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## HOW A TURKISH BANK USES CORPORATE SOCIAL RESPONSIBILITY TO CONSTRUCT ITS IDENTITY? A CASE STUDY

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### Abstract

*Based on institutional theory, this article aims to understand the corporate social responsibility (CSR) agenda, organizational identity construction, and how both are communicated. To achieve this goal, the study focuses on Garanti Bank's organizational identity and CSR agenda to develop a deeper understanding of the role of CSR in identity construction and in gaining legitimacy. The researchers analyzed Garanti Bank's corporate website and social media accounts (Facebook and Twitter) in addition to conducting qualitative in-depth interviews with communication and CSR managers. By engaging in a thematic content analysis, the authors aim to understand how Garanti Bank defines its identity, shows its legitimacy, develops a CSR agenda, and communicates all of these attributes to stakeholders. The study results reveal that 'technology' and 'being first' are instrumental themes in how the bank positions itself and in gaining a competitive identity. On the other hand, themes related to 'CSR' and 'being ethical' are instrumental in gaining a moral organizational identity. The results underline CSR initiatives' role in constructing a competitive, legitimate and moral organizational identity. The thematic content analyses indicated that for Garanti Bank, CSR is one of the most crucial identity themes, and thus it is communicated via all organizational communication channels.*

**Keywords:** Organizational Identity, Corporate Social Responsibility, Legitimacy

## TÜRK BANKALARI KİMLİK İNŞASINDA KURUMSAL SOSYAL SORUMLULUĞU NASIL KULLANIYOR? BİR VAKA ANALİZİ

### Öz

*Bu çalışmanın amacı, kurumsal kurama dayanarak örgüt kimliği inşasında kurumsal sosyal sorumluluk faaliyetlerinin rolü ve kurumsal iletişim yoluyla paydaşlara nasıl aktarıldığını anlamaktır. Çalışmada Garanti Bankası'nın kurumsal sosyal sorumluluk etkinliklerinin örgüt kimliği inşasındaki rolü ve örgüt meşruiyetine katkısı anlaşılmasına çalışılmaktadır. Bu kapsamda, Garanti Bankası'nın sosyal medya hesapları (Facebook ve Twitter) ile kurumsal web sitesi incelenmiş, ilaveten iletişim ve kurumsal sosyal sorumluluk yöneticileri ile derinlemesine görüşmeler gerçekleştirilmiştir. Tematik içerik analizi yöntemi kullanılarak Garanti Bankası'nın kurumsal sosyal sorumluluk faaliyetlerinin, kurumsal kimlik ile örgüt meşruiyetine etkisi ve kurumsal iletişim yoluyla paydaşlara nasıl aktarıldığı incelenmiştir. Çalışma sonuçları, Garanti Bankası'nın 'teknolojik olma' ve 'ilk olma' temalarını vurgulayarak kendini konumlandığını ve rekabetçi bir kimlik inşa ettiğini göstermiştir. Öte yandan, 'kurumsal sosyal sorumluluk' ve 'etik olma' temalarının ahlaki kimlik kazanmaya katkı sağladığı anlaşılmıştır. Çalışma sonuçları kurumsal sosyal sorumluluk faaliyetlerinin rekabetçi, meşru ve etik bir örgütsel kimlik inşasındaki önemli rolünü ortaya koymaktadır. Kurumsal web sitesi, sosyal medya hesapları ve gerçekleştirilen derinlemesine görüşme analizi sonuçlarından, Garanti Bankası için kurumsal sosyal sorumluluk temasının en önemli kimlik temalarından biri olduğu ve tüm örgütsel iletişim kanalları ile aktarıldığı anlaşılmıştır.*

**Anahtar Kelimeler:** Örgütsel Kimlik, Kurumsal Sosyal Sorumluluk, Meşruiyet

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## INTRODUCTION

Business ethics is becoming an issue of greater concern globally (Guillén, Melé & Murphy, 2002). However, the influence of local context and understanding how ethics are showcased and corporate social responsibility (CSR) is implemented in different countries is important to this global knowledge base. As Jamali and Neville (2011) proposed, it is important to understand CSR by analyzing organizational pressures and relationships in a local institutional context to reveal the real potential for CSR in a country. In fact, understanding business-society relations in various national contexts (Siltaoja & Onkila, 2013) may enhance our understanding of CSR at the global level. In line with these studies, the current study aims to generate a deeper understanding of the CSR field in Turkey's banking sector by analyzing one bank through a case study and presenting the findings about identity construction and the influence of CSR initiatives from a developing-country perspective.

