and efforts to enhance the quality of life of citizens using the opportunities inherent in their product offerings are stressed.

Meanwhile, Basil and Erlandson (2008) grouped CSR activities into two main groups as internal and external activities. Cause-related marketing, charitable donations, event sponsorship, and employee volunteerism are examples of external activities whereas having a code of ethics, having health and safety policies, and having responsible environmental policies are examples of internal activities. The researchers also observed a shift in the content of the companies' CSR reporting, moving from an emphasis upon issues of philanthropy to topics of environment, health/safety, and codes of ethics.

Tate and Ellram (2010) colleagues analyzed CSR reports of 100 companies to determine what patterns existed in their documents. Health, energy, risk management, consumer orientation and community focus are the most popular themes. As a case study approach, Woo and Jin (2015) investigated six apparel firms' CSR communication disclosures on the official websites using a content analysis method and the Global Reporting Initiative's categorial CSR reporting guidelines. The GRI provides six structured categories of CSR issues for CSR reporting: environmental, human rights, labor, social, product responsibility, and economic CSR issues. They found that the USA firms largely focussed on labor issues, while the European firms focussed on environmental issues and the Asian firms centered on social issues.

Recently, Chae and Park (2018) searched the prevalent topics or themes in CSR conversations that are being communicated in the Twitter-sphere. According to the findings of the study, between 2014 and 2016, the most popular topics were related to company strategy (economic aspect of CSR), community charity, climate and energy-related issues, supply chain, and corporate/environmental/social governance. The authors also analyzed the interest in CSR topics over time and found that some topics have grown in popularity, including employee engagement, community charity, and CSR's latest story. Also, topics such as health, tobacco, and philanthropy have declined in topic proportions. However, they also added that philanthropic cluster is strongly related to community focus cluster and topics such as help needed, NGO (non-governmental organizations), crowdfunding, give back, gifts, community, charity, donation, and local indicates an increasing trend.

When it comes to seaports, even CSR concept has been gained significance due to increasing environmental and social pressures, effect of globalization, and in parallel technological, infrastructural and

transportational advancements. However, there still exists scant research on CSR applications considering all dimensions of the concept. Contextualisation of different dimensions such as social, economic or environmental affairs regarding port organizations has been addressed quite varying based on the research area. A substantial part of the studies has concentrated on environmental impact of seaports (Adams *et al*., 2009; Bateman, 1996; Darbra *et al*., 2009). Some researchers have been approached CSR concept from the sustainability perspectives (Denktaş Şakar and Karataş Çetin, 2012; Lam and Van de Voorde, 2012), while few authors considered more comprehensive scope of the CSR applications of seaports by integrating various dimensions (Denktaş Şakar and Karataş Çetin, 2015; Santos *et al*., 2016, Vanelslander, 2016).

A study conducted by the Verhoven (2010) on behalf of ESPO, on 116 European ports revealed that just %45 of the port authorities pursued an official, established CSR policy. Considering countries, ports in Spain, Italia and France were in the forefront in disclosure of CSR activities. Transparency, adopting integrated management systems (i.e. TQM or ISO 14001) and stakeholder involvement were presented as the most popular CSR issues. In another ESPO research that was carried out on 86 ports from 19 countries in 2015-2016, more than half of the ports were reported as having online formal CSR reports. Local community and employees were pointed as principal beneficiaries of CSR programs at ports.

Santos *et al*. (2016) investigated 186 European ports. Even though ports had been carried out CSR activities, no CSR related information was found in 34% of those ports' websites. On the other hand, findings showed that larger ports were more likely to disclose CSR information. Furthermore, qualitative information regarding social and environmental issues had wider range on ports' websites compared to economical information.

Bateman (1996) emphasized the significance of following environmental policies and taking making provisions against shipping transport pollutions, especially in ports which are environmentally sensitive like Australian ports. According to him, environmental pollution is closely associated with high costs. Therefore, port authorities should pay strict attention to environmental issues such as dredging (spoil), waste management (garbage, salvage, oil wastes), and ballast water management). Darbra *et al*. (2009) had interviews with managers from 26 ports located in Europe to explore which environmental information they require. Research findings demonstrated that ports need to carefully analyze and control mainly quality of water, marine related issues, turbidity and sediment processes in order to sustain major port operations, fulfill their local responsibilities and obey legislations.

