

Corporate Citizenship and Corporate Social Responsibility on Web Sites

Comparing Emirates and Turkish Airlines

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Abstract

The behaviours and habits have reshaped by the effects of globalization and information technologies on the world. This transformation leads persons, institutions and businesses to think about the society in the developing world and to solve problems.

Capital and wealth is becoming increasingly strategic resource of knowledge that creates new economic and social understanding. This understanding is installing a serious responsibility to enterprises and increasing its importance.

Enterprises make various commitments to fulfil social responsibilities to their employees and to be sensitive to the environment and society and they develop a variety of tools for these.

Today, these behaviours are usually referred as to Corporate Governance Principles. By these principles enterprises are now announcing themselves as a Corporate Citizen to their stakeholders within the scope of their responsibilities. Corporate citizenship is a management of a business which is concerned with its local, national and international societies. Corporate citizenship refers to awareness of an organization about the many issues as customers and employees in and out of institutions, societies and the natural environment.

In this study, accessibility of the web sites, which are the most important tools for referring the organisation, is compared. At the same time, the sample sector is civil aviation that offering high-speed and constantly changing data. The web sites of Emirates Airlines and Turkish Airlines' which they are important trade of the world is evaluated for the Web Accessibility and W3C standards. By the results of comparing, their Corporate Citizenship and Corporate Social Responsibility understandings are evaluated.

Introduction

During the last two decades of the twentieth century, global trade and capital mobility has increased dramatically and very fast. Increased flow of trade and capital, as well as the improvements in information, communication, and transportation technologies exposed the information society. The behaviors on the world have re-shaped by the effects of globalization and information technologies. This transformation leads persons, institutions and businesses to think about the society in the developing world and to solve problems.

Because interactive computer based networks growing exponentially by shaping the life at the same while they are creating new communication format and channels (Castells, 2005: 3). These processes and developments also changed expectations of people from the

organizations. Today's information age people want more transparency, accessible, ethic, responsible for environment, society and world.

As a natural result of this transformation, the importance of corporate social responsibility increased for organization to give answer to public expectations and to gain competitive advantages in their sectors. Corporate social responsibility is a business model that is integrated into corporate self-regulation. Corporate social responsibility described as acting "ethics" and "responsible" for all internal and external stakeholders for an organization.

Institutionalization of corporate social responsibility has become an indispensable element of corporate citizenship. Corporate citizenship refers to awareness of an organization about the many issues as customers and employees in and out of institutions, societies and the natural environment. In this content corporate citizenship means that the studies of organizations demonstrate full compliance with human rights and social values as part of a society in which all the laws and regulations.

In daily, individual citizens also have responsibilities and rights to themselves and to society. Together with corporate citizens have same responsibilities and rights to shareholders, employees, governments, media, environment and society. Corporate citizenship includes all ethics, legal and voluntary activities of an organization to whole stakeholders. It helps to perform organization's respective roles in harmony with the wider community, for mutual benefit.

In the information era, most of the services and applications moved to internet with web pages. According to this web sites have become the most important tool for announcing the corporate responsibility and sharing corporate information.

In this study, accessibility of the web sites which are the most important tools for referring the organization is compared., the sample sector is civil aviation that offering high-speed and constantly changing data. The web sites of Emirates Airlines and Turkish Airlines' which they are important trade of the world is evaluated for the Web Accessibility and W3C standards. By the results of comparing, their Corporate Citizenship and Corporate Social Responsibility understandings are evaluated.

Corporate Social Responsibility

Today, organizations forced to be sensitive for the society's demands and needs, environmental protection, and moral forces acting by the social expectations. As a result of this, organizations get away the Friedman's (1962:1) understanding that says "Organizations have only one responsibility. It is maximizing their profits". For this reason, the concept of corporate social responsibility has become a phenomenon the today's business world.

Corporate social responsibility captures the most important concerns of the public regarding business and society relationships (Carroll, 1999: 292) and states that businesses carry out social programs to add profits to their organization (Johnson, 1971: 54).