Guided by institutional theory, this paper aims to understand the CSR agenda, organizational identity construction, and how both are communicated. It aims to achieve this goal by focusing on one of Turkey's largest banks, Garanti Bank. Institutional theory is commonly used in organizational research as it helps reveal the processes behind organizational decision making and as well as the institutional environment's influence on these processes (Wooten & Hoffman, 2008). The role of CSR in establishing a legitimate identity has been investigated in general in previous studies, but the current study focuses on a specific bank's organizational identity and CSR agenda in order to develop a deeper understanding of the role of CSR in identity construction and in gaining legitimacy. The study includes an analysis of Garanti Bank's corporate website and social media accounts (Facebook and Twitter), in addition to the results of qualitative in-depth interviews with the bank's communication and CSR managers. By engaging in a thematic content analysis, the authors aim to understand how one of the largest Turkish banks defines its identity, shows legitimacy, develops a CSR agenda, and finally, communicates these identity attributes to stakeholders.

The next section includes an overview of the literatures on institutional theory, organizational identity, legitimacy, CSR, and communication. The methodology section outlines the research methods and techniques used during the online research and qualitative interviews. The results and discussion sections provide the research findings and the conclusion section discusses the implications of the research. The paper ends with implications for practitioners and suggestions for future research. The theoretical background elaborates the major studies that contribute to the literatures on organizational identity, corporate social responsibility and its communication, and the interaction between them.

### **Institutional Theory and Organizational Identity**

Olins (1989) suggested that identity is a total of all organizational activities, products/

services, and communication efforts. Identity has also been defined as “an organization’s distinctive character discernible by those communicated values manifest in its externally transmitted messages” (Aust, 2004: 523). Organizations continuously construct their identities through the activities they engage in and communicate them to their stakeholders. Therefore, organizational communication is critical for organizational identity construction and communicating that to the relevant parties, as well as for gaining legitimacy as an ethical and moral institution. Establishing a moral identity, especially through the effective communication of socially responsible practices, enhances an organization’s legitimacy and may also help the firm gain a competitive advantage.

Being perceived as a missionary organization may also enhance a firm’s position in an industry. Özen and Küskü (2009: 306) proposed that some organizations undertake a missionary role by transferring “modern production technologies, product designs, organizational structures and practices” from western countries to developing countries (Özen & Berkman, 2007). Such firms act as a catalyst for initiating modern practices in a country, accept them as an indispensable quality of their identities (Özen & Küskü, 2009), and often engage in discretionary CSR initiatives intrinsically.

Institutional theory suggests that organizations, especially those active within the same industry, become isomorphic and start to resemble one other by imitating each other’s actions, including in CSR initiatives (Matten & Moon, 2008). In fact, once an organization or a few organizations in the same industry engage in a certain activity, competitors or other industries follow them to adapt to the emerging institutional context (DiMaggio & Powell, 1983). For example, institutional or industry pressures have a strong influence on organizations’ CSR activities. As argued by Jamali and Neville (2011: 604), organizations tend to engage in CSR initiatives in “institutional environments where the economy is strong, and this probability increases (or is mediated) in the presence of relevant state regulations, active advocacy or NGO groups and a strong normative discourse supportive of CSR”. These arguments are reflected in Garanti Bank’s CSR activities; the firm has a strong CSR agenda, focusing on supporting national development and ensuring that its CSR initiatives result in a differentiation within Turkey’s banking field.