Denktaş Şakar and Karataş Çetin (2015) analyzed European ports' CSR practices from the value chain perspective. Study results evinced the necessity of stakeholder and local community partnership, and stressed adopting engagement strategies as one of the key consideration of port authorities. Commitment to ethical values such as accountability, transparency, trustworthiness and integrity were indicated as critical CSR practices being carried out by those ports as well. Voluntary activities also had of capital importance for port authorities accordingly participation in sport, educational or cultural activities as volunteer was accentuated in CSR reports.

Vanelslander (2016) explored primary objectives of CSR dimensions and pointed out how innovation attempts respond to the emerging objectives. He suggested that economic objectives of a seaport include selling sustainable services, achieving sustainable purchasing and enhancement of financial ratios; social objectives principally encompass safety and security, supplier relations, voluntary activities, emotional well-being of employees which refers to healthiness and happiness of them, training

opportunities, diverse workforce and so on while environmental goals focus on waste management, energy and climate related topics involving reducing CO_2 emission, electric, gas or water usage. Vanelslander posited most positive influence of innovation was recorded on social objectives.

Consequently, companies have been under pressure to adapt themselves to rapidly changing requirements of the business world. They are expected to be accountable for both the social and environmental impacts of their actions. In this context, CSR activities have opened up many opportunities in terms of competitiveness, innovativeness and strengthening corporate reputation (Porter and Kramer, 2006). However, reviewing literature shows that companies can be lacked in defining or scoping their CSR activities. Although CSR paradigm has shifted due to trends of changes in time, basic essentials remain steady and give shape to companies' efforts. Accordingly, this study targets to analyze corporate websites of Turkish container ports to enhance CSR knowledge. The main reason is that websites are effective tools for companies to publicize themselves and inform especially external stakeholders. As mentioned before, not only CSR reports but also sustainability or annual reports, corporate governance, mission & vision statements, strategies, policies, and even media sections can be used for information diffusion regarding CSR information. Therefore, sources of motivations, main themes, and ways of doing such CSR activities in the port industry will be clarified at the end of the study.

3. METHODOLOGY

This study aims to analyze the presence of information on corporate social responsibility that is on the corporate web sites of container ports which operate in Turkey. The study has qualitative characteristics since it employs content analysis of web sites to identify and describe social responsibility patterns, determine which specific themes are representative among port companies, explore where and how CSR related information is presented. In this context, a comprehensive literature review together with an examination of CSR reports, sustainability and annual reports of container ports in Turkey were conducted. Furthermore, mission & vision and policy statements, company strategies, plans, media, news, and declarations were checked in the websites of identified ports in case of no available CSR-related information, sustainability or annual report. The sample that was selected for the study consists of the corporate web sites of all top companies that were part of the selective index of the 2017 TURKLIM report. This index is the basic reference for the Turkish port market at the national and international levels. The 26 container ports that were included in the study and their web sites are presented in the following table:

Table 2. Turkish Container Ports (adapted from TURKLIM 2017 Report)

Name of the Port	Owner of the Port	Corporate Web-site
Marport	Arkas	http://www.marport.com.tr/anasayfa.html
MIP	PSA&Akfen	https://www.mersinport.com.tr/
Evyap Port	Evyap	https://www.evyapport.com/
İzmir Alsancak	TCDD	not available
Kumport	CMHI,COSCO,CIC	http://www.kumport.com.tr/
Yılport	Yıldırım Group	https://www.yilport.com/tr/
Ege Gübre	Ege Gübre A.Ş.	http://www.egegubre.com.tr/
Gemport	Yıldırım Group	http://www.gemport.com.tr/
Mardaş	Mardaş	http://www.mardas.com.tr/
Nemport	Oyak Group	https://www.nemport.com.tr/
Borusan Port	Borusan	https://www.borusanlimani.com.tr/
Limak İskenderun	Limak Group	http://www.limakports.com.tr/tr
Port Akdeniz	Global Ports Holding	not available
Assan Port	Kibar Holding	https://www.assanport.com.tr/
Haydarpaşa	TCDD	not available
Roda Port	Bursa Çimento, Dora Yatırım	http://rodaport.com/
Samsun Port	Cey Group	http://www.samsunport.com.tr/tr/anasayfa
DP World Yarımca	DP World	http://www.dpworldyarimca.com/tr
Trabzon Port	Albayrak Holding	http://trabzonport.com.tr/
Limaş	Hayat Holding	http://www.limas.com.tr/
Ç. Bandırma	Çelebi Holding	http://www.portofbandirma.com.tr/
SafiPort	Safi Holding	http://www.safiport.com.tr/
Akçansa Port	Sabancı Holding	http://www.akcansaport.com/
TDİ Tekirdağ*	Cey Group	http://www.ceyporttekirdag.com.tr/tr/anasayfa
APM Terminal**	SOCAR	http://www.petlim.com.tr/
Asyaport	MSC	http://www.asyaport.com/tr-TR