As Frederick (1994:152), organization's social responsibility is the necessity of accountability to individuals affected by the activities of the enterprise, interest groups and environment (Dalyan, 2007: 45). Corporate social responsibility encompasses the economic, legal, ethical, and philanthropic expectations placed on organizations by society at a given point in time (Carroll and Buchholtzi 2000: 35)

The European Commission's CSR definition is: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis." (Commission of the European Communities, 2001:6).

ISO emphasizes the concept of CSR that there are problems such as human rights, including occupational health and safety, workplace and workers' issues, unfair practices in the workplace, environmental approaches, market and consumer issues (ISO Advisory Group, 2004; Leonard and McAdam, 2003).

The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere.

Most of organization's social responsibility activities focus to address specific societal issues, such as the environment, community economic development, education, health, literacy, language and culture.

CSR is an obligation, beyond that required by the law and economics, for a firm to pursue long term goals that are good for society and a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as that of the local community and society at large

As a result corporate social responsibility means:

- Acting business in an ethical way in the wider community
- Responding to emerging societal priorities and expectations
- A willingness to act ahead of regulatory confrontation
- Balancing shareholder interests against the interests of the wider community
- Being a good citizen in the community

Corporate Citizenship

In the late 1990s, corporate citizenship (CC) term has been coined by practitioners and it became an integral part of business strategy. Companies are taking steps to move citizenship from the margins to the mainstream of their business management. Corporate citizenship term is used to "connect business activity to broader social accountability and service for mutual benefits reinforcing the view that a corporation is an entity with status equivalent to a person" (Waddell, 2000: 109).

As Crane and Matten, Corporate Citizenship has emerged more recently, as a result of globalization, recognition of the need for sustainable development and a renewed discussion about the meaning of citizenship (Dooris, 2006: 332).

Today a range of developments— from financial scandals and human rights issues in global supply chains to the emergence of social and environmental issues as strategic considerations — have helped generate new definitions and approaches to corporate citizenship (Kinnicutt and Mirvis, 2010: 4).

Corporate citizenship creates important social capital that helps communities adjust to the harsh realities of global change and enables business to interact with government and non-profit organizations for the purpose of assisting people and building constructive community relationships (Darigan and Post, 2009:40).

Corporate citizenship recognizes that businesses have a responsibility to respect the individuals, the community and the environment in a way that when devising or implementing any rightful business strategy they will abide by laws and regulations, and adhere to high ethical standards.

Corporate citizenship is to obey all of the social, legal, ethical rules and satisfying to the social contract between society and itself while performing the requirements of commercial activities of enterprises (Aktan, 2007: 60). It represents the portfolio of activities that was assumed by organizations to perform tasks as members of community (Gardberg and Fombrun, 2006: 329-330). For Sarikaya and Kaya (2007: 8), corporate citizenship highlights the strategic focus on that based on long-term relationships with primary and wider stakeholders.

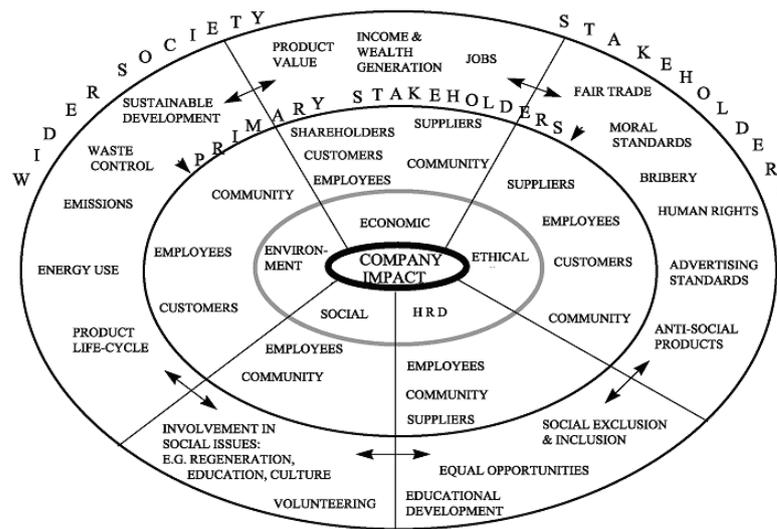


Figure 1: Zappalà, Gianni (2003). Corporate Citizenship and the Role of Government: the Public Policy Case. Parliament of Australia. Research Paper no.4 2003-04.

