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## IS CORPORATE SOCIAL RESPONSIBILITY A PUBLIC RELATION INVENTION IN MOBILE COMMUNICATION?

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**ABSTRACT** There is currently no consensually framed definition of Corporate Social Responsibility (CSR) which tends to change according to time and culture. Besides, it can be stated that firms, while engaging in economic activities in order to make a profit, aim to meet public demand. Having priorly an altruistic and paternalistic appearance, CSR today encompasses diverse areas such as the environment, human and workers' rights, work ethics and corporate management along with different actors such as capital, state and public. While corporations act with the goal of social responsibility, developing and implementing various social projects to benefit not only their share holders but also public stakeholders, they are mostly perceived to engage in "window dressing", or making a "PR exercise".

As Peter Frankental states, those corporations that usually deny and do not accept responsibility for the damage they cause during their operations, end up being a part of crisis management, news management and public relations.

The aim of this study is to analyze the social responsibility projects of the firms operating in the mobile communications sector in Turkey and to put forward within the criteria set by Peter Frankental if the CSR realized in this sector is a PR invention.

### KEYWORDS

Corporate Social Responsibility, Public Relations, Mobile Communication

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## 1. INTRODUCTION

This study evaluates the CSR activities realized by the mobile operations which are criticized for spreading magnetic waves and establishing base stations in the framework of Frankental's criteria and sees whether they are fundamentally a PR invention? While states retreated from the field of Corporate Social Responsibility (CSR) as a result of the neo-liberal policies, corporations have become the main actors in the area. According to Bobbitt, while states are transforming from nation-states to market-states, corporations are becoming interested in the social, cultural and educational projects required by the society (2002). Thus, CSR, which is becoming a bigger industry, needs more complicated communication strategies with the increasing number of ratings and auditing bodies. Trying to get society's consent for their operations, companies produce mutual projects with the state organizations and the NGO's which are sensitive to society and environment. In a sense, by being involved in solving social problems, the companies appeal to the sentimental side of the public and establish close relations and as a result get faithful customers, partners and collaborators in turn (Iona Ilies, 2011:15). When the matter is considered in terms of communication, it is seen that companies use communication and public relation tools both to defend themselves and to promulgate their positive operations to the stakeholders. However, people who criticize CSR im-

plimentations, see CSR itself as a tool or invention of public relations. Thence the main objective of this study is to put forward the paradoxes behind the CSR in the mobile communication sector and make a contribution to the discussions between CSR and PR.

In this context a qualitative method has been employed and data have been collected from a range of sources including web sites of mobile communications, news about their CSR, reports and lawsuits against them. Research questions were framed according to relevant literature especially Frankental's criteria. These questions were sent to the mobile communication operators by e-mail.

The study is structured in two main parts. While the first part debates from a theoretical point of view, the historical backgrounds, concepts and their overlapping functions of CSR and PR, the second part presents the empirical findings focused on a special sector: mobile communication companies operating in Turkey.

## 2. CORPORATE SOCIAL RESPONSIBILITY AND PUBLIC RELATIONS

As CSR, which forms almost an indispensable part of the global economy, spreads through various definitions and applications, it is also discussed from numerous aspects.

While Carroll (1991) maintains that companies have ethical and charity responsibilities in addition to the economic and legal ones, he delineates

corporate social responsibility with the help of a four phased model. Frederick (1998), who presents a CSR model that is more ethics focused and again with 4 phases and Galbreath (2006), who mentions 4 strategic choices regarding CSR studies, draw attention to corporations' responsibilities. In a sense, there are also opinions against CSR, which states that the powerful actors in the economy are responsible to the society they are in as a result of their operations. The most prominent criticism leveled at CSR was made by the economist Friedman who was a Nobel Laureate. According to Friedman, from the society's point of view the world of business is responsible for making profit and does not have to deal with moral problems. Friedman, who maintains a strong liberal outlook, considers the work itself that supports individual freedoms more ethical than collective responsibilities. When institutions try to meet their social responsibilities instead of maximising their profit, they make their stockholders to whom they are primarily responsible incur the tax burden (Letang, 2002:160-161). Even though Friedman's opinions, which state that CSR may only earn legitimacy as long as it contributes to corporate profit are not widely accepted; many examples on this matter show that CSR functions to increase corporate profit. As a matter of fact, it can be seen that Benetton increased its gross sales and the number of its stores worldwide following its "Food for Life" Project that was run in tandem with World Food Programme (Aid, 2004:10). Many studies show that there is a positive correlation between compa-

nies' financial performance and CSR even though it is hard to measure (Garriga and Mele, 2010:53). Christian Aid, which conducts studies on this subject, makes the interpretation that companies use CSR almost as a shield to parry the objections aimed at themselves and their operations. Thus, while companies, regarding their responsibility to the environment and human rights, defend their image against consumer boycotts using CSR, they attract investors, demonstrating that they have also good sides and they do not engage in bad activities all the time. Moreover, while CSR constitutes an apt response to the negative campaigns by NGOs, it makes for a beneficial tool for lobbying against unpalatable regulations and getting approval for certain socially and politically risky projects (2004:9-15).