3.1. Scope and Limitations

Some ports specifically public ports such as Alsancak and Haydarpaşa is not included in the study because their websites are not operational. Similarly, Port of Akdeniz was excluded due to no own website of the port although Global Ports Holding is a private company. Moreover, Ceyport Tekirdağ and Mardaş were excluded since their web sites were under construction. The remaining 21 ports' websites were determined as the sample of this research. On the other hand, although Tekirdağ Port* was owned by TDI when the TURKLIM Port Sector Report was published, it was sold to Cey Group in the end of 2018 and privatized. Meanwhile, all of the shares held by APM Terminals** were acquired by SOCAR Turkey 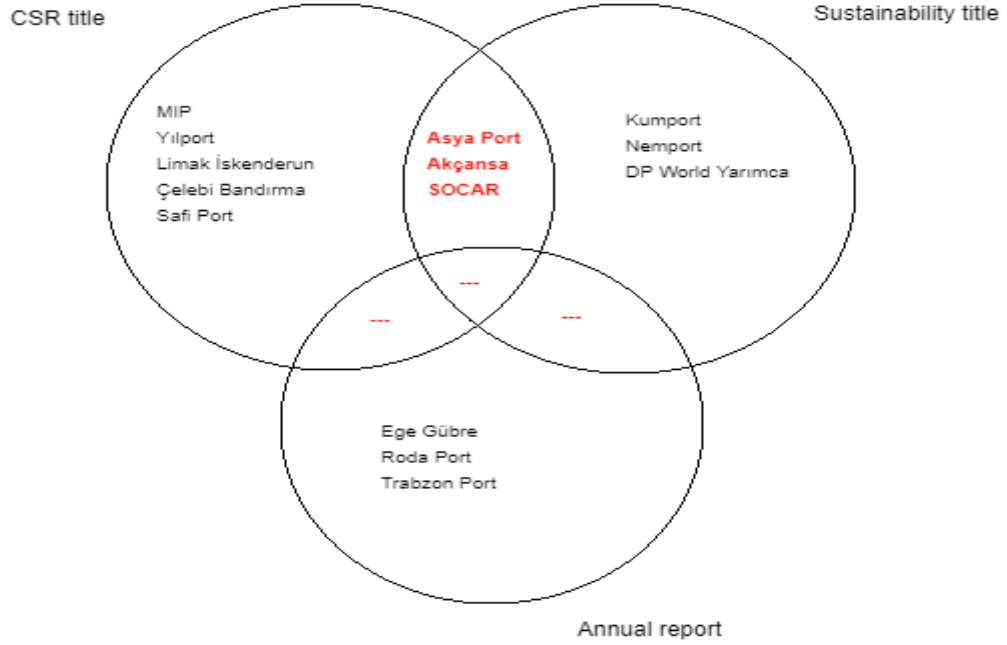Enerji A.S. Therefore, researches on both companies' web sites were conducted considering new ownerships of Cey Group and SOCAR Turkey.

3.2. Findings

When official web sites of ports analyzed, it is seen that 5 ports present CSR related information under CSR title, 3 ports mention such information under sustainability title and only 3 ports use both terms to explain their social responsibility perspectives and applications. Also, 3 ports refer to CSR related information specifically under annual activity reports. These ports are visualized in Figure 1. Though these investigated ports had significant sources concerning CSR reports, sustainability reports or annual reports, remaining ports were lack of such sources and led authors to

investigate related sections namely mission and vision statements, values, policies, strategies, media, news and magazines to check whether there is any CSR related information or not.