As seen Figure 1 corporate citizenship isn't only social projects. It is also a citizenship portfolio that thinks product and employees' security embraces to use organizational values and aims for society, give importance for social and environmental quality.

Corporate citizenship coexists with and draws on existing literature on stakeholders. According to Waddock (2004: 10), corporate citizenship has acquired relevance in the past decades to incorporate a global focus and the concrete approach of the stakeholder theory within corporate social responsibility. He explains corporate citizenship as "the strategies and operating practices a company develops in operationalizing its relationships with and impacts on stakeholders and the natural environment."

As a result corporate citizenship is a management of organizations' influences on and the relations with the stakeholders. In addition to these definitions concept contribute to the social and psychological environment of the organization and includes all voluntaries behaviors that helps to realize organizational aims (Kaygisiz, 2011:190). Good corporate citizenship is realizing the activities that are expected by society and beyond the law requires by organizations (Goddard, 2005: 275). The extent to which businesses are socially responsible for meeting legal, ethical and economic responsibilities placed on society.

Web sites in the Regard of Corporate Social Responsibility and Corporate Citizenship

Today's the Internet has become a very important communication tool for persons, organizations and societies. By supplying continuously knowledge exchange WWW has changed all processes in life with computer-network-based technologies and defines as the universe of network information.

Web sites are the most important mechanism for exchanging largely information; quickly communication. Web sites of individual/ organizational or formal/private organizations provide rich information about themselves or their organizations by using text, audio and visual instruments, communication interfaces and by using links for going other web pages.

Irgat and Kurubacak (2002) note that a web page may provide multifarious interaction among individuals and organizations, eliminate the place and time boundaries, and support the spread and share of knowledge (Kutluca, Aydin and Baki, 2009: 83). Web sites reflect the organizational identity and culture. They are used to make bidirectional communication easier, build relationships by allowing dialogue and interaction between the organization and its different kinds of publics (Capriotti and Moreno, 2007:85).

Web pages are important tools to inform stakeholders as a requirement corporate citizenship and corporate social responsibility. So that web sites must have included all information about the organization. All corporate information must give in a different category from other information. Every visitor and stakeholders are able to access this information in every time in day and every point of world.

So that we can say web sites in the regard of Corporate Citizenship and Corporate Social Responsibility supply public relation tools for communicating and share all organizational information with stakeholders.

This paper analyses the importance given by companies to issues concerning CSR and CC on their corporate websites and the degree of accessibility in the two organization in the civil aviation sector.

Research Methodology

In this study a content analysis methodology was used and applied to the Turkish Airlines and Emirates Airline corporate websites. Two main categories were focused: presentation of corporate information categories and web accessibility.

Corporate information includes information about organization, and their perception of CSR and CC. Corporate profile, human resources policies, economic, social and environmental actions, corporate ethics, relationship with public and corporate governance were analyzed in this section.

Web accessibility means using web pages without any limitation. It aims to create more accessible web pages without any disabilities. Web accessibility encompasses all disabilities that affect access to the Web, including visual, auditory, and physical, speech, cognitive, and neurological disabilities. According to web accessibility everyone, who has disability or not, is able to access every web page from everywhere of the world.

Compiling Corporate Information

Corporate information category used to identify the issues and activities about corporate social responsibility and corporate citizenship.

As reference points the most popular Global Reporting Indexes used in the study.