### **Corporate Social Responsibility and its Communication**

Communication scholars study CSR to determine its influence on how stakeholders view organizations and evaluate their legitimacy. Heath (2006) underlined the close relationship between organizational legitimacy and CSR, and argued that communicating organizational values is important for fostering legitimacy. Corporate social responsibility has been defined as “the commitment to improve community well-being through voluntary business practices and contributions of corporate resources” (Kotler & Lee, 2005: 3). McWilliams and Siegel (2001) highlighted CSR’s role in advancing the social good by exceeding minimum legal regulation requirements, which, for example, may not go far enough in protecting workers or the environment.

In other words, corporate social responsibility involves changing the notion that the interests of organization are solely profit based. Due to the need to positively define their role in society, organizations now feel stakeholder pressure to integrate economic, legal, ethical, and discretionary responsibilities in their business activities (Carroll 2004; Margolis & Walsh; 2003; Lichtenstein et al. 2004; Lindgreen et al. 2009; Maon et al. 2010). Bhattacharya and Sen (2003) suggested that CSR has a positive influence on consumer-company identification. Hsu (2012) also proposed that a strong CSR strategy may help create positive customer attitudes towards an organization, strengthen favorable perceptions, and result in positive financial outcomes. Maon, Lindgreen, and Swaen (2010: 33) suggested that due to CSR's influence on an organization's long-term success, firms integrate CSR into their strategies, use it to position themselves in the market, and even "gain a reputation as a leader in sustainable practices". Corporate social responsibility can also be a tool to support governments in areas where they cannot provide services or there are gaps (Amaeshi et al., 2006; Frynas, 2005), and can also be used to "respond to issues of high national prominence" (Kurokawa & Macer, 2008: 6). Due to its increasing importance, CSR is more of a focus in business practices and in the literature (Kotler & Lee 2005; McWilliams et al. 2006; Lamberti & Noci 2012). Factor, Oliver and Montgomery (2013) indicated that CSR's diffusion and institutionalization has turned it into an important research area.

Corporate social responsibility is also an important component of a firm's public relations strategy, supporting positive stakeholder relationships. Organizations must pay attention to stakeholder demands if they aim to be known as ethical and acting responsibly (Grunig, 2006). However, effective communication of a firm's CSR activities is required to meet these goals, and thus CSR initiatives make up an important component of the organizational identity construction process. Communicating CSR initiatives, and thus organizational values, is important to developing sustainable relationships with stakeholders. Organizations communicate how they respond to issues with social and environmental implications to ensure legitimacy (Gray et al., 1995, Deegan, 2002). Siltaoja and Onkila (2013: 369) referred to CSR reporting as "a societal legitimacy quest" and "a communicative action," that helps "define the role of societal actors for the achievement of CSR".

## **AIM AND METHODOLOGY**

In accordance with the arguments proposed in literature which is presented in the previous section, this study aims to understand the following research questions:

RQ 1: What is the extent and content of organizational identity and CSR communication on the corporate website of Garanti Bank?

RQ 2: What is extent and content of organizational identity and CSR communication on the social media accounts of Garanti Bank?

RQ 3: How do Garanti Bank's communication and CSR managers perceive the firm's organizational identity and CSR?

RQ 4: What is the role of CSR in constructing a legitimate organizational identity for Garanti Bank?

This study tries to reveal the potential interaction among organizational identity, CSR, and organizational legitimacy constructs through a single-case methodology. Studying one case allows for using several data sources, such as document analysis, observations, and interviews (Marshall & Rossman, 1995), to achieve an in-depth analysis. As a case study covers "both the phenomenon and its context, yielding a large number of potentially relevant variables" (Yin, 2002: 48), it is an appropriate methodology to understand theoretical constructs and their interactions with each other. Selecting a single-case or multiple-case methodology depends on the study objectives.

