

# CRR Conference Istanbul 2016

## Abstracts & Conference Programme

12<sup>th</sup> Corporate Responsibility Research Conference

We are all responsible! Diversity, inclusion & sustainable development

12-14 October 2016 Istanbul TURKEY

[www.crrconference.org](http://www.crrconference.org)

Istanbul University School of Business  
KEDGE Business School University of Leeds



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BUSINESS SCHOOL

  
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# CRR Conference Istanbul 2016



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## CRR 2016

*We are all responsible!*

*Diversity, Inclusion and Sustainable Development*

We are pleased to welcome you at the

**12<sup>th</sup> Corporate Responsibility Research Conference** which will take place at Adahan Istanbul between **12 and 14 October 2016** organised by **Istanbul University School of Business** in association with KEDGE Business School (France) and the Sustainability Research Group at the School of Earth & Environment of the University of Leeds (UK).

CRR Conference is the longest running academic conference on corporate social responsibility and corporate sustainability. This year's theme has been developed around the city's multicultural background with the hope

**to create an ideal forum**

on the grounds of discussions and recent research findings on

**sociocultural** and **environmental** issues.

ORGANISED BY ISTANBUL UNIVERSITY JOURNAL OF THE SCHOOL OF BUSINESS

Aykut Berber (Editor in chief) & Serra Eren Sarioğlu (Executive editor) & Seda Tolun (Executive editor) & Diren Bulut (Outreach coordinator) & Ahmet Türel & Bahar Yaşın & Taylan Altıntaş & Birgül Küçük Çırpın & Yasemin Şen & Erman Türkmen & Semra Taşpunar Altuntaş & Duygu Toplu Yaşlıoğlu & Alper Tayalı & Onur H. Özgün & Cem Güney Özveren

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## 12<sup>th</sup> Corporate Responsibility Research Conference

*We are all responsible!*

*Diversity, Inclusion and Sustainable Development*

12-14 October 2016 — Istanbul, Turkey

<b>Wednesday, 12 October</b>			
13:00 – 17:00	Ph.D. Workshop (South Hall)		
17:30 – 19:00	Pre-conference Registration & Welcome Cocktail		
<b>Thursday, 13 October</b>			
08:30 – 09:30	Registration (Foyer)		
09:30 – 10:30	Opening & Keynote (North Hall)		
11:00 – 12:30	Session 1A: <i>Supply and sustainability</i> (North Hall)	Session 1B: <i>Communicating practices</i> (South Hall)	Session 1C: <i>Workshop</i> (Galata Room)
14:00 – 15:30	Session 2A: <i>Social matters and doing business</i> (North Hall)	Session 2B: <i>Conceptualising CSR</i> (South Hall)	Session 2C: <i>People, organisations and ethics</i> (Galata Room)
16:00 – 17:00	Session 3: <i>Forum</i> (North Hall)		
17:45 – 19:00	Downtown Stroll (Departure from Adahan Istanbul)		
19:00 – 22:00	Conference Dinner		
<b>Friday, 14 October</b>			
09:00 – 10:30	Session 4A: <i>Thinking beyond economic preoccupations</i> (North Hall)	Session 4B: <i>Strategic issues and corporate responsibility</i> (South Hall)	
11:00 – 12:00	Session 5A: <i>Sustainability as a challenge</i> (North Hall)	Session 5B: <i>Sustainability as a purpose</i> (South Hall)	
13:30 – 15:00	Session 6A: <i>Sector-specific examples</i> (North Hall)	Session 6B: <i>Workshop</i> (Galata Room)	
15:00 – 15:30	Best Paper Award & CRR Conference 2017		
15:30 – 17:00	Social Programme		







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## FINAL PROGRAMME

### Wednesday, 12 OCTOBER 2016

Time / Room	
13:00 – 17:00 South Hall	<b>Ph.D. Workshop</b> Frank Figge, Ralf Barkemeyer — <i>KEDGE Business School, France</i> William Young — <i>University of Leeds, UK</i>
17:30 – 19:00 Cachi Lokanta Bar	PRE-CONFERENCE REGISTRATION & WELCOME COCKTAIL

### Thursday, 13 OCTOBER 2016

Time / Room	Title / Authors & Institutions
08:30 – 09:30 Foyer	REGISTRATION
09:30 – 10:00 North Hall	<b>Opening</b> Aykut Berber, Diren Bulut <i>Istanbul University, Turkey</i> Frank Figge <i>KEDGE Business School, France</i>
10:00 – 10:30 North Hall	<b>Keynote: 'Shareholder activism'</b> Georgios Voulgaris <i>University of Warwick, UK</i>
10:30 – 11:00 Foyer	COFFEE BREAK







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Time / Room	Title / Authors & Institutions
11:00 – 12:30 North Hall SESSION 1A <b>“Supply and sustainability”</b> Chair: Georgios Voulgaris	<p> <b>What’s worth more than gold? Practically everything - A case study analysis of international private governance initiatives that foster more sustainable gold extraction, processing and trading</b></p> <p style="text-align: right;">2317</p> <p>Jens Heidingsfelder, Peter Wehnert  <i>Friedrich-Alexander-University Erlangen-Nuremberg, Germany</i></p>
	<p> <b>LIDC SME supplier inclusion in the global value chain: Can “going green” be the universal solution?</b></p> <p style="text-align: right;">2425</p> <p>Aytuğ Sözüer  <i>University of Yalova, Turkey</i></p>
	<p> <b>Developing a theoretical framework to understand traceability in the context of sustainability in the construction industry</b></p> <p style="text-align: right;">1745</p> <p>Assel Katenbayeva, Jacqueline Glass, Aaron Anvuur  <i>Loughborough University, UK</i>            Shamir Ghumra  <i>BRE Group, UK</i></p>
11:00 – 12:30 South Hall SESSION 1B <b>“Communicating practices”</b> Chair: William Young	<p> <b>Disclosure of labor practices in sustainability reports: An examination on the Turkish banks</b></p> <p style="text-align: right;">1243</p> <p>Tutku Seçkin-Çelik  <i>Boğaziçi University, Turkey</i>            Duygu Seçkin-Halaç  <i>Yaşar University, Turkey</i></p>
	<p> <b>NGO-business discourses over time: A sentiment analysis of NGO press releases</b></p> <p style="text-align: right;">1051</p> <p>Ralf Barkemeyer  <i>KEDGE Business School (Bordeaux), France</i>            Giulio Napolitano  <i>University of Bonn, Germany</i>            Andrew Gibson  <i>University of Leeds, UK</i></p>
	<p> <b>How to address opposing stakeholder expectations: Towards a conceptual framework</b></p> <p style="text-align: right;">2038</p> <p>Özen Aşık-Dizdar, Ceyda Maden-Eyiusta, Ayla Esen  <i>Istanbul Kemerburgaz University, Turkey</i></p>





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Time / Room	Title / Authors & Institutions
11:00 – 12:30 Galata Room SESSION 1C	<b>Workshop: 'Arts and CSR'</b> Ceren Bulut Yumrukaya <i>Dokuz Eylül University, Turkey</i> Özgül Kılınçarslan <i>Mustafa Kemal University, Turkey</i>
12:30 – 14:00 Cachi Lokanta Bar	LUNCH BREAK
14:00 – 15:30 North Hall SESSION 2A "Social matters and doing business" Chair: Frank Figge	<p>📌 <b>Towngas: Integrating social initiatives into its core business – A case study</b> 2215 Yihong Yao, Dongya Li <i>Centennial College, An Independent College Established by The University of Hong Kong, Hong Kong</i></p> <p>📌 <b>Mobilising money for social change: The advantage of having a business model</b> 1747 Asceline Menalda-Groot, Ben Dankbaar <i>Radboud University Nijmegen, The Netherlands</i></p> <p>📌 <b>Is cost saving a driver of corporate giving?</b> 2106 Sedef Sert, Paola Garrone, Marco Melacini, Alessandro Perego <i>Politecnico di Milano, Italy</i></p>
14:00 – 15:30 South Hall SESSION 2B "Conceptualising CSR" Chair: Aykut Berber	<p>📌 <b>The role and dynamics of CSR in Swiss SMEs</b> 2140 Stéphanie Looser <i>University of Surrey, UK</i></p> <p>📌 <b>A multilevel model of antecedents to corporate social responsibility</b> 0431 Orr Karassin, Aviad Bar Haim <i>The Open University of Israel, Israel</i></p> <p>📌 <b>Understanding CSR as a practice: From obligation to opportunity</b> 1709 Aashna Sharma, Gurparkash Singh <i>Thapar University, India</i></p>





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Time / Room	Title / Authors & Institutions
14:00 – 15:30 Galata Room SESSION 2C <b>“People, organisations and ethics”</b> Chair: Gökçe Dervişoğlu Okandan	<p>📄 <b>Voluntary financial environmental reporting and public participation in environmental policies</b> 1849</p> <p>Natalie Pompe  <i>University of Zurich, Switzerland</i></p> <p>📄 <b>Faking good and faking bad: Effect of response bias on response duration, relationship between personality factors and personality model fit</b> 2254</p> <p>H. Eren Suna, Levent Sevinç  <i>Assessment Systems Türkiye, Turkey</i></p> <p>📄 <b>Factors affecting trade unions’ CSR understanding and engagement: An international analysis</b> 2037</p> <p>Sevgi Dönmez Maç, Şuayyip Çalış  <i>Sakarya University, Turkey</i></p>
15:30 – 16:00 Foyer	COFFEE BREAK
16:00 – 17:00 North Hall SESSION 3	<b>Forum: ‘Discussion on HR assessment and CSR’</b> Levent Sevinç, H. Eren Suna <i>Assessment Systems Türkiye, Turkey</i>
17:45 – 19:00 Departure from Adahan Istanbul	DOWNTOWN STROLL
19:00 – 22:00 Mükellef, Karaköy	CONFERENCE DINNER