– Global Reporting Initiative; is a network-based organization with UNEP, UN and Un Global Impact and it is pioneered the world's most widely used sustainability reporting framework. Its goals are the mainstreaming of disclosure on environmental, social and governance performance. (www.globalreporting.org, 2006: 4).

– United Nations Global Compact; is a contact between representatives of UN, employees and civil society to create a global market by supporting and protecting social and environmental principles. (Öğüt and Kaygısız, 2009: 133). It has ten universally accepted principles in the areas of human rights, labors, environment and anti-corruption.

– European Commission Green Paper aims to launch a wide debate on how the European Union could promote corporate social responsibility at both the European and international level to encourage the development of innovative practices, to bring greater transparency and to increase the reliability of evaluation and validation. It also suggests an approach based on the deepening of partnerships in which all actors have an active role to play and how to make the most of existing experiences (www.eur-lex.europa.eu, 2001: 3).

– Business Impact Review Group Report is contact more than 850 companies from different sectors. It advises support and challenges its members to create a sustainable future for people and the planet and to improve business performance. The members work with BITC to define what the responsibility means in the workplace, marketplace, community and the environment (<http://www.bitc.org.uk>, 2003: 3).

With using these reports 9 topics determined for analyzing the THY and Emirates corporate web sites in the theoretical framework. In this study the topics that are given in Table-1 used for comprising Web sites.

Topics of CSR and CC	Definition	References
Corporate Profile	- Explanation of the enterprise's views, identity, values, and corporate strategy, - Presentation of the company's property, legal form, structure, stakeholders; divisions and countries with which the enterprise and operates, - Explanation of their results.	Global Reporting Initiative (2002)
Employment and Human Resources	- Declarations and explanations of organizational systems of contract, promotion, evaluation, and dismissal, -Declarations and explanations about human rights in the enterprise in workplace, sector and world.	Global Reporting Initiative (2002); UN Global Compact (2000); Business Impact Review Group (2003); European Commission Green Paper (2001)
Economic Action	-Declarations and actions related to the economic impact of the enterprise in its local, regional, national, and supranational environment.	Global Reporting Initiative (2002); Business Impact Review Group (2003)
Social Action	-Declarations and actions related to the enterprise's involvement in social issues	Global Reporting Initiative (2002); European Commission Green Paper (2001); Business Impact Review Group (2003)
Environmental Action	- Declarations and actions related to the enterprise's involvement in environmental issues	Global Reporting Initiative (2002); European Commission Green Paper (2001); UN Global Compact (2000); Business Impact Review Group (2003).
Corporate Governance	-Declarations and explanations of the enterprise's transparency, compromises in the governance of the company, -Explanation of the structure of power, remunerations, responsibilities, government, departments, etc.	Global Reporting Initiative (2002).
Corporate Ethics	-Declarations and explanations about the enterprise's ethical compromises in relation with the business and its groups of public	Global Reporting Initiative (2002).
Relationship With Publics	- Declarations and explanations about the interests, importance, and linking of the groups of public with the enterprise	Global Reporting Initiative (2002).
External Criteria	-Declarations, explanations, and linking with the national and international criteria on aspects of CSR and CC	Global Reporting Initiative (2002).

Table 1: The Topics of Corporate Social Responsibility and Corporate Citizenship

Source: Capriotti, Paul and Moreno A´ ngeles (2007). Corporate Citizenship and Public Relations: The Importance and Interactivity of Social Responsibility Issues on Corporate Websites. Public Relations Review 33 (2007) 84–91

Evaluation of Web Accessibility

Web accessibility uses a guide that is called Web Content Accessibility Guidelines WCAG. WCAG is an accessibility standard that is accepted all over the world. WCAG 2.0 defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities.

Although these guidelines cover a wide range of issues, they are not able to address the needs of people with all types, degrees, and combinations of disability. Also it makes Web content more usable by older individuals with changing abilities due to aging and often improve usability for users in general.