Garanti Bank was chosen as the case to be investigated because it has several distinctive characteristics. Previous research on the eight largest Turkish banks revealed that Garanti Bank heavily emphasizes CSR initiatives in constructing its identity, and that the bank is one of the most effective users of social media (Ozdora-Aksak & Atakan-Duman, 2015). Garanti Bank's CSR initiatives are quite profound in terms of their variety and scope. For example, the Bank has been supporting education through its Öğretmen Akademisi Vakfı (Teachers Academy Foundation), supporting art and culture through its SALT modern art center initiatives, supporting jazz music through Garanti Caz Yeşili (Garanti Jazz Green) initiatives, various sponsorships in basketball and volleyball, nature initiatives in partnership with World Wildlife Foundation (WWF) and various energy and sustainability projects. The firm, which was established in 1946, currently has 995 branches, employs close to 20,000 employees, serves approximately 13,000,000 customers, and has total assets of almost 260 billion Turkish Liras. Details about Garanti Bank are presented in Table 1

This interpretive research makes use of secondary and primary data to understand Garanti Bank's identity construction process and the contribution of CSR activities to this process. Interpretive research is a type of qualitative research that investigates meaning creation and construed realities to reveal people's perceptions and interpretations, which in turn influence how they create, enact, or interpret reality. Interpretive research also explores roles and responsibilities (Patton, 2002). Following the methodology used by Matten and Moon (2008), the researchers analyzed CSR initiatives easily identified on Garanti Bank's website and social media accounts, as well as those reported in qualitative interviews with five communication and CSR managers. Such activities included activities or programs that were "voluntarily and deliberately designed or developed to either proactively fulfill a perceived responsibility toward society or to more reactively comply with the expressed expectations of the different stakeholders of the corporation" (Matten & Moon, 2008: 608).

Increasing Internet use has pushed organizations to share more information online about their operations and CSR activities. The website analysis included a thematic analysis of

the textual data from the “About Us”, “History”, “Mission and Vision”, and “Corporate Social Responsibility” sections of Garanti Bank’s website which entailed the analysis of 15073 words, 9148 of which was solely dedicated to CSR information. The social media analysis included a thematic analysis of 228 Facebook posts and 164 Twitter tweets during a four month period between March and July. The data collected from the websites and social media was copied onto a separate word processing document and analyzed qualitatively to develop a thematic understanding of Garanti Bank’s identity construction and its CSR initiatives. The qualitative interviews provided primary data for the study and allowed the authors further insight into Garanti Bank’s identity construction process and unveil the motivations behind the firm’s engagement in various CSR initiatives and the decision-making processes behind them.

The qualitative interviews with managers were an important component of this research as they helped understand the identity construction and CSR decision-making processes from within the organization. Factor, Oliver, and Montgomery (2013: 143) stressed the importance of understanding managers’ perceptions of CSR in order to unveil “predictions about the future spread of CSR norms and practices”. The research used purposive sampling to interview a total of 5 CSR and communication managers whose identities have been concealed for confidentiality purposes. A semi-structured interview guide, provided in the table, was prepared in light of the business, organization, and communication literatures. This short interview guide comprised three main sections, the first focusing on the definition and conceptualization of organizational identity, the second on the definition of CSR, CSR decisions, and understanding their significance for the organization, and the third on the communication of CSR initiatives online. The questions aimed to tackle issues related to Garanti Bank’s organizational identity construction and corporate principles as well as CSR’s importance for the organization’s stakeholders and the organization as a whole. In addition, questions related to budgetary allocations for different CSR initiatives, decision-making processes or organizational motivations, social programs and projects, and tailoring CSR programs according to needs and trends in the country were integrated into the interview guide to reveal the bank’s CSR and communication decision-making structures.

The interview guide was shared with the managers in advance to provide some guidelines about the research topics and questions and to receive final approval for the interviews. This step was followed by a teleconference to discuss the interview questions. The interviews took place at the Garanti Bank headquarters in Istanbul. The interviews were conducted in Turkish, the analysis was done in Turkish and the emerging themes and related quotes were later translated by the researchers into English and their accuracy was checked with a native English speaker. While the guide provided direction for the interviews, it also allowed for flexibility around the question sequence, wording, and the emergence of new points and topics. The interviews were audio recorded and later transcribed for detailed analysis, which focused on revealing common patterns and looking for saturation in answering questions. Different answers or viewpoints were also noted and included in the analysis to reveal major themes. The transcripts were first

coded separately by the two researchers through pre-readings and detailed readings to allow for an independent interpretation of the findings, as suggested by Lindgreen and co-authors (2010), with the aim of revealing major themes emphasized by the managers. The coded themes were then merged and grouped into similar categories by the researchers together to identify the main identity and CSR themes highlighted during the interviews. Following Long and Driscoll's (2008) approach to coding, the authors allowed alternative code values to emerge from the text and discussed and integrated new themes if necessary.