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Friday, 14 OCTOBER 2016

Time / Room	Title / Authors & Institutions
09:00 – 10:30 North Hall SESSION 4A <b>“Thinking beyond economic preoccupations”</b> Chair: Diren Bulut	<p> <b>Exploring the institutional work of an industrial trade association in response to emerging environmental issues</b> 0901</p> <p>Nichola Hutson  <i>The University of Manchester, UK</i></p>
	<p> <b>Measuring dependence between economic and CSR performance: An application to U.S. electric utilities</b> 1432</p> <p>Amer Ait Sidhoum  <i>Centre de Recerca en Economia i Desenvolupament Agroalimentaris (CREDA)-UPC-IRTA, Spain</i>            Teresa Serra  <i>University of Illinois, USA</i></p>
	<p> <b>Dynamics of sustainable consumption and production: Identifying and evaluating the mechanisms for behavioural change</b> 1850</p> <p>William Young, Pasi Heikkurinen  <i>Sustainability Research Institute, University of Leeds, UK</i></p>
09:00 – 10:30 South Hall SESSION 4B <b>“Strategic issues and corporate responsibility”</b> Chair: Orr Karassin	<p> <b>Relationship between corporate social responsibility and perceived ethical climate: Research on private school employees in Turkey</b> 2036</p> <p>Sibel Baykut  <i>Bahçeşehir University, Turkey</i>            Hakkı Aktaş  <i>Istanbul University, Turkey</i></p>
	<p> <b>Stability of realization of strategic initiatives for ensuring corporate responsibility</b> 1746</p> <p>Maxim Maron  <i>University Higher School of Economics, Russian Federation</i></p>
	<p> <b>Business ethics and exploring its alignment with corporate social responsibility (CSR) practices: A case study</b> 2427</p> <p>Bilge Uyan-Atay  <i>Bahçeşehir University, Turkey</i>            Asli Tuncay-Çelik  <i>Işık University, Turkey</i>            Gaye Özçelik  <i>Okan University, Turkey</i></p>





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Time / Room	Title / Authors & Institutions
10:30 – 11:00 Foyer	COFFEE BREAK
11:00 – 12:00 North Hall SESSION 5A “Sustainability as a challenge” Chair: Seda Tolun	<p>🔗 <b>In search of green: A content analysis of sustainable business practices in EKOIQ magazine</b> 1933</p> <p>Oya Zincir <i>Istanbul University, Turkey</i></p> <p>🔗 <b>Advancing the notion of social life cycle sustainability in the Mexican natural gas transportation industry</b> 1939</p> <p>Roberto Hernández, Getachew Assefa <i>University of Calgary, Canada</i></p>
11:00 – 12:00 South Hall SESSION 5B “Sustainability as a purpose” Chair: Ralf Barkemeyer	<p>🔗 <b>How do sustainable HR practices influence workplace performance? A closer look at the processes and contextual conditions</b> 1853</p> <p>Yasin Rofcanin, Georgios Voulgaris <i>University of Warwick, UK</i> Aykut Berber <i>Istanbul University, Turkey</i></p> <p>🔗 <b>A framework to integrate external sources in open innovation processes for sustainability-oriented innovation</b> 2035</p> <p>Peter Wehnert, Jens Heidingsfelder <i>Friedrich-Alexander-University Erlangen-Nuremberg, Germany</i> Christoph Kollwitz <i>Chemnitz University of Technology, Germany</i> Markus Beckmann <i>Friedrich-Alexander-University Erlangen-Nuremberg, Germany</i></p>
12:00 – 13:30 Cachi Lokanta Bar	LUNCH BREAK





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Time / Room	Title / Authors & Institutions
13:30 – 15:00 North Hall SESSION 6A "Sector-specific examples" Chair: Aytuğ Sözüer	<p>📄 <b>Corporate social responsibility in an enterprise society: The case of visa service companies</b> 2422</p> <p>Ebru Tekin Bilbil <i>Boğaziçi University, Turkey</i></p>
	<p>📄 <b>A cross-sector comparison of organizational sustainability in the tourism industry</b> 1142</p> <p>Mehmet Ulus, Burçin Hatipoğlu <i>Boğaziçi University, Turkey</i></p>
	<p>📄 <b>Exploring the concept of 'cultural sustainability' and its emergence in private sector</b> 1852</p> <p>Burcu Özsaygı, Gökçe Dervişoğlu Okandan <i>Istanbul Bilgi University, Turkey</i></p>
13.30 – 15:00 Galata Room SESSION 6C	<p><b>Workshop: 'CSR and business ethics'</b> Bilge Uyan-Atay <i>Bahçeşehir University &amp; Som Consultancy Company, Turkey</i></p>
15:00 – 15:30 North Hall	<p><b>CRR Conference 2016 Best Paper Award</b> <b>Preliminary Information on CRR Conference 2017</b></p>
15:30 – 17:00	SOCIAL PROGRAMME (Pera & Galata Tower)

## VENUE—

CRR Conference takes place at Adahan Istanbul—a late 19th century building which hosts meeting halls, a café/bar, a restaurant and hotel accommodation. Parallel and plenary sessions, workshops will all be held in this building. Adahan Istanbul is only a minute walk from the metro station (**Line M2 - Şişhane**) in close vicinity of the Old Town, Galata Tower and Galata Bridge. The venue is at the centre of a vibrant neighbourhood where you will find plenty of restaurants, pubs, music clubs and coffee shops. The building is a listed historical monument and ecological consideration is part of the venue's policy. For further information about the venue: [www.adahanistanbul.com](http://www.adahanistanbul.com)



## PAPERS & PRESENTATIONS—

- 📄 During the parallel sessions, each paper will be given 20 minutes for oral presentation and 10 minutes for discussions. Please bring your presentation on a USB stick and upload it during the break before your session. You may also use your own device but please make sure that you have the required adapters with you.
- 📄 At least one author must attend the conference and present the paper.
- 📄 The Best Paper of the CRRC2016 will be selected only from among the full papers.







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## ABSTRACTS

0431 (Full paper)

**Orr Karassin, Aviad Bar Haim**  
*The Open University of Israel, Israel*

A multilevel model of antecedents to corporate social responsibility

The multilevel empirical study of antecedents of corporate social responsibility (CSR) has been identified as "the first knowledge gap" in CSR research. Based on an extensive literature review, the present study outlines a conceptual multilevel model of CSR, then designs and empirically validates an operational multilevel model of the principal driving factors affecting corporate environmental responsibility (CER), as a measure of CSR. The models incorporate three levels of analysis: institutional, organizational, and individual. The multilevel nature of the design allows for the assessment of the relative importance of the levels and of their components in the achievement of CER. Unweighted least squares (ULS) regression analysis reveals that the institutional-level variables have medium relationships with CER, some variables having a negative effect. The organizational level is revealed as having strong and positive significant relationships with CER, with organizational culture and manager's attitudes and behaviors as significant driving forces. Generally, the individual level, depicting workers' attitudes toward their workplace, is shown as insignificant in promoting CER.

0901 (Full paper)

**Nichola Hutson**  
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Exploring the institutional work of an industrial trade association in response to emerging environmental issues

This paper explores the institutional activities of a European Industry Association [IA] as it engaged in the institutionalization process, re-orientating industry to address environmental problems. I evaluate how the IA came to work in this process at the organizational-field level through a case of tributyltin in the marine anti-fouling coatings sector, to influence the decisions of other field players or shape new/reformed technical-institutional [TI] structures (arrangements).

An organizational field approach is used as the analytical lens to explain the process of change and stability at the mesolevel (Hoffman 1999; Wooten & Hoffman 2008). Using innovation and institutional theory, an analytical framework is built to explain the changes taking place in the TI-innovation arrangements (Könnölä et al. 2007; Wiskerke & Roep 2007; Unruh 2000). To examine and explain the interaction (roles/activities) of the IA in this process, constructs of 'Institutional Work' from institutional theory are used (Lawrence & Suddaby 2006; Perkmann & Spicer 2008). Institutional change has not received the analytical attention afforded to knowledge and technological change in innovation literature; institutional theory literature downplays the significance of technological change. Both approaches mention the potential role of IAs in processes of technological and institutional change, but rarely explore these organizations in detail. The role of IAs might be especially important in the context of environmental problems, because institutional pressures are socially and politically sensitive (Shah & Rivera 2013). Using these theories in combination, contributes to a better understanding of the roles and activities of IAs in the greening of industry.