WCAG has four main principles and 12 guidelines. Main principles are and guidelines are shown in Table 2 that is compiled from www.w3.org.

Principle 1: <u>Perceivable</u> - Information and user interface. Components must be presentable to users in ways they can perceive	Guideline 1.1 Text Alternatives	Provide text alternatives for any non-text content such as large print, braille, speech, symbols or simpler language.
	Guideline 1.2 Time-based Media	Provide alternatives for time-based media such as only video or audio.
	Guideline 1.3 Adaptable:	Create content that can be presented in different ways like simpler layout.
	Guideline 1.4: Distinguishable	Make it easier for users to see and hear content including separating foreground from background
Principle 2: <u>Operable</u>-User interface components and navigation must be operable	Guideline 2.1 Keyboard Accessible	Make all functionality available from a keyboard
	Guideline 2.2 Enough Time	Provide users enough time to read and use content.
	Guideline 2.3 Seizures	Do not design content in a way that is known to cause seizures.
	Guideline 2.4 Navigable	Provide ways to help users navigate, find content, and determine where they are.
Principle 3: <u>Understandable</u> - Information and the operation of user interface must be understandable	Guideline 3.1 Readable	Make text content readable and understandable
	Guideline 3.2 Predictable	Make Web pages appear and operate in predictable ways
	Guideline 3.3 Input Assist.	Help users avoid and correct mistakes.
Principle 4: <u>Robust</u> - Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies.	Guideline 4.1 Compatible	Maximize compatibility with current and future user agents, including assistive technologies.

Table 2: WCAG 2.0 Principles and Guidelines

Findings

Web Sites of Turkish Airlines and Emirates Airline are examined with 9 criteria (05.01.2012) and results shown in Table-3. Between two web sites there are a lot differences for Employment and Human Resources, Environmental Actions and Corporate Governance.

CSR /CC Topics	www.thy.com	www.emirates.com
Corporate Profile	Organizational Mission, Vision, History, History, Organization Charts, Career, Multimedia, Sponsorship.	Organizational Mission, Vision, History, Values, Responsibilities, Financial Information, Initiatives.
Employment And Human Resources	Employee Profile, Recruitment Processes, Social Benefits	Cultural Diversity, Career Groups, Job Vacancies, Human Resource Policy, Employee Benefits
Economic Action	Financial Reports, ISE Announcements, Share Information, Description Of Stock Market, Fleet,	Financial Reports, Description Of Stock Market, Share Information and Organization; Leadership.
Social Action	Sponsorship Request Form	List of sponsorships and Sponsorships Request Form
Environmental Action	-	Environment Protect Policy, Projects, Environmental Facts, Reports, Sustainability and Recycling,
Corporate Governance	Organization Chart, Board Members, Board of Directors, Public Disclosure Policy, Corporate Governance Guidelines,	-

	Dividend Policy	
Corporate Ethics	Core Values, Principles, Rules for Market, Employee and Shareholders (PDF)	-
Public Relationship	-	Competition, Liberasation, Myths And Facts.
External Criteria	-	-

Table 3 Comparison of Web Sites as According to Topics of CSR and CC

According to Table-3 we can say Emirates Airline is very sensitive for environment. Emirates' emissions are more than 25 per cent lower than the IATA global fleet average. Processes of Recycling and waste management; energy and water consumption are explained and reports are given. But THY web site hasn't included this information.

Emirates web site Career content directs the visitor www.emiratesgroupcareers.com. In this site, visitors can find job vacancies, tasks, operations, opportunities, and benefits detailed. All job vacancies are given in site and visitors can apply these positions. In THY web site, only employee profile, recruitment processes, social benefits are accessible. This information isn't enough for guessing THY's corporate employee policy. But both web sites hasn't include explanations of their systems of contract, promotion, evaluation, and dismissal; employees rights in organization such as mobbing, bullying, incivility.

Both web sites include financial reports and explanations but these aren't related with the impact of local, regional and national environment.