## FINDINGS

The first research question aimed to reveal the extent and content of organizational identity and CSR communication on Garanti Bank's corporate website. The study results show that the bank's most-emphasized themes for identity construction in its organizational communication channels (both on the website and on social media) are 'technology', 'being first' (in many areas related to banking and CSR), and 'corporate social responsibility'. (See Table 2 for the emerging themes from the website, Facebook, Twitter, and interview content analyses. These themes also answer research questions 1, 2, and 3).

The themes that emerged from the website analysis are 'technology', 'CSR', 'being first and a leader', 'sustainability', 'innovation and creativity', 'quality', 'customer orientation', 'collaboration', 'equal opportunity', and finally, 'being a strong bank'. The four most-emphasized themes are 'technology', 'being first', 'being a leader' (which relate to being strong and competitive), and 'CSR' (which is more related to establishing a moral identity).

The second research question focused on the extent and content of Garanti Bank's organizational identity and CSR communication on its social media accounts. The results revealed that Garanti Bank utilizes the same set of themes in its social media communication as it does on its website to support and replicate its main identity elements. This result indicates that the bank embraces a carefully planned, coherent, and consistent identity-communication strategy. One of the managers explained the bank's identity strategy in this way: "What we try to do in our social media communication is to reflect Garanti Bank's technologically advanced, pioneering, innovative, and strong organizational identity.... This is a very important component of our communication."

The third research question aimed to identify communication managers' perceptions of Garanti Bank's organizational identity and CSR activities. The qualitative interviews allowed for detailed elaboration of why certain themes emerge from the analysis. Interviewees suggested that in its communication, Garanti Bank highlights non-economic outputs, such as CSR and sustainability, as a strong moral identity element: "We don't define CSR as merely a grouping of certain activities.... For us, it means integrating reputation and risk management into all the non-financial activities of the bank." The themes also stress economic and competitive outputs such as being a leader and a strong bank,

as well as technology and core banking functions. One interviewee underlined Garanti Bank's efforts to be first: "Our bank is known for doing [things first]. Our goal is to be a bank that does things first, values its customers, makes customers' lives easier, uses technology well, and be a pioneer...."

The interviewees also underlined Garanti's philanthropic conceptualization of CSR by referring to its explicit initiatives in arts and culture and education areas. One manager said that the bank defines "CSR as the proactive engagement...in social issues such as human rights, community benefit[s], and employee support, basically supporting various stakeholder groups." The managers also suggested that resilience is an important concept in determining Garanti's CSR initiatives: "There is a word we use constantly: resilience. Being able to get out of various crises, not just financial ones, safely. Being able to stand on our own feet. Because we are not simply an institution that provides financial services to its customers, but one that has managed to create a larger impact. That's how you remain strong in many areas."

The fourth research question examined the role of CSR initiatives in constructing a legitimate organizational identity for Garanti Bank. As noted earlier in this paper, institutional theory suggests that organizations within the same industry are often subject to similar institutional pressures therefore, once a few organizations within an industry are involved in certain activities, others follow these pioneers and adapt these activities as a result of isomorphic dynamics (DiMaggio & Powell, 1983). As Matten and Moon (2008) suggested, such isomorphism can also be seen in organizational CSR initiatives.

Garanti Bank promotes itself as an industry leader in regards to the content and extent of its CSR agenda. The interviews indicated that Garanti defines itself as a CSR pioneer and proudly implements various CSR initiatives in many areas, which have been mimicked by other banks. Organizations implement environmental, social, ethical, and responsible practices to support their roles in society (Lichtenstein et al. 2004; Lindgreen et al. 2009; Maon et al. 2010) and to construct a moral identity. For example, Garanti Bank supports the Teachers' Academy Foundation (TAF; Öğretmen Akademisi Vakfı), an organization that trains teachers and thus addresses a local social need in the area of education.