CSR title

Sustainability title

MIP
Yılport
Limak İskenderun
Çelebi Bandırma
Safi Port

**Asya Port
Akçansa
SOCAR**

Kumport
Nemport
DP World Yarımca

---   ---

Ege Gübre
Roda Port
Trabzon Port

Annual report

Fig 1. Sources of CSR information

The ports which regard social responsibility within the scope of annual activity report predominantly announced this kind of information in 'investor relation' part of their website which indicates that their main motivation source was based on the ground of economical drivers. The monetary values of social responsibility projects were elaborated rather than context of them which means that shareholders are the key stakeholder group of them. Actually, CSR messages on websites say a lot about the company's stakeholders, their main tools and motivations. Table 3 demonstrates different examples of these messages based on stakeholder theory.

Table 3. Stakeholder Theory Examples (URL-1:URL-23, 2019)

Stakeholder Group	Examples
Customers	Gemport states 'customer orientation' as a core value and 'customer satisfaction as 'mission'. Yılport uses Customer Access Portal called 'Infinity.'
Employees	Çelebi Bandırma stresses employees as the most valuable stakeholder. Limak İskenderun applies 'Employee Satisfaction Surveys' and also support skill developments with training activities and egalitarian approach.
Competitors	SafiPort follows a policy which emphasizes 'professional ethics' in doing business and provides 'high quality products' to fairly compete with rivals.
Stockholders	Ege Gübre pursues profitable and sustainable growth with their shareholders according to port mission. Trabzon Port describes themselves as 'transparent', 'accountable', 'fair' and 'responsible' organization and informs all shareholders.
Society	**Local:** Ç.Bandırma Port generally employs local community as CSR. MIP supports urban development projects. **National:** MIP carried out 'Onarması Bizden Okuması Sizden Project'. **Worldwide:** DP World is a member of 'Women's Empowerment Principles'.
Government	Nemport cares about legal and regulatory compliance as mentioned in sustainability report. EVYAP Port carries out an audit information system.
Suppliers	Yılport has a 'Supply Chain Solutions' section on its web-site. In sustainability report Kumport lays emphasis on collaboration with suppliers.
Media	Marport publicizes their social responsibility activities by means of media. Roda Port publishes annual activity report to inform media organizations.
Non-governmental organizations	Kumport supports a non-governmental organization with the participation of employees within the scope of Vodafone Istanbul Marathon every year . Asya Port runs blood donation campaigns with The Red Crescent.

Asyaport maintains the Social Responsibility Management System and Stakeholder Engagement Plan. In the sustainability report of Akçansa, both stakeholder groups and communication tools are explained. Accordingly, universities and academicians, opinion leaders, and employee families are also considered as stakeholders. Among all stakeholders, customers are the most emphasize stakeholder group. 86% of investigated ports specifically touch upon 'customer-orientation', 'customer satisfaction' and 'customer relations' topics. 72 % of investigated ports try to succeed through operating 'customer service support', 'customer relationship management system', 'customer feedback or satisfaction form/survey/system' or 'customer access portal'. Furthermore, only Kumport and Limak İskenderun have 'personnel feedback/satisfaction platforms'. Human Resources policies and corporate governance sections of ports reflect how employees play a key role in operations and are supported with training activities, employee benefits, equal opportunities, diversity, health and safety policies, abiding by business ethics principles etc. For instance, even though Kumport doesn't have such a feedback system, the company donates sapling through the agency of TEMA for each newborn baby of employees. Likewise, many of those ports serve to society by dint of several non-governmental organizations. Those activities could be internal, or external, extrinsically motivated. Table 4 classifies CSR activities of ports.

Table 4. Grouping CSR activities (URL-1:URL-23, 2019)

Group		Examples
External	**Cause-related marketing**	Some ports give whole sponsorship revenues as a scholarship to needy students.
	Charitable donations	Yılport gives scholarships to students and disabled people by way of Garip & Zeycan YILDIRIM Foundation.
	Event sponsorship	MIP has sponsored the 2nd Mersin Culture Festival in 2014.
	Employee volunteerism	Kumport employees and managers participated in painting activities of a school in Esenyurt.
Internal	**Code of Ethics**	Marport has a section of 'Ethics and Compliance Rules' on web site.
	Health&Safety Policies	Samsun Port states requirement of Health-Safety-Security policies and being responsible for development and following such policies.
	Environmental policies	Asyaport publishes 'Annual Environmental Report' in which Environmental Aspect Impact and Aspect Assessment List exists.