This study is informed by an extensive documentary review, including trade publications, policy reports and internal IA documents; and by conducting 38 semi-structured elite interviews with key organizations including IAs, multi-national enterprises, scientists, policy makers and non-governmental organizations. Findings are presented in a case narrative approach, analyzing the evolution of the field as punctuated by empirically defined 'events' ('environmental issues') that challenged the TI-innovation arrangements. The disruption, institutional-



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building and implementation, and maintenance and transient settlement' of the organizational field, is explained under a modified conceptual framework of institutional rules (political and socio-cultural changes) and technical-regimes (product changes and technical knowledge). Concepts from Institutional Work are used to theorize the observations of the types of activities that the IA engaged in, as the attempted to theorize/legitimize and induce/hinder) the types of changes taking place.

The findings reveal the activities of the IA depend on the type of field-level pressures they reacted to or initiated (retailers labelling schemes; IA voluntary policies), and they types of stakeholders they intended to influence. Institutional activities include: information sharing and advocating arguments in the case of policy-makers and educated audiences; technical standard setting or commissioning projects to shape the direction of RD&I investments in the case of industry stakeholders. The research observes IAs are in a position to influence the direction of new technological regimes and institutional systems, which can help sustain environmental change; IA activities vary when the industry sector it represents becomes faced with different problems (or crisis); the activities IAs demonstrate in cases of environmental change are very much context dependent.

1051 (Full paper)

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NGO-business discourses over time: A sentiment analysis of NGO press releases

NGOs have emerged as increasingly relevant parts of the private governance architecture, representing and promoting societal interests in relation to a range of environmental and socioeconomic concerns. The advocacy roles they assume reflect a spectrum ranging from cooperative to radical. In this paper, we follow the view that discourse shapes institutionalization processes. We report a sentiment analysis of 3,808 press releases issued by five international NGOs over a ten-year period (2002-2011), in order to explore how the nature of NGO-business relationships varies over time as well as between different NGOs. We find that the language employed in this context has become significantly more optimistic and certain over time. At the same time, we identify an increasing polarization, with individual NGOs gravitating towards the two extremes on the continuum between cooperative and radical. We argue that these discursive shifts have implications for the organizational field in which corporate responsibility is discussed as well as wider governance implications: at the one end of the spectrum, an increasing shift towards collaboration carries the risk of co-optation; at the other end of the spectrum, more radical voices are at risk of being marginalized in the emerging governance architecture.

1142

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A cross-sector comparison of organizational sustainability in the tourism industry

**Purpose**—The aim of the study is to describe how organizations in three different sectors of tourism industry address organizational sustainability issues in the context of a developing country.

**Design/Method/Approach**—In order to offer a true sustainable tourism experience to visitors the entire tourism supply chain should become sustainable. The advancement of organizational sustainability in the industry organizations can contribute to improvements in sustainable tourism experience.

In the study context of Turkey, organizational sustainability of six organizations from transportation, accommodation and MICE (Meetings, Incentives, Conferences, Exhibitions) sectors are explored. The sample companies are chosen based on their representativeness of their sector in organizational sustainability. The study





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is qualitative in nature and data is collected through face -to-face interviews with sustainability and human resource managers of organizations during 2015-2016.

In analyzing organizational sustainability stage of organizations, the framework of “Sustainable Phase Model” by Dunphy (2012) is utilized. The two dimensions of the framework that are environmental and human sustainability are explored. In order to describe the types of sustainability innovations in organizations, categories of product, process and organizational innovations are used as suggested by Klewitz and Hansen 2014.

**Findings**—Firstly, the cross-sector analysis reveals that within the tourism industry sectors have different levels of sustainability. Governmental regulations (national environmental regulations and sectoral projects), organizational size, demands of customers and organizational history in sustainability are used to explain these differences in addressing sustainability. The findings suggest that government acts both as a facilitator and a barrier for advancement of sustainability in organizations. The study of human and environmental dimensions of sustainability display that organizations do not advance equally in these dimensions. The study of categories of sustainability innovation suggest that case companies are moving forward with process and organizational innovations but very little is done for product innovations.

**Limitations**—The study is focused on one industry and it is conducted in a single country. The generalizability of results relies on further studies conducted in other contexts. The food sector which has an important role in the supply chain was not made part of the study as there is very little done on sustainability in the sector. The supply chain in tourism industry includes sectors like transportation, food and beverages, accommodation, travel and tours, meetings and events, sports and entertainment. For future research adding the other partners in the supply chain may provide more wholesome picture of the sector.

**Implications**—There is plenty of literature on sustainable tourism but very little is known about organizational sustainability practices in the sector. The results will be of interest to government regulators in evaluating the impacts of regulations and guide them for customizing their efforts according to the needs of the sectors.

When the companies aim for higher levels of sustainability, barriers can come from different levels, and strategies are needed for overcoming those individual, group and organization level (Lozano, 2013). The government can have effects on the organizational level as a barrier or facilitator with the regulations it implies on businesses. In Turkey, the government has an important role in shaping sustainable tourism practices, as the roots of unsustainable tourism practices go beyond tourism itself (Tosun, 1998).

1243

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### Disclosure of labor practices in sustainability reports: An examination on the Turkish banks

Various theories support the existence and substance of sustainability reporting practices worldwide. According to institutional theory, organizations “compete not just for resources and customers, but for political power and institutional legitimacy, for social as well as economic fitness” (DiMaggio & Powell, 1983:150), and the acceptance and adoption of any practices in an institutional field depends on the characteristics of that specific concept (Jennings & Zandbergen, 1995). Besides, legitimacy theory asserts that organizations need to be perceived as desirable and proper (Suchman, 1995) to fit with the larger social system (Dowling & Pfeffer, 1975). Thus, disclosure attempts can be regarded as important tools to improve positive perceptions about the organization (Deegan, 2002). On the other hand, stakeholder theory claims that success depends on satisfying diverse stakeholders’ demands (Freeman, 1984), and organizations use sustainability disclosure to communicate their sensitivity to social and environmental aspects, and to increase their business value (Amran et al., 2015). In any case sustainability reports as non-financial reports provide companies an opportunity to combine economic, environmental and social aspects of their operations in a single document (Kolk, 2003). Following these perspectives, it can be said that disclosures of sustainability depends highly on the context. Thus, the aim of this research is to identify the extent of sustainability disclosures among Turkish banks. It specifically addresses the following research questions: What is being reported in sustainability reports about labor practices in the Turkish







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business context? Which items, in what extent, is disclosed in sustainability reports with regard to employees? GRI database is searched to gather all the sustainability reports published by Turkish companies. In order to have a more homogenous sample, only banking sector is determined to analyze. TSKB, a development and investment bank, is omitted due to the structural differences, and 9 deposit banks in Turkey are decided as the final sample. Labor practices and decent work subsection of social performance indicators of the latest GRI guidelines, G4, is used as the measurement tool. Content analysis is used to examine the reports. A scoring scheme from 0 to 4 is preferred to assess the extent of reporting with regard to 16 selected indicators. The results show that the least focused indicators are related to the assessment of suppliers' labor practices, and grievance mechanisms (LA14, LA15, LA16). On the other hand, almost all banks clearly identify their workforce composition according to gender and age (LA12). Also, performance reviews and career developments, training hours and turnover rates by gender and age categories are frequently referred topics. According to the reports, almost all banks have balanced the number of male and female employees, and they regard equal recruitment and remuneration for women and men.

1432 (Full paper)

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Measuring dependence between economic and CSR performance: An application to U.S. electric utilities

This paper investigates the association between the economic and the non-economic dimensions of corporate social responsibility (CSR) performance in the US electric utility sector. A statistical copula approach is used for this purpose. Results suggest that better economic results are compatible with improved environmental, social and governance performance, which is leading the US electric utility sector to become a better corporate citizen.

1709 (Full paper)

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Understanding CSR as a practice: From obligation to opportunity

Corporate Social Responsibility (CSR) is the commitment of the business towards the society beyond the financial interests of the firm to act ethically and contribute to the quality of life of the various stakeholders. This paper critically reviews seminal and recent literature on CSR with the intent to better understand how CSR is understood as a practice and its implementation implications. On the basis of shortcomings in understanding of CSR, recent concepts are used to develop a case of 'obligation' vs. 'opportunity' and a conceptual framework is proposed by integrating the understanding of CSR. The proposed framework is then used to provide practical implications for CSR implementation in India and internationally. The paper concludes by suggesting that CSR as a global practice can be understood with the help of conceptual framework where the concepts implicit and explicit CSR co-exist so that the firms integrate CSR in their business strategy to create shared value.





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1745 (Full paper)

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Developing a theoretical framework to understand traceability in the context of sustainability in the construction industry

With the rise of globalisation, supply chains have become longer and more fragmented, so nowadays products have long, complex journeys before they reach end consumers. As a result, customers have little awareness of where their products come from, and in what conditions they have been produced or distributed. Defined as the ability to follow the information related to a product, traceability is a key component for verifying and ensuring claims associated with production and transformation of the product as it moves along supply chain.

Traceability can be applied to a range of types of information. In the context of sustainability, through verifying sustainability claims associated with products and their supply chains, traceability can influence customer choice and play an important role in providing an incentive for sustainable production and ethical business behaviour.