Another interesting finding from the interviews was perceptions about sponsorships. Compared to the bank's support of the TAF, which the managers feel effectively reflects the organization's identity, they view their major sponsorships in sports more like advertising – more strategic and directed towards increasing public awareness. The managers also stated that they regard CSR initiatives as a risk-aversion tool, which may help protect the organization from reputational damage, especially during crisis situations: "[W]e use CSR as a tool to manage reputation and risk."

## DISCUSSION AND CONCLUSION

The study results underline CSR initiatives' role in constructing a competitive, legitimate and moral organizational identity. The website, social media, and interview thematic



content analyses indicated that for Garanti Bank, CSR is one of the most crucial identity themes, and thus it is communicated via all organizational communication channels. Jones and co-authors (2007) highlighted that an organizational culture based on transparent and altruistic values (Maon, Lindgreen, & Swaen, 2010) may help create a strong basis for developing and implementing CSR initiatives (Swanson, 1999; Maon, Lindgreen, & Swaen, 2010).

Garanti Bank has constructed a strong and coherent organizational identity via its communication channels by heavily emphasizing the themes 'technology', 'CSR', and 'being first'. The 'technology' and 'being first' seem to serve to construct a competitive identity, aiming to help the bank gain a high rank within the banking industry. On the other hand, themes related to CSR such as 'sustainability', 'collaboration', 'equal opportunity', and 'fairness', serve to construct a moral identity. As Carroll (1979) highlighted, such initiatives are based on ethical and philanthropic responsibilities and aim to contribute to community development.

In their study on Turkish banks, Ozdora-Aksak and Atakan-Duman (2015) put forward that organizations utilize five major theme categories to construct two types of identities. – 'Future orientation' (technology, innovation, etc.), 'superiority' (being first, being a leader, etc.), 'extensive impact and development' (sustainability, growth, etc.), and 'core banking functions' (profitability, productivity, quality, etc.) are instrumental in constructing a competitive identity (Ozdora-Aksak & Atakan-Duman, 2015). However, themes related to 'being ethical', such as 'CSR', 'sustainability', 'equal opportunity and fairness', and 'openness' are instrumental in constructing a moral identity (Ozdora-Aksak & Atakan-Duman, 2015). It can be proposed that while a strong competitive identity may enhance an organization's competitive position intra-industry, a strong moral identity may shed a positive light on the organization in regards to external stakeholders. Based on this argument, Ozdora-Aksak & Atakan-Duman developed a theoretical conceptual model about identity inclination (Figure 1).

Özen and Küskü's (2009), above-noted 'missionary role' can be viewed as another organizational identity category. Garanti Bank's most-emphasized themes, 'technology' and 'being first', are in line with the missionary organizational identity, which also values contribution to community and national development as one of its important social goals. Art- and culture- related CSR initiatives (such as Garanti Bank's SALT Modern Arts Centers located in Istanbul and Ankara and Jazz Green Music Festival) enhance this missionary organizational identity. Garanti Bank regards community development, especially in social areas, as an important organizational mission.

The study results and the interviews with communication and CSR managers reveal that coherent and consistent identity communication is crucial for a firm's identity construction. As important as a competitive identity is for organizations, a moral and/or missionary identity may help enhance a firm's social standing and prestige of organizations, even leading to acquiring a competitive edge, especially in a developing-country setting. As highlighted in the literature, in order to internalize CSR priorities into an organization's

long-term strategy and decision-making structures, a firm needs to adapt a value-driven approach rather than a profit-driven approach (de Woot, 2005; Maon et al., 2010).

While this single-case study was interpretive in nature and aimed to uncover the identity construction of a specific organization (Garanti Bank), to reveal a pattern in banks' identity construction processes in Turkey, future studies need to embrace a multiple-case methodology and increase the number of cases analyzed. A comparative cross-cultural approach could be adopted to uncover the influence of national institutional contexts on CSR decision-making structures and as well as their influence on identity construction. As identity construction is a multi-level construct that can be studied from multiple viewpoints, an internal employee survey and/or an external customer survey could help reveal differing perspectives on organizational identity and assess the influence of CSR on a firm's constructed identity.