Although not all ports explain their corporate responsibility activities in detail, internal activities appear in almost all web-sites of investigated ports. For instance, more than half of the ports stressed about their adherence to ethical principles while nearly all of them have health, safety, environment (HSE) activities. Among them, environmental policies and implementations were observed as prevalent topics. Importance of protection of bio-diversity, shifting to alternative energy sources even energy production (Asya Port and Samsun Port), waste recycling, automation, minimize carbon footprint, climate change has emerged as popular topics. Asya Port is the first port awarded with EcoPort PERS (Port Environmental Review System) certificate by ESPO in Turkey. Marport, Kumport and Borusan Port put more effort forth to environmental issues as they have 'Green Port Certificates'. Furthermore, Asya Port, Samsun Port, Yılport and Çelebi Bandırma Port stated willingness to be eco-friendly port and get the green port certificate, too. On the other hand SOCAR terminal and DP World Yarımca also run several environmental awareness projects. To illustrate, SOCAR (Petkim) invested in $1,5 million to energy efficiency projects, DP World made several organizations within the scope of 'Go Green' campaign which focused on three main themes namely recycling, reusing and climate change.

Moreover, the quality was observed as another frequently-cited term regarding CSR. 90% of ports used quality and even in some cases excellence term. Yet, only 20% of them namely Marport, Kumport, Borusan Port and SOCAR Terminal have EFQM Perfection Model Certificate. On the other hand, being consonant with human rights was also indicated in some CSR policies. Especially, the protection of personal data matter was highlighted by ports regardless of belonging to the customer, investor, supplier or employees. Apart from, innovation (IT, industry 4.0, automation, management systems, supply chain solutions, eco-friendly equipments) and risk management were seen as overstated topics due to capital intensive, international and volatile characteristics of the maritime industry.

Table 5. CSR Dimensions (URL-1:URL-23, 2019)

Dimensions	Implementation
Economic	*Contribution to economic growth/development *Corporate governance *Efficient space utilization *Follow up commercial policies to attract new customers and retain existing customers *Indirect economic impacts *Investment on global logistics center *Investments on new equipment and superstructure *Investments on transport infrastructure (roadway, railway) *Maintaining the port profitability *Providing employment opportunities *Financial transparency policy *Using auditing system
Social	*Arranging port days/port tours etc. *Attending career days *Become a party to international communities/contracts (e.g. Women's Empowerment Principles) *Communication with media *Create safety work conditions via training activities and innovation *Develop a favourable relationship between port and society *Inform society about CSR and port related issues *Integrated Management Programs (HSE) *Integration of business operations and social concerns *Providing internship opportunities *Support employee diversity, women in workforce and disabled people *Support labour rights, training activities etc. *Supporting urban development projects
Environmental	*Automation *Climate protection *Efficient use of port area *Environmentally compatible dredging *Invest on eco-friendly equipment *Invest in energy efficiency projects *ISO 14001 *Launch and run environmental campaigns (e.g. Go Green) *Minimize carbon footprint *Minimize impact on nature (environmental policies to minimize sea-air and land contamination etc.) *PR and education activities on marine environment protection *Producing own energy resources *Protection of bio-diversity *Train employees to boost environmental awareness *Using alternative energy resources *Waste recycling/reusing

Table 5. CSR Dimensions (continued) (URL-1:URL-23, 2019)