The concept of traceability has been investigated in a few specific sectors (such as food, fashion, forestry), but studies have focused mainly on safety and quality within supply chains, rather than sustainability. In addition, academic scholars have tended to concentrate on the practical (operational) aspects of traceability, hence a conceptual understanding of the term is still lacking. The absence of a common theoretical framework for traceability means there is a lack of engagement in the concept, and consequently, no incentive for companies to engage with traceability programmes. Furthermore, the concept of traceability appears to be often confused with transparency and supply chain mapping, and this in turn leads to a limited understanding of the term, and its scope and application.

The construction industry plays an important role in sustainable development through contributing to the economy by generating jobs, yet it also consumes significant amounts of raw materials and energy, which can result in significant environmental impact. Despite such scale and importance, material traceability is still at an emerging stage in the construction sector, which is arguably a missed opportunity. As such, this paper is part of an ongoing PhD study in which the construction industry is being considered as a novel application context for the concept of traceability.

There is a generic need for a theoretical framework to better understand traceability, specifically for sustainability, and with respect of the ultimate aim to relate this theory to the construction industry. Hence, this paper will offer conceptual insights on traceability as a construct, through a comprehensive review of academic and standards-related literature. In doing so, the study defines the main concepts related to traceability, but importantly it does this under the umbrella of sustainability (ethics, social responsibility, transparency and responsible sourcing) and explains the relationships between them. By analysing traceability in both academic literature and standards/legal requirements and across multiple sectors, this paper aims to present a robust, yet pragmatic interpretation of traceability that can be related to the needs of the construction industry. That said, the theoretical grounding of the study means that the paper should have broader application value to other sectors and contexts.

1746 (Full paper)

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Stability of realization of strategic initiatives for ensuring corporate responsibility

Each serious corporation accurately formulates the strategic objectives. Then priorities of the purposes defined and the portfolio of strategic initiatives directed to their achievements is formed. It is possible to apply the approach based on T. Saaty's ideas [1] to form the portfolio. Strategic initiatives are the projects directed to





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achievement of strategic objectives. Let's notice that according to modern approach to management of projects, corporations should not carry out the projects that not answering strategic objectives [2].

What successful would not be the plan, the success will not be, if realization takes place with mistakes in works. Checks for timely detection of mistakes need to be included in the project plan. It is an important element of corporate responsibility to shareholders for quality of realization of strategic initiatives. Without it, strategic objectives of corporation will not be achieved.

1747 (Full paper)

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**Mobilising money for social change: The advantage of having a business model**

Social entrepreneurs see it as their main goal to realize social change. To reach this goal they need to mobilise resources such as human capital, knowledge and money. Compared to commercial entrepreneurs, social entrepreneurs often have an additional handicap, for example restrictions on profit distribution to shareholders due to their social mission. However, compared to other actors aiming at social change like non-governmental organisations (NGOs) and social movements, they have an advantage. Social enterprises have a business model that can generate sufficient income to be able to survive in the long run. The return on investment they can offer to investors is not just social but also financial. This attracts a larger universe of investors. In this paper we investigate the funding policies of three Dutch foundations that invest in social enterprises. We use insights from the resource mobilisation approach in the literature on social movements to organize our findings. By doing so, we uncover several dimensions in which resource mobilisation by social entrepreneurs differs from that by social movements. A viable business case gives start-up social enterprises an advantage in their resource mobilisation approach over other organisations that aim to change society. Social movements may be confronted with increasing competition from social entrepreneurs.

1849

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**Voluntary financial environmental reporting and public participation in environmental policies**

This article emphasises the interconnection between individual's rights, society and corporations as players in environmental policy. Voluntary environmental financial reporting by corporations serves as an example to illustrate this connection. The emphasis of this article lies on the interdependencies between environmental information disclosure by corporations, the subsequent market reaction and the reaction of citizen in participating in environmental policies on the basis of environmental information. These interdependencies allow the understanding of the consequences of our current actions in terms of the legacy on to future generations. This article builds a bridge between introduced environmental policies that democratically empower citizen and the incorporation of sustainability in corporate social responsibility. Three parts of the article eventually show the interconnection between individual's rights, society and business entities. Firstly, the relevant norms and policies are introduced. Secondly, the theory of corporate social performance and voluntary financial reporting are explained. Different studies that analysed the effect of voluntary financial reporting on markets and investor decisions are summarized. The relevant period of the studies are being compared with the legal environmental policies. This allows a conclusion about how voluntary environmental reporting could be influenced by access to environmental information laws. Thirdly, the interconnection between corporate social responsibility and environmental policies influenced by the need for collective responsibility is addressed.

We can observe a recent trend towards the implementation of open-government policies in various countries. Regulations granting access to environmental information often preceded the general freedom of information laws. Rights to access environmental information are instruments to enable public participation. In fact, public





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participation in environmental policy is a tool to counterbalance the political pressure on the responsible government. Access to environmental information, rights to public participation and access to justice rights are the three pillars of the Aarhus Convention that promotes a bottom-up approach in environmental responsibility. In other words, collective environmental responsibility is at the core of these regulations.

On the side of economic theory, environmental ethics allowed sustainability to be seen as an ethical concern of society affecting corporate behaviour. Sustainability demands an extension of the moral consideration of time and space. Voluntary environmental financial reporting is evidence of this extended sense of responsibility in recent corporate responsibility thinking.

The method used in this article is a presentation of the recent trends on the side of legal policies to empower citizen to participate in environmental policies and on the corporate side the trend of incorporating environmental responsibility ethics and sustainability. This allows highlighting the interconnection between enabling access to environmental information and participation in environmental laws. The goal is to illustrate the additional benefit of voluntary financial reporting that exceeds the reaction of investors, but enhances their collective corporate responsibility. In the bigger picture, the interconnection between individual's rights, society and corporation in environmental policy is presented.

1850

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Dynamics of sustainable consumption and production: Identifying and evaluating the mechanisms for behavioural change

The purpose of this paper is to examine the dynamics of consumption and production with an aim to (a) review the different mechanisms for change and (b) evaluate their potential for sustainability (in terms of the effects on the quality and quantity of consumption/production). The paper begins by laying out the theoretical groundings for the study. It then proceeds to discussing the ways in which different agents can create change. The main focus of the study is on role of economic actors, that is, how producers on the supply side, often referred to as companies, influence consumers on the demand side, and vice versa. The paper then moves to evaluating the potential of the different ways to ignite behavioural change towards sustainability. The paper concludes by presenting a model on the dynamics of sustainable consumption and production.

1852

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Exploring the concept of 'cultural sustainability' and its emergence in private sector

The concept of sustainable development was first introduced in 1987 at the World Commission on Environment and Development (WCED). Since then, the concept has progressed rapidly and evolved into a new field of study. In mid-90's, John Elkington introduced a new accounting framework, called the triple bottom line (TBL) which unlike the traditional approach to measuring only the economic results, included measures of environmental and social results to obtain an entire performance evaluation. This framework already has been adopted by many organizations to measure and evaluate performance. According to TBL, sustainable development consists of ecological, economic, and social dimensions. "People, planet and profit" are the triple bottom lines or three "pillars" of sustainability.

It's argued that this three-pillar model is proving to be incomplete by the absence of culture. For a holistic approach to sustainability, culture is essential because at the roots of many environmental, social and economic problems, there are cultural activities and cultural decision/reasoning. So therefore, the solutions must also be culturally focused besides the other social, economical and ecological concentration. The much-used three-pillar model fails to meet this need due to its tendency to examine cultural factors within/as a part of the social pillar.





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As a result, a new field of study, known as “cultural sustainability”, has emerged to question and improve/upgrade the current understanding of sustainable development. Today, more people are recognizing the importance of culture as a fundamental objective for sustainable development. Moreover, companies around the world have placed sustainability at the top of their agendas. The private sector is contributing to sustainable development and seeks assistance in adopting sustainability.

The theoretical framework of this research also derives from the outcomes of the Cost Action “Investigating Cultural Sustainability”, a project conducted by European Cooperation in Science and Technology. As a part of this Action, research participants Soini and Birkeland conducted a study to analyze the scientific discourse on cultural sustainability. As a result, it was discovered that there were seven different dimensions of cultural sustainability discussed in scientific publications: *heritage*, *vitality*, *economic viability*, *diversity*, *locality*, *eco-cultural resilience*, and *eco-cultural civilization*. In addition to that, Hawkes (2001) advocated that cultural sustainability must be recognized as the fourth pillar of sustainability, which is another reference point for this study. Works of Throsby, Chiu, Nurse, Duxbury and Gillette and Birkeland will be visited throughout the theoretical framework.

**Research Question(s) and Methodology:**

The aim of this research is to define and examine “cultural sustainability” and integrate the outcomes with the private sector in Turkey. As the representative group relevant to this investigation, members of Türkiye Etik ve İtibar Derneği TEİD who have signed Global Compact or only the participants of Global Compact Network Turkey have been selected. Accordingly, the research question of this study is: “How can private sector in Turkey shift from “limited understanding of corporate social responsibility (i.e. only sponsoring arts and culture) to adopting “cultural sustainability” approach?” interviews with the pioneer members have been conducted. According to the outcomes of content analysis, main concept for a Turkish definition has been created. Accordingly a questionnaire for a pilot study has been conducted among the members of the sample and the notion will thus be reintroduced for further discussion in order to adapt existing international dimensions of already conducted studies to Turkish business environment and create awareness for local differences.