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## TABLES AND FIGURES

**Table 1: Garanti Bank in Numbers**

Key Information and Indicators	
Year of establishment	1946
Shareholding structure	
Doğuş Group	24.2256 %
BBVA (Banco Bilbao Vizcaya Argentaria S.A.)	25.0100 %
Other partners	50.7644 %
Number of branches	
Number of domestic branches	995
Number of branches abroad	11
Total number of branches	1.006
Total number of employees	19.427
Total number of customers	13.272.821
Total assets	259.8 billion TL
Equity capital	27.4 billion TL
Total deposits	141.1 billion TL
Net income	953.4 million TL
Average daily transaction volume (2014)	303.2 million US Dollars
Market value (2014)	17.044 million US Dollars

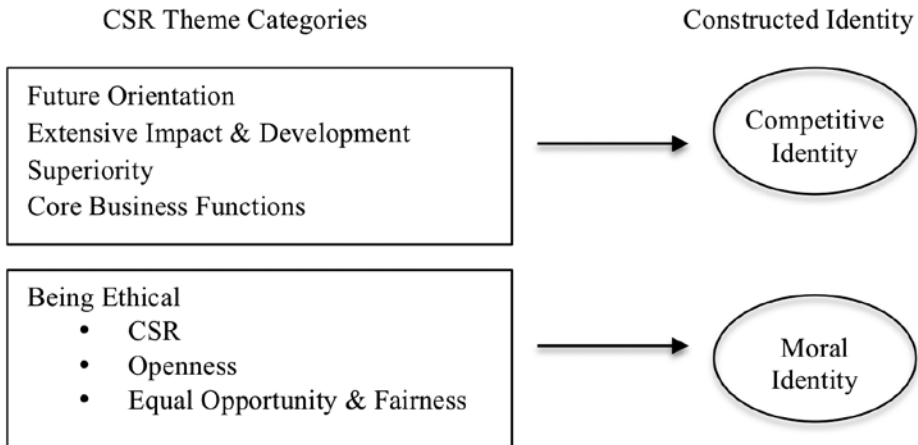
**Source:** Data collected from Garanti Bank's corporate website. <https://www.garantiinvestorrelations.com/tr/finansal-bilgiler/detay/Kisaca-Garanti/390/1796/0>, Retrieved on 04.05.2015.

**Table 2: Emerging Themes from Garanti Bank's Website, Facebook, Twitter, and Qualitative Interview Content Analyses**

Themes from the website	Themes from Facebook & Twitter	Themes from the interviews
Technology	Technology	Technology

CSR	CSR	CSR
Being first	Being first	Being first
Being a leader	Being a leader	Sustainability
Sustainability	Sustainability	Innovation/Creativity
Innovation/Creativity		Customer focus
Product & service quality		
Customer focus		
Collaboration/Partnership		
Equal opportunity/Fairness		
Being a strong bank		

**Table 3: Identity Inclination According to Theme Category**



**Source:** Adopted from Ozdora-Aksak, E. & Atakan-Duman, S. (2015). The online presence of Turkish banks: Communicating the softer side of corporate identity. *Public Relations Review*, 41(1), 119-128.

**Table 4: Interview Questions**

1. How do you define the concept of organizational identity?
2. Could you define Garanti Bank's organizational identity for us?
3. What makes your organization different than its competitors? What are its major characteristics?
4. Could you talk about Garanti Bank's corporate social responsibility activities?

5. According to you, what is the influence of Garanti Bank's CSR activities on its identity construction?
6. Who makes Garanti Bank's CSR activity decisions?
7. What do you think about the interaction between organizational identity and CSR in general?
8. Who decides on the content of your corporate website?
9. What do you think about the use of social media for identity construction and communication?
10. Who determines and manages the content of Garanti Bank's social media accounts, including Facebook and Twitter? How often are they updated?