Philanthropic	*Aid campaigns for disabled people *Arranging iftar meal for Ramadan aid *Attending university career days *Blood donation campaigns to The Red Crescent *Building education centers, hospitals, parks etc. *Charity donations to needy families *Collaborative partnership arrangements with universities for innovative projects (e.g. Yılport Innovation contest) *Daycare center for employee's children *Education activities for students *Giving scholarships to students *Joint projects with civic organizations *Knowledge sharing with the local community *Participation in beach-cleaning activities *Planting activities *Raise awareness of students about recycling/reusing and climate change with seminars *Reparation, painting of school buildings *Sponsorship activities for sports, exhibitions, concerts, festivals etc. *Supporting handicapped people's education, employment, medical expenses *Volunteerism of employees as participation in LOSEV/TEMA etc. activities
Stakeholder	*Arrange periodic meetings with public, customers, suppliers and shareholders *Being transparent, accountable, fair and responsible partners in business relations *Collaboration with government agencies, educational institutions, NGOs *Compliance with Health-Safety-Security policies and legal legislations *Customer/employee feedback systems to boost their satisfaction *Employment of local community *Ensuring due diligence in relation to customers, suppliers and other stakeholders *Prevention of corruption, bribery and protection stakeholders' interests *Produce 'high-quality products/services' with fair pricing *Provide supply chain solutions *Regional and global based strategic partnerships *Support employee' skill developments with training activities *Using customer support services to increase accessibility

Considering elaborated corporate responsibility activities, it appears that education (scholarships, establishment or repairment of schools, internship opportunities), philanthropic activities (iftar meal, donations, supporting handicapped people's education, employment, medical expenses), sports (sponsorships of tournaments, sports clubs, and teams) and cultural activities (exhibition/festival/concert sponsorships, art school foundations etc) are followed by environmental projects. All those activities are rooted in different motivations not only the aforementioned economical considerations but also environmental, social, political, voluntariness, intention of quality or process improvement.

4. DISCUSSION AND CONCLUSION

CSR has been an attention-grabbing topic for both academics and corporations recently. Management paradigm has been shifted from a profit-based perspective to more heightened environmental and societal awareness. Although companies try to put better effort to satisfy these kinds of needs, they fall short of dissemination information about what they actually do in terms of CSR. This findings conforms with Verhoven (2010)'s research. Most of the investigated companies don't have a common structure or language to inform their stakeholders about their CSR activities.

The place or section where CSR related information is given reflects the target

stakeholder group and main motivation of the port in practicing CSR activities. Likewise, information content also provides an insight about the driving force of socially responsible practices. Obviously, ports that mention the financial value of their CSR activities or disseminate associated information solely in annual report or investor relations section of their websites prioritize economic concerns and tend to draw their shareholder attention rather than customers, suppliers or local community. Whereas, ports that desire to create environmental awareness and social consciousness generally prefer to acquaint their stakeholders with the entire content of CSR activities not only monetary equivalent in their CSR report, sustainability report at policy statements. Ports like that generally act in a customer-oriented way compared to other stakeholders.

Although public ports failed to catch up with innovation and use web-sites, other analyzed ports mostly used to inform CSR activities via strategies, policies or values rather than a specific report on their websites. Also, the certificates held by the ports provide information about their stance regarding corporate social responsibility. Most of the investigated ports have HSE certificates (health-safety-environment) and even some ports adopt integrated management certificates (e.g. Asya Port, Nemport, Roda-Port, Limaş, SOCAR etc.). These ports are trying to promote and enhance the working conditions and business processes for employees. HR policies reveal an anti-discrimination approach, backing equality and diversity, training activities and benefits, employee feedback or satisfactory survey systems etc. which manifest how employees are valued as a key stakeholder group. Moreover, employees who feel special and valuable are eager to be a volunteer and perform tasks better that also can be seen as a win-win strategy. Since port services require several actors work together and create value to all participants, producing supply chain solutions with various trainings and

common system usage are among the emerging trends on the agenda of the caring ports as well.

As the connection point of sea and land, ports have a significant impact on the environment. To minimize their harmful effects, especially carbon footprint, Turkish ports carry out several CSR activities mainly by investing on automation and eco-friendly equipments, putting a premium on alternative energy sources, recycling, and protection of bio-diversity. On the other hand, their contribution to both national and global economic development is a stubborn fact via providing employment opportunities, investing in infrastructure and innovation, sustainable profitability etc. Ports management should be accountable to society and be dominant in social responsibility activities. Content analysis of websites indicates that as CSR themes, Turkish ports give priority to the education field which means establishing or rebuilding educational institutions, giving scholarships to students, providing training opportunities and so on. Last but not least, philanthropic activities like voluntariness for NGOs, donations and charity activities, handicapped people loom are explored in CSR strategies of ports. Beside main economic, social, environmental and philanthropic topics, new topics like quality/excellence, accountability, innovation, personal data protection, ethics and risk management have become popular topics for Turkish ports.