1853

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How do sustainable HR practices influence workplace performance? A closer look at the processes and contextual conditions

**Purpose**—The purpose of this study is to understand how sustainable HR practices are related to workplace performance. In particular, the study explores the role of employee identification and manager support as mechanism and boundary condition, respectively, in exploring the association between HR practices and workplace performance.

**Design**—The Workplace Employment Relations Survey (WERS; British Dataset, 2011) is used to test the proposed associations. Sustainable HR practices are conceptualized in line with research that draws from the WERS. Sample includes 19.440 employees and 2.340 workplaces. The nested structure of the data necessitates multi-level analysis to be conducted.

**Findings**—Results show that the combination of sustainable HR practices (e.g., flexi-time, flexi-location, training and development) are related to workplace performance only through employee identification. Interestingly, manager support is not shown to influence the proposed associations.

**Theoretical Implications**—This study has taken a first step to explore an overall model in 1) understanding how sustainable HR practices are related to workplace performance 2) and emphasizes the contextual conditions through which the effects of sustainable HR practices unfold. Our findings contribute to expand research on the black box nature of HRM and the significance of HR practices in explaining the variance in workplace performance.







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1933 (Full paper)

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In search of green: A content analysis of sustainable business practices in EKOIQ magazine

A wider awareness for the necessity of “sustainability” in both life and business practices have increased in recent years with the ever-increasing world-wide population, demand for quality living standards, unplanned urbanisation, imprecise industrial developments and ongoing exploitation of natural resources. Triggered by a growing demand of the wider population towards approaches and/or practices that can be considered “green/sustainable”, sustainable business practices are more than ever on the agenda of CEOs, managers, owners of companies and even employees. In this study, interviews in the EKOIQ Magazine (a green life style and business magazine publishing in Turkey) volumes are examined for sustainable business practices which represented by a spokesperson of the companies with the method of qualitative content analysis. Some disclose major content patterns, sustainable business practices and some managerial and organisational categories related to sustainability have been offered by analysing these interviews.

1939

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Advancing the notion of social life cycle sustainability in the Mexican natural gas transportation industry

The disciplinary field of Social Life Cycle Assessment (S-LCA) whose overarching goal is the advancement of the life cycle social sustainability of products; has focused on the development of methodologies and databases to identify and quantify performance, social risks, and improvement opportunities along products’ supply chains. In contrast, the advancement of the S-LCA technique in the corporate world has been barely explored. As a result, this investigation attempts to identify courses of action that could posit the S-LCA technique in context of the Mexican natural gas transportation industry (the case study). By investigating the legally binding, voluntary practices, and managerial views where this industry operates, it will be possible to identify: relevant stakeholders, fruitful roundtables, courses of actions, and background data for S-LCA studies, that ultimately could fulfill the overarching goal of S-LCA.

Theoretical Framework: What main concepts, models or theories are used in the paper? Include 3- 4 central references.

As this investigation is looking into the context where potential recipients of S-LCA studies operate, it focuses through the lenses of Institutional Theory and the theoretical proposal of Rasche et al. (2013) to organize Corporate Social responsibility.

Institutional theory is primarily concerned with how an organization interacts with its institutional environment; and offers a three forces framework (regulatory, normative and value based) that is useful for meeting the objectives of this investigation (Campbell 2007; Mahalingam and Levitt 2007; Palthe 2014).

In order to obtain a more granular understanding of voluntary practices arrangements, the theory of Rasche et al. (2013) is also adopted to frame the modes of CSR practices.

Method: Which method is used for the research work?

This investigation attempts to understand the meanings ascribed to a specific industry rather than produce summary statistics. Therefore a qualitative research strategy with a case study is the preferred methodological approach. For data collection, literate reviews, archival material and semi-structure interviews are the selected techniques. The interviewees include CEOs, Sustainability and CSR directors in this industry, and public servants in the Ministry of Energy. Collected data is analyze and compiled around pre-defined descriptive codes as well as from codes that emerged along this process. The interpretation of results includes the development of recommendations and courses of action to advance the notion of S-LCA.





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Findings: What are the main (expected) outcomes and results?

A manuscript that articulates the transformations of regulatory, normative and cognitive institutional forces that shaped the social related practices in the Mexican natural gas transportation industry.

A summary of recommendations and course of action for advancing this notion. This includes: An appraisal of whether the social sustainability of firms' life cycles is in their interest or a remote unrelated notion; identification of stakeholders that likely would help to advance this notion; courses of action based on the type of CSR arrangements (e.g. stand alone, consortiums or cross sector partnership for SLCA); whether managerial practices are strongly driven by legally binding frameworks that indicate the need for government involvement in social life cycle initiatives.

2035

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A framework to integrate external sources in open innovation processes for sustainability-oriented innovation

Purpose and Theoretical Framing

Traditionally, the organizational research and development (R&D) function is responsible for knowledge creation (Chesbrough, 2003). Sustainability-oriented innovations (SOI) require, however, vast knowledge on environmental and social aspects, which conventionally insufficiently lies within a single organization (Hansen & Grosse-Dunker, 2013). Furthermore, Schaltegger, Beckmann and Hansen (2013) argue that the complexity of many sustainability challenges requires solutions involving cooperation between different scientific disciplines and between research and practice. For this, participation can be the key.

In order to enable participation in the context of new product and service development, organizations increasingly pursue Open Innovation (OI) initiatives (Gassmann, Enkel, & Chesbrough, 2010). OI enables organizations to purposefully integrate expertise and experiences of various stakeholders in their innovation process (Schaltegger, Beckmann, & Hansen, 2013). Arnold (2011), Fichter (2009) and Hansen et al. (2011) argue that OI is an important participation approach for sustainable oriented transformation because it can bring together various actors around a jointly perceived sustainability challenge.

The challenge in sustainability issues is, however, to integrate not only the "direct stakeholders" in the OI process who are involved in value creation, but also those "indirect stakeholders" (negatively) affected by environmental or social impacts (Hörisch, Freeman, & Schaltegger, 2014). Thus, there is a major need to collect as many relevant perspectives as possible. Therefore, OI approaches for SOI require a wide circle of participation of external actors because only knowledge and needs of contributors can be taken into account.

Arguments of other actors, however, who either cannot or do not want to participate, may remain unconsidered (Wendelken, Danzinger, & Moeslein, 2014). Through the resulting stakeholder selection effects potentially relevant aspects may not be captured. One possibility to address this issue is to examine already existing external sources in which potentially relevant stakeholders have proposed their positions in other formats with thematic connection to the OI initiative, such as public discourses or social media.

The analysis of these sources provides an approach to capture the contributions of these stakeholders, even if they are not (yet) willing to participate. In this way, unrecognized or under-represented aspects and opinions could be explored for the OI process. In the evaluation of this kind of sources, however, large amounts of data need to be analysed, structured and processed. To this end, analytical methods provide a suitable approach (Dodgson et al., 2006).

Finally, the following research question arises: *How can external sources be efficiently used to mitigate stakeholder selection effects in OI processes for sustainability-oriented innovations?*

Research Design





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To answer that question, we develop a conceptual framework that builds on a typology of different groups of "silent stakeholders", different forms of external sources that capture these silent perspectives, and different data extraction methods to analyse such sources. Integrating these three perspectives, the framework discusses the potential, limitations, and boundary conditions of using external data to foster SOI. Thereby we advance the approach of "netnography" (e.g. Füller et al 2007) which aims at structural analysis of online communities for their integration into the innovation process and apply it to other online sources.

### Expected Findings & Contribution

The expected findings are to identify possibilities and limitations of the integration of external sources in OI processes in order to capture missing stakeholder perspectives needed for SOI. In addition, we discuss means for the efficient data extraction from these sources.

The contribution is to discover special opportunities and challenges of sustainability for OI. Hereby, the problem of stakeholder selection effects in OI is discussed from a sustainability perspective. Furthermore, the article seeks to demonstrate how to efficiently integrate external sources in OI processes for SOI.

2036

**Sibel Baykut**

**Bahçeşehir University, Turkey**

**Hakkı Aktaş**

**Istanbul University, Turkey**

Relationship between corporate social responsibility and perceived ethical climate: Research on private school employees in Turkey

Etiymology of the *'ethic'* actually derives from the Greek word *'ethos'* which means *'character'*. The concept of *'ethics'* emerged with examining moral principles and norms by emphasizing ideal and intangible. In that sense, according to Fromm (1995) the fundamental sense of ethics is philosophical considerations and it is much more specific than the social rules of morality. Today, the notion of ethics can be understood as the descriptive standards that distinguishes between the acceptable and unacceptable, useful and harmful, good and bad and etc. (Engel, Blackwell & Miniard, 1995). The etymological root of the word *'climate'* also derives in Greek and it refers to *'tendency'*. Also the word is used in order to express some physical weather conditions such as heat, pressure and temperature. On the other hand, Haller (1971) stated that in business literature *'climate'* refers to evaluation of the organization's internal and external environments by the members of a business.

Ethical behaviors and ethics are interbedded notions. Culture with its abstract characteristics, forms people's sensation, perception, consideration during the behavioral processes. Both in personal and organizational ways, culture impacts the appropriate behaviors in terms of ethics. In this regard, ethics should be evaluated as a sub-dimension of culture.