Companies attract public attention with the help of the charity work they do related with their basic areas of operation. For example, after the last Asian tsunami disaster, UPS, which is a logistics firm, carried a million pound worth of aid package for free, Johnson & Johnson distributed medical supplies to the affected areas, and pharmaceutical giants such as Novartis and GlaxoSmithKlein supplied baby food and adult nutrition support. In a way, they responded to the expectations of a society in predicament. As a matter of fact, a study conducted with the CEOs of the companies that participated in United Nations Global Compact revealed that the public expected more from companies compared to five years ago. While more than half of the CEOs forecast such expectations to rise significantly within



the next five years, most CEOs state that dissatisfied consumers will punish the companies (Bielak et al., 2007). Such developments aim to make companies either voluntarily or by consumer pressure to form a public opinion related with their activities and maintain consensus with it. Therefore, companies maintain "consent" production both for their operations and for the continuation of the liberal economy they operate in. It is right here where the functions of CSR and PR start to overlap. Becerikli, who says "the ideological structure of public relations is oriented towards maintaining the existing capitalist system", underlines that all public relations activities including social responsibility projects aim to keep the existing order (2008:15-16). Erdoğan mentions that propaganda and public relations are not different in terms of their functionality and he further states that when employed by the state it is called propaganda and when employed by the private enterprises it is called public relations (2002:369). Letang on the other hand, in addition to considering social responsibility the ethical performance of public relations, maintained that public relations which was practiced without ethical principles benefitted private interests instead of the public good and emphasized the inconsistency between reality and that which was stated (2002:173).

Basically, while public relation practitioners have focused on the social responsibility concept from the start, Arthur W. Page, an assistant manager at AT&T, stated that all the activities carried out in a democratic country started and maintained their existence by public approval (Clark, 2000:364).

Edward Bernays, who is also among the prominent names in the field of public relations, underlined that in a sense public relations and corporate social responsibility had the same goals by stating "public relations is a social responsibility application" (Stone, 2005:31). Recently, also Clark (2000), who compared public relations to corporate social responsibility by analyzing the relationship between them in terms of concept, process and primary responsibilities, concluded that the two fields resembled each other a lot. Both of them, firstly after defining the opportunities and problems existing between a company and its related parties, go on to analyze and evaluate the relationship of the company to the said parties. Moreover, while both CSR and PR bring profits with the help of the prestige they provide, they aim to improve the company's relations with its main stakeholder groups (Clark, 2000). Frankental, who draws attention to the paradoxes underlying the CSR phrase, states that as long as such paradoxes exist CSR will remain only as a PR invention. Frankental, subsumes the paradoxes behind CSR under 6 headings.

Frankental, who firstly elaborates on corporate governance, states that while business law maintains legal protection for the stakeholders, there currently exist no protective measures for the other groups that will be affected by company decisions and operations. In a sense, the CSR phenomenon has to be protected by a legal framework in order to possess a real essence. In fact here, the significance of the stakeholder concept that has shown some improvement since



Friedman gains prominence. Also the relations with stakeholders that are perceived as affecting and being affected by corporate activities rather as affecting and being affected by company targets have become important. Both the expansion of the stakeholder group and the cultivation of mutual relations with them will help a company realize its self-presentations instead of doing public relations or marketing communication as Morsing and Schultz state (2006:323). Secondly, as companies are evaluated according to financial indicators such as profitability and stock prices, they are not judged by the harm or benefit they cause to the environment and society. However, financial markets and audit companies should start evaluating firms based on their effects on the society and environment, applying sanctions when deemed necessary. Thirdly, as CSR's lack of a clear definition constitutes a meaning gap, a series of common benchmarks and processes to evaluate CSR skills cannot be formed. Put differently, the applications that are carried out ought to be compared with each other and evaluated accordingly. Fourthly, companies systematically deny any shortcomings. However, denial is a function of crisis management, news management and public relations whereas, a company that really wants to employ CSR should be ready to admit its defects and wrongdoings and should learn by its mistakes. Fifthly, the lack of compliance mechanisms with human rights results in a paradox. Because UN Human Rights Architecture, which is a part of international law, is ratified by states, it is not binding upon corporations. Thus, corporations do

not appear to be engaging in human rights violations. Lastly, Frankental, who likes to highlight the importance of CSR's location within the organization, states that "an indicator of the real value that companies attach to CSR is where they locate this function within the organisational structure. It is usually located within external affairs, corporate affairs or community affairs. In other words, it is seen as an adjunct of PR, a function of a company's external relationships, a peripheral activity, not something that needs to be embedded across the organization horizontally and vertically"(2001:22).