THY web site includes only information of corporate sponsorship; it explains that they have responsibilities. But sponsorship is not same with CSR and CC, because it is only monetary support that is away from institutionalism and it isn't considered as corporate citizenship or corporate social responsibility. As Gardner and Shuman (1987), corporate sponsorship has been defined as the support of monetary and in-kind services that is provided to various events by corporations with the intent of achieving specific promotional and/or marketing objectives (Kuzma and Kuzma, 2007: 2).

THY web site has included ethics codes. Also visitors can't access information of public relations such as declarations about public groups but there isn't any information about corporate citizenship and corporate social responsibility. Web site of Emirates hasn't included information of ethics, corporate citizenship and corporate social responsibility and corporate governance.

Web sites of Emirates and THY are examined for web accessibility with using achecker tool. AChecker is an open source Web accessibility evaluation tool that can be used to review the accessibility of Web pages based on a variety international accessibility guidelines (Kaygısız, Keskin and Oğuz, 2011: 3). It is supported with WCAG 2.0 standards. AChecker produces a report of all accessibility problems for your selected guidelines. AChecker identifies 3 types of problems:

Known problems: These are problems that have been identified with certainty as accessibility barriers. Designer must modify web page to fix these problems;

Likely problems: These are problems that have been identified as probable barriers, but require a human to make a decision. Designer will likely need to modify web page to fix these problems;

Potential problems: These are problems that AChecker cannot identify, that require a human decision. Designer may have to modify web page for these problems, but in many cases it will just needed to confirm that the problem described is not present.

WCAG Guidelines	www.thy.com			www.emirates.com		
	Known Problems	Likely Problems	Potential Problems	Known Problems	Likely Problems	Potential Problems
Guideline 1.1 Text Alternatives	7	0	91	2	0	92
Guideline 1.2 Time-based Media	0	0	0	0	0	0
Guideline 1.3 Adaptable:	51	0	25	0	0	4
Guideline1. 4: Distinguishable	0	0	182	0	0	102
Guideline 2.1 Keyboard Accessible	0	0	14	45	0	7
Guideline 2.2 Enough Time	0	0	0	0	0	0
Guideline 2.3 Seizures	0	0	14	0	0	7
Guideline 2.4 Navigable	9	0	498	0	0	586
Guideline 3.1 Readable	0	0	5	1	0	1
Guideline 3.2 Predictable	0	0	19	0	0	46
Guideline 3.3 Input Assistance	24	0	0	0	0	0
Guideline 4.1 Compatible	1	0	0	0	0	0
Total	92	0	848	47	0	845

Table 4 Comparison of Web Accessibility of CSR and CC

Web site of Emirates has an accessibility statement. In this section organization mentions that this website is accessible to the broadest possible audience, regardless of technology or physical capability. Site uses Access keys attribute, denies pop-up Windows and some images have suitable alternative text (ALT) equivalents.

Conclusions and Discussion

In this study Turkish Airlines and Emirate Airline websites examined for assuming a mainly unidirectional and expositive function, focusing on the presentation of the information content.

As seen from the tables, these web sites haven't a section dedicated to corporate social responsibility and corporate citizenship. Also their corporate information content is not suitable for Global Reports and they don't use global reporting indexes. But recycling and sustainability policy, processes, protect projects and environmental reports are accessible on the web site of Emirates'.

Full access can't be established to these web pages by everyone and they are very hard to access for disable people. Organizational web sites are required to provide equal information to everyone without distinction about language, religion, race, gender, educational status, disability status. So Civil Air Transportation Web Sites must provide the same functionality to all users. For this aims, they must design web sites according to WCAG standards.

From another point designing accessible web pages can't be regarded as corporate social responsibility to disable people. Because of it is a task of organizational citizenship.

Web sites are mirrors that reflected the organization identity and culture. Furthermore web sites are important information and communication tools that reflects how the organizations manage technology

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