The results of the study confirm changing the CSR paradigm in the literature. Ports' perspectives regarding CSR have been converting from basic dimensions to a texture that is more comprehensive and suitable to the necessities of the time. Today, port management is expected to be more transparent, reliable and accountable to the whole stakeholders to gain and sustain competitiveness. Therefore, commitments to ethical principles, legal and regulatory compliance, carrying out auditing systems come to the forefront and specifically emphasized topics in most of the ports'

web-sites just as Denktaş Şakar and Karataş Çetin (2015) mentioned in their study.

DISCLOSURE STATEMENT

The authors declare there is no conflict of interest.

ORCID IDs
Gönül KAYA ÖZBAĞ:
https://orcid.org/0000-0002-4205-6171
Ezgi MANSUROĞLU:
https://orcid.org/0000-0003-2107-3949

5. REFERENCES

Matten, D., Moon, J., (2004). Corporate Social Responsibility Education in Europe. *Journal of Business Ethics* 54: 323–337.

Carroll, A.B., Shabana, K., (2010). The Business Case For Corporate Social Responsibility: A Review Of Concepts, Research And Practice. *International Journal of Management Review* 12(1): 85-105.

Lindgreen, A. Swaen, V., Wesley J.J., (2009). Corporate Social Responsibility Implementation. *Journal of Business Ethics* 85(2): 303-323.

Carroll, A.B., (1979). A Three-Dimensional Conceptual Model of Corporate Performance. *The Academy of Management Review* 4(4): 497-505.

Freeman, R.E. (1984). *Strategic Management: A Stakeholder Approach*, Pitman Publishing.

Friedman, M., (1970). The Social Responsibility of Business is to Increase its Profits. *The New York Times Magazine*.

Elkington, J. (1998). *Cannibals With Forks*, New Society Publications.

Dahlsrud, A., (2008). How Corporate Social Responsibility Is Defined: An Analysis Of 37 Definitions. *Corporate Social Responsibility and Environmental Management* 15(1): 1–13.

Hawani Wan Abd Rahman, N., Mohamed Zain, M., Hanim Yaakop Yahaya Al-Haj, N., (2011). CSR Disclosures And Its Determinants: Evidence From Malaysian Government Link Companies. *Social Responsibility Journal* 7(2): 181–201.

Santos, S., Rodrigues, L.L., Branco, M.C., (2016). Online Sustainability Communication Practices of European Seaports. *Journal of Cleaner Production* 112: 2935–2942.

Maignan, I.S.J., Ralston, D., (2002). Corporate Social Responsibility in Europe and the US: Insights from Business Self-Presentations. *Journal of International Business Studies* 3: 497-515.

Snider, J., Hill, R.P., Martin, D., (2003). Corporate Social Responsibility in the 21st Century: A View from the World's Most Successful Firms. *Journal of Business Ethics* 48: 175-187.

Capriotti P., Moreno A., (2007). Communicating Corporate Responsibility Through Corporate Web Sites in Spain. *Corporate Communications: An International Journal* 12(3): 221-237.

Holder-Webb, L., Cohen, J., Nath, L., Wood, D., (2009). The Supply Of Corporate Social Responsibility Disclosure Among U.S. Firms. *Journal of Business Ethics* (February): 497-527.

Basil, D.Z., Erlandson, J., (2008). Corporate Social Responsibility Website Representations: A Longitudinal Study Of Internal And External Self-Presentations. *Journal of Marketing Communications* 14 (2): 125-137.

Tate, W.L., Ellram, L.M., Kirchoff, J.F., (2010). Corporate Social Responsibility Reports: A Thematic Analysis Related to Supply Chain Management. *Journal Supply Chain Management* 46: 19-44.

Woo, H., Jin, B., (2015). Apparel Firms Corporate Social Responsibility Communications. *Asia Pacific Journal of Marketing and Logistics* 28(1): 37-55.

Chae B.K., Park E.O., (2018). Corporate Social Responsibility (CSR): A Survey of Topics and Trends Using Twitter Data and Topic Modeling. *Sustainability* 10: 2231-2251.