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### 3. METHOD

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The CSR concept of the three mobile networks operating in Turkey have been evaluated within the framework of Frankental's said criteria. Firstly for this reason, web sites of the mobile operators have been examined. How the corporate management viewed stakeholders' interests, whether they made their evaluations solely based on financial performance, how CSR was defined, whether they denied any mistakes or shortcomings related with their activities, the presence of compliance mechanisms with human rights, and the place of CSR within the institution were investigated.

Two of the three mobile operators in Turkey are domestic firms whereas the other is a global one. Turkcell, which has the most extensive network, was established in 1994. Its shares have started to be traded simultaneously in New York Stock Exchange and Istanbul Stock Exchange in July

11th, 2000. It has subsidiaries in Germany, Belarus, Moldova, Ukraine, Georgia, Kazakhstan, Azerbaijan and North Cyprus.

The second operator Avea on the other hand, was the result of a merger between Aycell which was set up in 2004 by Turkish Telecom and Aria which was founded by Telecom Italia Mobila and Isbank. Avea, which carries out projects that deal mainly with the issues of sports, education, employment, entrepreneurship and disabilities, has also been awarded with various national and international awards.

The first mobile phone operator Vodafone, which was founded in the UK, entered the Turkish market by acquiring Telsim in 2006, which had been in operation since 1994. Vodafone, which runs its CSR projects in Turkey through Vodafone Foundation as it does in other countries, designs projects especially on such topics as education, people with disabilities, mother development, encouraging youth contribution to e-transformation and natural disasters.

Six questions, barring the information included on the web sites, have been prepared and emailed to the aforementioned operators. Although at first the firms in question seemed reluctant to respond, stating that all the relevant information was included on their web sites, they replied to the questions within 1 to 4 weeks.

The questions are the following:

1. How is CSR defined by your institution and where is its place within the organization?
2. In which areas have CSR projects been developed by your institution?

3. Are the public benefits of such projects evaluated and if yes how?

4. How do CSR projects affect the profitability of your institution and/or stocks? In a sense are CRS projects awarded by the stock exchange?

5. Are the activity reports of your institution based on the AA1000 international CSR method?

6. Do lawsuits about base stations have an effect on subscribers or company stocks?

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## 4. FINDINGS

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Findings can be divided in subtitles corresponding to the 6 research questions mentioned above:

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### 4.1. DEFINITION OF CSR AND ITS PLACE IN THE ORGANIZATION:

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The paradox stems from CSR's not having a clear definition. According to Frankental, CSR, which may have different meanings for everyone, should have the following characteristics unless it is a PR invention:

- a) a commonly understood definition, b) a common set of benchmarks to measure the attainment of corporate social responsibility, c) established process in place to achieve these benchmarks, d) a system of internal auditing, e) a system of external verification by accredited bodies".



Although CSR displays differences according to the society and time period it is employed in, it bears similar meanings for these three firms.

Turkcell defines itself as a “corporate citizen” while delineating CSR as “contributing to public in a social, economic, and environmental manner”. Within the framework of this definition, Turkcell develops and implements projects in the areas of education, sports and employment, especially such as those investing in the future of the youth.

Avea on the other hand, considers CSR within the framework of the vision of investing in Turkey’s future as a series of sustainable and long term projects that contribute to society and growth. They aim to formulate permanent solutions to social problems with the help of their contributions. Towards this goal, they keep on realizing projects on a broad spectrum ranging from education and entrepreneurship to employment, from an earthquake emergency intervention project to art and culture.

Vodafone however, being a fully responsible global citizen, aims to reflect its promise to merge with public on social life. To this end it established the Vodafone Turkey foundation.

Franketal looks into the place of CSR within corporations and states that CSR is generally located in external relations, corporate relations or communication relations departments. However, CSR should be adopted by both vertical (i.e. hierarchy) and horizontal (e.g. departments) levels, permeating in a sense the whole corporate area. Only then can everybody from workers to managers embrace CSR as a work culture and value.

As a matter of fact, it is stated that all of Turkcell’s CSR projects were realized by the department of Corporate Social Responsibility which reported to the Division of Corporate Citizenship that was subordinate to the Corporate Relations and Communication function. Also at Avea, CSR operates under the corporate communications department. At Vodafone however, CSR is managed under Vodafone Foundation Turkey. Vodafone Foundation Turkey reports directly to the Assistant General Manager responsible for Regulations and Corporate Relations which is one of the eight Assistant General Management posts within the company body.

Therefore, it is understood that all of the three operators consider CSR operations a function of the external relations department.