Corporate culture and organizational ethical climate are directly linked with each other and this paper analyzes this correlation in terms of the impact of ethical climate as a sub-dimension of corporate culture on social responsibility activities. Corporate social responsibility requires organizations to create a better understanding of their duties in order to include other stakeholders such as employees, customers, suppliers, local communities, state governments, international organizations, so on and so forth. In that sense ethics should be seen as an important component of individual and group behaviors at the center of every each organization's duties and responsibilities. That is why, in each organization not only the managers but also the stakeholders should improve the ethical climate in order to improve social responsiveness of the organization. They should try to increase the moral development level of every member in the organization and make ethical decisions. In that sense it can be stated that one of the most important duty of the managers is to create better ethical climate. The ethical climate is the exact indicator for the systematic of the organization which includes the perception, practices or even the procedures. This system determines what is accepted *'ethically correct'* behavior and how ethical circumstances or issues understand within the organization. Nobody can deny the fact that some of the internal and external factors might influence the members' general ethical values but it is clear that the ethical climate provides a general understanding about *'norms, criteria and expectations of ethical conduct'* for the members of the organization. Therefore it may lead the members in order to think differently about *'what is right*



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or wrong, acceptable or expected, etc.’ and they compared these new way of understanding with their personal lives. In that sense, we can clearly say that while deciding sanctioned and discouraged behavior, the ethical climate also determines the most suitable employees who will be ‘fit in’ the organization easier.

In this research a quantitative approach of scientific inquiry, descriptive, relational, and comparative models are used for inquiring the relationship between individuals’ perceptions of ethical climate and corporate social responsibility.

The research will be conducted on employees of a private school chain in Turkey. The questionnaires will filled by employees by online and paper-pencil. Pearson Correlation and Regression analyses will reported and the results will be discussed in context of the literature.

The interactions between individuals’ perceptions of ethical climate and corporate social responsibility will be reported at the end of the research.

2037 (Full paper)

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**Sakarya University, Turkey**

Factors affecting trade unions’ CSR understanding and engagement: An international analysis

Aim of the paper

Corporate Social Responsibility (CSR) has been discussed and dealt by many actors (such as companies and their representatives, local and international NGOs, consultancy firms, media etc.) as its visibility increases all over the world. There are proponents and opponents of the CSR concept based on its origin. Although trade unions are important stakeholders on these discussions, trade unions’ positions on CSR has been relatively less studied. Prominent studies belong to Preuss, Haunschild and Matten (2006), Preuss (2008), ETUC (2004, 2013) and Preuss, Gold and Rees (2015).

Preuss, Haunschild and Matten (2006) point out five different approaches of trade unions in Europe. They see CSR as a threat, become skeptical or drivers of CSR. There are also trade unions which have lack of influence on CSR or ignore the issue. Trade unions mostly emphasize company-internal aspects and do not mention external aspects too much (Preuss, Haunschild and Matten, 2006:259). They also criticize voluntary nature of CSR and implement different strategies.

Aim of the paper is to understand the trade unions’ positions on CSR through an international analysis and point out factors influence their CSR understanding and engagement. Research questions could be defined as:

- How trade unions understand CSR? What policies they adopt? How they provide engagement?
- Do they show similarities or differences? What factors are influential for their approaches?
- Does national business systems and varieties capitalism literatures could explain it or other factors could be considered?

Theoretical Framework: Preuss, Haunschild and Matten (2006) use neo-institutionalist and national business system approach to explain different approaches of trade unions. Accordingly, while national business system approach expresses both power of the trade unions and features of their institutional environments; neo-institutionalist approach refers to pressures that the industry or the national economy faces (Preuss, Haunschild and Matten, 2006:264-265).

Similarly for mapping trade union approaches to CSR, Preuss, Gold and Rees (2015) use national business systems and varieties capitalism literatures and combine these approaches with institutionalist one to add cognitive and cultural explanations.

Therefore aim of this paper, to define the factors affecting trade unions’ CSR understanding and engagement considering national business systems/varieties of capitalism and institutional approaches.

Method:

Based on previous studies, we will reread the data, the countries will be classified according to their national business systems/varieties of capitalism approach. Their main characteristics and their possible effects on trade unions’ CSR understanding and engagement will be pointed out. Then specific trade unions in these countries and their approach on CSR will be specified. CSR Understanding and engagement of the trade unions will be discussed and influential factors will be analyzed.





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### Findings:

Based on previous studies, we can say that distinct differences in these liberal or co-ordinated market economies (LME and CME) and particular political and economic legacies in post-socialist economies affect understanding and implementation of CSR.

However as Preuss, Gold and Rees (2015:208) point out that these typical constructs of LME and CME labels may mask considerable variety and nuance within national patterns and the nature of CSR and trade union approaches towards it. The authors count other factors affecting the status of the concept of CSR and degree of embeddedness in civil society. They are the strength of state intervention, the power of industrial relations actor, the level of foreign direct investment, the degree of engagement with European level debates and extent of non-governmental initiatives. By rereading the literature, we will highlight these factors and make contribution for further studies in the other countries.

2038

**Özen Aşık-Dizdar, Ceyda Maden-Eyiusta, Ayla Esen**  
**Istanbul Kemerburgaz University, Turkey**

How to address opposing stakeholder expectations: Towards a conceptual framework

Over the last couple of decades, corporations have been increasingly facing expectations to go beyond accomplishing economic functions only, and contributing back to society through discretionary efforts to support various stakeholder groups (Carroll, 1979; Clarkson, 1995; Maignan, 2001; Wartick and Cochran, 1985). In this regard, it is more and more recognized that the utilization of various participative techniques is key to engage stakeholders with corporate decision-making, so as to ensure that all voices are heard and concerns raised. However, managing stakeholder engagement can be a rather difficult and complicated endeavor, given the fact that stakeholder expectations, in most cases, may be in conflict, or entirely opposite to one another.

This paper will focus on the issue of opposing stakeholder expectations, a common challenge faced during the process of stakeholder engagement. Through a review of relevant literature, we will elaborate on key aspects in dealing with opposing stakeholder expectations. We propose that, there are three critical stages where companies can deal with the challenge of opposing stakeholder expectations: stakeholder mapping, stakeholder dialogue, and organizational mechanisms for stakeholder engagement.

#### *Stakeholder Mapping*

Stakeholder mapping has evolved as a technique for analyzing the likely interests, actions and influence of stakeholders (Bourne and Walker, 2005). This initial step of stakeholder engagement is critical for diagnosing potential obstacles that may stem from diverse and opposing expectations. It is important for companies to anticipate how expectations from different stakeholder groups may contradict in order to be prepared for future conflicts. These conflicts should be considered in prioritizing stakeholders during stakeholder mapping.

#### *Stakeholder Dialogue*

It is almost impossible to meet the expectations of each stakeholder group, especially when these expectations are opposing. Therefore, it is important for companies to provide effective platforms for stakeholder dialogue, where stakeholders can communicate their expectations, see their expectations are listened to, and be assured that they will be considered by the company. Efforts of companies for effective dialogue will help to convince stakeholders that necessary care is given to their interests. As argued by Johnson-Cramer et al. (2003) 'The essence of stakeholder dialogue is the co-creation of shared understanding by company and stakeholder (p.149)'.

#### *Organizational Mechanisms for Stakeholder Engagement*

Harrison and Freeman (1999) address stakeholder relationship as a 'multifaceted, multiobjective, complex phenomenon (p.483)'. In the case of facing opposing expectations from diverse stakeholder groups, a comprehensive stakeholder map or effective stakeholder dialogue platforms alone will not be sufficient towards achieving success in stakeholder engagement. In dealing with this complex issue, the *hardware* of the company in stakeholder engagement is also critical (Castka et al.2004, Zadek, 2004). Companies have to develop organizational structures (management systems, procedures etc.) to provide a backbone for managing the relationship with stakeholders.







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Our conceptual paper will contribute to the current understanding on stakeholder engagement through focusing on the challenge of opposing stakeholder expectations. We will attempt to offer a conceptual basis through a literature review, on the ways in which organizations can achieve effective stakeholder engagement while highlighting potential areas where opposing expectations can be addressed and managed. We intend to provide paths for future research through our three-stage model for managing opposing stakeholder expectations.

2106 (Full paper)

**Sedef Sert, Paola Garrone, Marco Melacini, Alessandro Perego**  
**Politecnico di Milano, Italy**

Is cost saving a driver of corporate giving?

This paper is aimed at enhancing our understanding of motivations behind corporate in-kind donations and to find out whether cost savings may be a major motive. We do that analyzing donations of surplus by food sector companies. The multiple case study methodology was used to conduct the research. The interviews were conducted with 16 companies operating in Northern Italy. The results show that not only strategic and moral motivations, but also the motivations related to cost savings play an important role in managerial decision making process.

2140

**Stéphanie Looser**  
**University of Surrey, UK**

The role and dynamics of CSR in Swiss SMEs

Corporate Social Responsibility (CSR) frameworks worldwide have been dominated by the concerns and needs of large companies whose highly formalised CSR management systems often failed in previous years to prevent anti-social and illegal behaviour. Thus, there is growing interest in informal processes, relationships and organisational cultures – and corresponding business models – that embed and exemplify CSR. It is proposed that detailed study of Small and Medium-sized Enterprises (SMEs) with informal and non-systematic approaches to CSR can shed light on the process and effect of cultural embedding of CSR values (Del Baldo, 2010).