Adams, M., Quinonez, P., Pallis, A.A., Wakeman, T.H., (2009). *Environmental Issues in Port Competitiveness*, Dalhoise University.

Bateman, S., (1996). Environmental Issues with Australian Ports. *Ocean & Coastal Management* 33(1-3): 229-247.

Darbra, R.M., Pittam, N., Royston, K.A., Journee, H., (2009). Survey on Environmental Monitoring Requirements of European Ports. *Journal of Environmental Management* 90(3): 1396-1403.

Denktas Sakar, G., Karatas Cetin, C., (2012). Port Sustainability and Stakeholder Management in Supply Chains: A Framework on Resource Dependence Theory. *The Asian Journal of Shipping and Logistics* 28(3): 301–319.

Lam, J.S.L., Van de Voorde, E., (2012). Green Port Strategy for Sustainable Growth and Development,

Transport Logistics for Sustainable Growth at a New Level, International Forum on Shipping, Ports and Airports (IFSPA), pp. 1-12.

Denktaş Şakar, G., Karataş Çetin, Ç., (2015). Value-Driven Corporate Social Responsibility in Ports. *Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* 12(29): 405-429.

Verhoeven, P., (2010). A Review of Port Authority Functions: Towards A Renaissance?. *Maritime Policy & Management* 37(3): 247–270.

Vanelslander, T., (2016). Seaport CSR: Innovation for Economic, Social and Environmental Objectives. *Social Responsibility Journal* 12(2): 382-396.

Porter, M.E., Kramer, M.R., (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review* December: 78-94.

URL-1, MARPORT Terminal Operators S.A., (2019). 12.09.2019 http://www.marport.com.tr/en/home_page.html

URL-2, Mersin International Port (MIP), (2019). 12.09.2019, https://www.mersinport.com.tr/basin-odasi/ss-liste/Sosyal-Sorumluluk/56/0/0

URL-3, EVYAPPORT, (2019). 12.09.2019, https://www.evyapport.com/ep_post.php?slug=sosyal-sorumluluk

URL-4, KUMPORT, (2019). 11.09.2019, http://www.kumport.com.tr/tr-TR

URL-5, YILPORT Holding INC. (2019). 10.09.2019, https://www.yilport.com/en/

URL-6, Ege Gübre (2019). 11.09.2019, http://www.egegubre.com.tr/index.html

URL-7. Gemlik Liman ve Depolama İşletmeleri A.Ş. (GEMPORT), (2019). 11.09.2019, http://www.gemport.com.tr/

URL-8. Marmara Deniz İşletmeciliği A.Ş. (MARDAŞ), (2019). 11.09.2019, http://www.mardas.com.tr/tr-TR/AnaSayfa

URL-9. NEMPORT Liman İşletmeleri, (2019). 10.09.2019, https://www.nemport.com.tr/

URL-10.Borusan Port, (2019) . 10.09.2019, https://www.borusanport.com/tr

URL-11.LimakPort İskenderun, (2019). 12.09.2019, http://www.limakports.com.tr/tr

URL-12. ASSAN Liman İşletmeleri, (2019). 12.09.2019, https://www.assanport.com.tr

URL-13. Roda Port, (2019). 12.09.2019, http://rodaport.com/

URL-14.Samsun International Port, (2019). 13.09.2019, http://www.samsunport.com.tr/tr/anasayfa

URL-15.DP WORLD Yarımca, (2019). 13.09.2019, http://www.dpworldyarimca.com/tr

URL-16.Trabzon Port, (2019). 13.09.2019, http://trabzonport.com.tr/

URL-17.Liman İşletmeciliği A.Ş. (LİMAŞ), (2019). 13.09.2019, http://www.limas.com.tr/

URL-18.Çelebi Bandırma Limanı (2019). 13.09.2019, http://www.portofbandirma.com.tr/

URL-19.Safi Derince International Port (2019). 14.09.2019, http://www.safiport.com.tr/

URL-20.Akçansa Port, (2019). 14.09.2019, http://www.akcansaport.com/

URL-21, CEYPORT, (2019). 14.09.2019, http://www.ceyport.com.tr/tr/anasayfa

URL-22, SOCAR Terminal, (2019). 14.09.2019, ,http://www.petlim.com.tr/

URL-23. Asya Port, (2019). 14.09.2019, http://www.asyaport.com/