This research focuses on a sample of SMEs in Switzerland to investigate the “raison d’être” that make up such informal CSR. Firstly, using a stakeholder map methodology, it explored the current state of CSR in Switzerland and identified SMEs as being the most significant CSR stakeholders. A network analysis resulting in specific parameters confirmed the importance of SMEs and their pursuit of an unconventionally informal and idiosyncratic CSR core logic.

By method of interviewing 40 SME owner-managers, the next research step examined in more detail such dynamics and patterns among Swiss small business CSR. A Delphi process aggregated the results into an overarching small business model for CSR – L’EPOQuE. This model has six key features: 1) a visionary Leadership approach, where the leader “is” the business and vice versa, 2) long-term and trust-based relations to Employees, 3) niche Products, 4) driven by networks and informal, flat Organisations, 5) by efficient Quality, and 6) by Education to establish ethics during work socialisation.

A further Delphi process explored the features’ consistency with criteria of conventional models (Osterwalder and Pigneur, 2010). It confirmed the six key features and encouraged at the same time slight modifications with regard to nomenclature of sub-features resulting in L’EPOQuE 2.0. This heightened the power of this CSR-driven approach to be a new template for informal set-ups, and niches. It emerges from the difficulties some mainstream business models have to satisfy the needs of business at the nexus of culture and economic rationale. The sixth section explored in four focus group discussions motives inherent to the role and dynamics of CSR in Swiss small firms.

The results support earlier findings and confirm the intrinsic motivation in Swiss SMEs coming from their philosophy of stewardship and aspiration and ambition of excellent craftsmanship. Accordingly, Swiss SMEs are





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particularly looking at social and labour issues of CSR. This contrasts with the approach of Multinational Enterprises (MNEs), which are primarily interested in environmental aspects and assume a financial benefit from their engagement. This raises two arguments in CSR: one is that companies evidently can be competitive in CSR (and economically) with a flexible, ethics-based approach, which contradicts the exclusivity and predominance of the “business approach” and its formalised systems aiming at profit-maximisation. This suggests that CSR can be intrinsic to the business or extrinsic, so that, secondly, the question arises under what circumstances one is to be preferred over the other and what the cost of a mismatch would be.

Ultimately, a comparative overview over 15 different countries to explore explicit vs. implicit CSR – using the categories of intent, codification, motives, and language (Matten and Moon, 2008) – revealed a universally supra-national CSR approach in SMEs from Switzerland and elsewhere. Thus, it is concluded that SME culture and an informal CSR core logic are strongly formative and superseding forces of market economies, nationally cultural patterns, and language. Hence, CSR classifications of countries by their market system, as found in the comparative capitalism literature, do not match the practices in SMEs as they mirror neither their business nor CSR. This raises again questions on the universality and generalisability of unmediated, explicit management concepts, especially in the context of small firms.

At the same time, this confirms L'EPOQuE 2.0 as spanning across business models, mirroring culturally independent key features of SME businesses. In other words, there is a much bigger portion of “SME” than “Switzerland” in L'EPOQuE 2.0.

2215 (Full paper)

**Yihong Yao, Dongya Li**

***Centennial College, An Independent College Established by The University of Hong Kong, Hong Kong***

**Towngas: Integrating social initiatives into its core business – A case study**

Over the past decade, companies in Hong Kong have been actively proposing and implementing social initiatives. Some of them have realized that donation was no longer an effective way to benefit the needy, and these companies began to link their social initiatives with their businesses and even encourage their employees to participate in community and voluntary works. The Hong Kong and China Gas Company Limited (Towngas), a leading public utility company in Hong Kong with more than 150 years' history, was one of such examples.

This case depicts how Towngas integrated social initiatives into its core business by supporting social enterprises, caring local community, and engaging its employees and customers. By implementing its social initiatives, Towngas not only leveraged the advantages of its core business and knowledge of its employees but also contributed to the society, thus achieving corporate social responsibility (CSR). This case starts with a brief introduction of CookEasy, a Hong Kong social enterprise collaboratively established in 2008 by Towngas and a local NGO. It then depicts Towngas's core business and Towngas's strategy and endeavors in relation to social initiatives. This case further discusses how Towngas evaluates and reports its social projects. This case study allows companies and organizations to refer to Towngas's experience in designing their own CSR strategies and implementation plans, thus making contributions to literature and practices in corporate social responsibility.

2254

**H. Eren Suna, Levent Sevinç**

***Assessment Systems Türkiye, Turkey***

**Faking good and faking bad: Effect of response bias on response duration, relationship between personality factors and personality model fit**

Faking is one of the most common threats for personality assessment in employment and recruitment processes. Accordingly, response style indicators are developed to identify the faking behavior in most psychological assessment tools. The effect of faking types on the personality assessment in various aspects is important from testing perspective. In line with this purpose, aim of present study was to compare relationships between





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personality factors and the response durations of participants who were signed as “faking good” and “faking bad”. Study sample consisting 3.887 candidates and employees who responded the 5-factor model based online personality inventory (PERI). To analyze data, firstly 5-factor model was tested via confirmatory factor analysis (CFA). Then, relationship between personality factors were computed through Pearson correlation coefficient and duration time to complete the items what belong each personality factor were compared with ANOVA. Results show that 5-factor personality model has acceptable fit, correlations between personality factors were higher and response durations for respondents who are signed as “faking good” was longer than respondents who are signed as “faking bad”. Additionally, CFA fit indexes of respondents who are signed as faking good and faking bad are lower than non-faking group. Implications and suggestions according to results of the study are presented for future research.

2317

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**What’s worth more than gold? Practically everything — A case study analysis of international private governance initiatives that foster more sustainable gold extraction, processing and trading**

By continuously using non-renewable resources in an unsustainable matter, humanity will eventually cross the planetary boundaries (Rockström et al., 2009) Although mining activities are inherently unsustainable, global economies rely on minerals and metals, particularly gold. Several Multi-Stakeholder-Initiatives (MSI), standards and organizations aim to decrease the sustainability challenges of gold with private governance. However, it is unclear, which impact these heterogeneous initiatives can have to foster sustainable development. This paper investigates how MSI, sustainability initiatives and standards for gold can become legitimate and effective governance tools to fulfill this mission.

The extraction and processing of gold leads to considerable sustainability challenges (1) (Hilson, 2008; Mudd, 2007). This encompasses socio-political challenges (Mudd, 2007; Pegg, 2006; Schlosberg, 2007; Triscritti, 2013; Tschakert, 2009; Urkidi, 2010), environmental issues (Amegeby, Dankwa, & Al-Hassan, 1997; Mudd, 2007; Swenson, Carter, Domec, & Delgado, 2011; Triscritti, 2013) and economic issues (Anguelovski & Alier, 2014; Hilson, 2002; Swenson et al., 2011).

Nevertheless, certain processes within the supply chain can be altered to more sustainable practices (2) and foster sustainable development of supplier countries (Amankwah & Anim- Sackey, 2004). Missing or insufficient governance structures, weak institutions and information and power asymmetries (Biermann & Pattberg, 2008; Hahn & Pinkse, 2014; Matten & Crane, 2005; Whitmore, 2006) are obstacles that hinder such sustainable development. This governance gap in the gold sector is addressed by non-governmental actors like NGOs, companies and public-private partnerships (Triscritti, 2013). Effective, efficient and legitimate governance instruments in the form of private governance initiatives, are considered a capable tool to foster sustainable development (Bernstein & Cashore, 2007; Di Ruggiero, Cohen, & Cole, 2014; Matten & Crane, 2005; Mena & Palazzo, 2012; Zeyen, Beckmann, & Wolters, 2014). We have witnessed the nascence of a considerable amount of sustainability initiatives in the last three decades (Mena & Palazzo, 2012; Schouten & Glasbergen, 2011). For non-renewable resources, e.g. bauxite, coal and gold, the concept of private governance is a rather new phenomenon. Therefore, little is known about the strengths and weaknesses of sustainability MSI in the gold sector, possible organizational development, missions and means of the initiatives, their resources and capabilities, as well as their networks and partnerships.

Research question

To our knowledge, an in-depth, organizational analysis of the existing and emerging sustainability initiatives in gold supply chains that addresses the aforementioned aspects has not been conducted. We therefore propose the following research question:

How can MSI, sustainability initiatives and private governance standards for gold become legitimate and effective governance tools to foster sustainable development along the gold supply chain?





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## Theoretical framing

The literature on how to assess sustainability initiatives is heterogeneous and scattered (Adger, 2009; Adler & Bernstein, 2005; Jordan, 2008). For the qualitative organizational analysis of selected initiatives, this paper combines two concepts from the governance literature: (1) the concept of input & output legitimacy (Bernstein, 2005; Marin-Burgos, Clancy, & Lovett, 2015; Mena & Palazzo, 2012; Scharpf, 1997; Von Geibler, 2013) and (2) the concept of functional categories for governance partnerships, introduced by Andonova et al. (2009). Input legitimacy inter alia focuses on (Mena & Palazzo, 2012) representation and participation of affected stakeholders (Hahn & Pinkse, 2014; James, Demaree, & Wolf, 1984; Risse, 2004; Schouten & Glasbergen, 2011). Whereas output legitimacy includes the effectiveness of an initiative, its impact, coverage and scale (Mena & Palazzo, 2012). The three categories for cross-sector governance introduced by Andonova et al. (2009) are “information sharing, capacity building and implementation, and rule setting” (Hahn & Pinkse, 2014, p. 142). Additionally, transparency, is also investigated (Von Geibler, 2013).

To operationalize these concepts, our research includes an internal analysis of the sustainability initiatives (resources, participants, motivations and missions (Dedeurwaerdere et al., 2016; Elbakidze, Angelstam, Sandstrom, & Axelsson, 2010)) as well as an external view (partnerships, stakeholder relations, communication, information sharing and the diffusion of norms and standards (Andonova, Betsill, & Bulkeley, 2009; Hahn & Pinkse, 2014)).

## Research method

This paper investigates eight initiatives and standards (3) which aim to improve the sustainability performance of gold. For the analysis, we use a multiple case study design (Eisenhardt & Graebner, 2007; Eisenhardt, 1989; Ketokivi & Choi, 2014; Stuart, McCutcheon, Handfield, McLachlin, & Samson, 2002; Zander, Trang, & Kolbe, 2016) and apply the aforementioned governance concepts deductively to investigate the sustainability initiatives and structure the analysis of the cases.

## Our contribution

The contribution of our study is to receive a sound understanding of the different sustainability initiatives for gold and to create a taxonomic cluster of those initiatives. By doing so, we expect to reveal legitimacy and impact deficiencies of the initiatives, as well as best practices and possible ways to develop the initiatives further. Our findings will help to improve existing initiatives and to design emerging initiatives in a way that enables them to reach their mission (Hahn & Pinkse, 2014). Furthermore, we thrive to bring the literature on private governance further by applying concepts from the governance literature on the cases and providing new implications for a conceptual model to analyze sustainability initiatives.

Note: The title of this paper draws on a quote from Terry Pratchett’s wonderful book „Making Money“ (first published in 2007 by Doubleday).

(1) As the sustainability initiatives under research do not explicitly differentiate between industrial and non-industrial (small scale and artisanal) gold mining and processing, we include both types of gold mining and processing in our analysis. Nevertheless, we are aware that certain sustainability challenges affect small scale and artisanal mining more than industrial gold mining.

(2) Despite the inherent unsustainable nature of mining non-renewable resources, there is a growing discussion in the industry and academia to introduce the term „sustainable mining“ (see e.g. Whitmore, 2006, p. 309). In our analysis, we refrain from this notion and rather argue for the idea of „more sustainable extraction and trading processes“.

(3) The following initiatives, organizations and standards are investigated in this study: *The Responsible Jewellery Council, Alliance for Responsible Mining: Fairmined, Fairtrade International: Gold, World Gold Council: Conflict-Free Gold Standard, The London Bullion Market Association: Responsible Gold Guidance, International Cyanide Management Code, Initiative for Responsible Mining Assurance, The Swiss Better Gold Association.*





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2422

**Ebru Tekin Bilbil**  
**Boğaziçi University, Turkey**

Corporate social responsibility in an enterprise society: The case of visa service companies

This paper examines the transformation of the business-state-citizen relationship, especially since 2000s, by analyzing how states transfer visa services to large private companies, comprised mainly of two companies: U.S.A. - based CSC and the Swiss- based Kuoni Group, which manage millions of visa applications each year. Based on Foucault's concept of "enterprise society", this paper employs a case study approach to examine the concepts of corporate social responsibility and corporate governance in relation to visa service companies. The paper is divided into three sections. First, it explains how these companies signed exclusive agreements with numerous states whereby citizens have to apply and pay application fees to visa application centers to be able to get a visa. In that sense, citizens become depoliticized and confront inequality while they are encompassed into an enterprise society. Second, examining the concepts of individualization and securitization, the paper approaches the problem of data insecurity due to the lack of technical capabilities of these companies to protect the personal data of citizens. These companies have been working to maintain their competitiveness and strengthen their security technologies whilst citizens have to cope with the problem of data security individually. The third section concludes that although states are accountable to each other and at the same time to their citizens, visa companies are not accountable but only responsible to states and citizens. This responsibility may even fail to be fulfilled as these companies are very limited for citizens to access. This paper is based on in-depth interviews as well as secondary resources based on market reports and visa companies' web sites.

2425

**Aytuğ Sözüer**  
**University of Yalova, Turkey**

LIDC SME supplier inclusion in the global value chain: Can "going green" be the universal solution

The eighth and final millennium development goal of the United Nations (UN) relates to promoting a global partnership for development. In pursuit of this goal, supranational bodies especially target the improvement of international trading and financial system. One way of coping with that appears as the advancement of small and medium-sized enterprises (SMEs), since they are regarded as a fundamental source of employment generation. On the other hand, SME development in low-income developing countries (LIDCs) is a greater challenge due to inefficiencies in their markets, technology, and management practices. Nevertheless, national and international organs as well as big corporations put efforts into supplier development programs for future prospects. These initiatives, holding on an economic rationale, generally aim to develop the technology, finance, and talented workforce that are available to LIDC SMEs. In many cases, the programs prove favorable results. However, the applicability of those programs in different circumstances is much disclaimed because they have to be designed specifically for a region, a cluster or a group of enterprises. That's why; the marginal cost of each initiation does not decline radically. The lessons from prior experiences are hardly aggregated due to contextual disparities. At this point, a generic strategy for engaging LIDC SMEs to global trading system, which may yield important implications for policy makers and executives, seems worth examining.

There's an apparent agenda for SME inclusion in the international trading system among several supranational bodies such as the Organisation for Economic Co-operation and Development (OECD), United Nations Conference on Trade and Development (UNCTAD), and the World Bank. Especially, since the tenth UNCTAD meeting in 2000, there has been an extensive intellectual collaboration in the international community dedicated to capacity building of SMEs in developing countries. Meantime, the conceptual understanding of the issue has been slightly updated. The earlier notion of promoting the transnational corporations (TNCs) and SMEs linkage is replaced with the encouragement of integrating SMEs into global value chains (GVCs). In respect, many cases around the world have been investigated in order to draft the best practices and prescribe the inclusion accordingly. This study will first review those initiatives (e.g. OECD & World Bank Group, 2015; UNCTAD, 2012;







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UNIDO, 2005).

Apart from above mentioned efforts by supranational bodies, a research stream investigates the supplier selection process of firms. These studies try to identify how firms deal with multi-criteria decision making problem of establishing and maintaining supplier networks by using advanced computations. Another line of inquiry follows the big buyers' supplier development activities such as offering technical trainings to suppliers and visiting their sites for information exchange. An example of this trend is the popularity of innovative SMEs topic in 1990's. At the time, any form of innovation was supposed to work for an additional value generation through SMEs. More recently, one of core corporate responsibility mandates has become the green supply chains. In this way, carbon footprint reduction concerns push firms to monitor suppliers based on their environmental performance and make collaboration with green suppliers that satisfy environmental standards. This study infers several insights from those corporate sourcing strategies and particularly the sustainable supply change management literature (e.g. Blome, Hollos, & Paulraj, 2014; Griffis et al., 2014; Khan & Nicholson, 2014; Nagati & Rebolledo, 2013; Sancha, Longoni, & Gimenez, 2015; Wu & Pagell, 2011).

Finally, this study speculates that going green can be the optimum way for LIDC SMEs to be engaged in global value chains, regardless of numerous context-specific factors, given that environmental sustainability is up-front. This proposition is largely based on the argument that creating green systems for LIDC SMEs from scratch would be more efficient than converting already settled industries with less environmental criteria in emerging markets. The work is expected to make a contribution in a sense that pointing out the low-hanging fruit in supplier development research.

2427 (Full paper)

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*Bahçeşehir University, Turkey*  
**Aslı Tuncay-Çelikel**  
*Işık University, Turkey*  
**Gaye Özçelik**  
*Okan University, Turkey*

Business ethics and exploring its alignment with corporate social responsibility (CSR) practices: A case study

There is a growing recognition that ethics and Corporate Social Responsibility (CSR) have influences on the value system of the firm. Earlier studies have shown that good ethics is good business for consumer groups and society at large, which also helps a positive economic impact on the performance of firms. CSR is a phenomenon that represents those situations where the firm goes beyond compliance and engages in actions that take into account stakeholders' expectations. The main purpose of this study to show how ethics culture developed in companies situated in Turkey with the alignment of CSR. That is, after consideration of the values of business ethics in the corporate social responsibility literature, the aim is to investigate the degree to which Turkish business have been acting in accordance with these values. To this end, companies located in Turkey that have published codes of ethics as well as CSR and sustainability reports were analysed to identify the links among values, ethics and corporate social responsibility when they are incorporated into the culture and management of a firm.





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### FORUM

**Levent Sevinç, H. Eren Suna**  
***Assessment Systems Türkiye, Turkey***

Discussion on HR assessment and CSR

This session is designed to explore the relationship between social sustainability and human resources and role of psychometrics and assessment centres on this relationship. Firstly, the effect of human capital on the organizational sustainability and then, how the psychometrics and assessment centre applications could be used to support the sustainability will be covered. From this perspective, frequently used psychometric tools and particular assessment methodologies will be introduced and discussed via particular organizational assessment projects performed in Turkey.



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