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## **4.2.**

### **MOBILE COMMUNICATION OPERATORS AND THEIR CSR AREAS**

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Turkcell has started comprehensive CSR projects since 2000 in order to meet their social, economic and environmental responsibilities. Their CSR areas are education, sports and employment. Turkcell provides educational grants 10.000 girls every year with the “Snowdrops” Project and gives opportunity to ten thousands of children from around Turkey with “Bridge of Hearts” Project (with Ministry of Education) to visit different places and establish new and long-lasting friendships with other children. Moreover Turkcell in cooperation with the General Directorate of Youth and Sports, aims

to support the training of athletes aged 12-18 with the "Runners to the Future" Project. Vodafone maintains CSR projects in the area of pre-school education, handicapped people, young people, combatting natural disasters and technology. They all are carried out in cooperation with the government or non-government organizations. The well known projects are "Women Movement In Technology," "Dreams Academy" and "Support for Teachers." "Dreams Academy" Project was initiated in 2008 by Vodafone Turkey Foundation with UNDP and Alternative Life Association. The aim is to help physically handicapped individuals recover from social exclusion and be more dynamic and productive. Avea also carries out comprehensive CSR projects ranging from education, entrepreneurship, employment to rapid reaction to earthquake and culture and art.

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### 4.3.

## EVALUATION OF CSR PROJECTS

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With respect to the issue of evaluating CSR success, all of the three firms expressed that they were able to measure it.

Turkcell stated that, by the end of the 2010-2011 school year the number of "snowdrops" graduating from highschool and university had reached 2,040 and 283 respectively and that the number of Turkcell scholarships hitherto granted throughout the project had reached approximately 85 thousand. It was stated that among the university graduates there were many former snowdrops who went on to become doctors, la-

wyers, nurses and teachers. It was emphasized that using the Bridge of Hearts Project they were able to reach out to 140 thousand children, making contributions to their personal and social development and that all of their projects received numerous national and international awards.

Avea also stated that their CSR related projects were qualitatively and quantitatively evaluated. The measurements are carried out using a composite made up of various different components such as the change in the level of awareness about project's subject matter, the number of voluntary participants, media reports, shareholder's contribution, employee and shareholder satisfaction surveys, and awards received. In a sense, the criteria differ with respect to the projects in question and the methodology applied.

Vodafone on the other hand, stated that they conducted their measurements using social impact and effect evaluation reports.

As mentioned previously, the fact that triple bottom line is not a legal obligation for auditing corporate activities, leads said audits to be based solely on financial aspects. Although preparing yearly reports and highlighting social commitments are not usually considered sufficient, as Frankental states "it is a significant step to accept that they have to account in some form for their wider impact on society". As a matter of fact, while Turkcell prepares increasingly more comprehensive activity reports, Vodafone's sustainability reports seem more sophisticated.



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#### **4.4.**

### **CORPORATIONS ARE NOT AWARDED BY MARKETS**

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According to Frankental, corporations are not awarded by markets when they act ethically or conversely they are not punished when they do environmental or public harm. The “bottom line” that is used to evaluate corporate performance takes into account only profitability. Yet, if corporations are evaluated according to financial, environmental and social bottom lines, they will be accountable for all of their effects on the whole of public including human rights. They will be punished for polluting the environment or disrespecting human rights. Financial markets also will evaluate them beyond their financial performance and stock prices will reflect the ethical aspects of corporate activities. According to the information garnered from websites, all three corporations are audited by audit firms with respect to their financial performance.

In Turkcell’s 2010 report, those evaluations by international rating bodies such as Moody’s, Standart&Poors and Fitch Ratings are also included. The reasons for positive ratings by Moody’s and Standart&Poors are stated to be the corporation’s operational and financial performance, its profitability, and ability to generate cashflows. Those companies, whose extensive effects on the public and environment are not evaluated by auditors, are also neither awarded nor punished by the market mechanism.

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#### **4.5.**

### **THE METHODOLOGIES BEHIND CSR**

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While Vodafone makes use of such a comprehensive and standard methodology as AA1000 which was developed against definition, measurement and proof problems, Turkcell stated that they shared all of their operations with the public in a transparent manner in their GRI (Global Reporting Initiatives) report they signed in 2009.

Avea stated that even though they had not adopted a reporting procedure that is totally congruent with the AA rules; they maintained that they were managing their processes by picking out some of the criteria thereof.

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#### **4.6.**

### **LAWSUITS ABOUT BASE STATIONS**

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As a matter of fact, all the three operators expressed that the lawsuits filed against base stations had no effects whatsoever either on their corporate financial performance or their subscribers. While Turkcell stated regarding its CSR projects that a direct act of rewarding by the stock exchange was not possible, Avea and Vodafone maintained that their shares were not traded in the stock exchange.

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#### **5.**

### **ADDITIONAL OBSERVATIONS:**

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Besides the research questions, additional observations achieved through web sites, electro-

nic journals and news in parallel with Frankental's criteria can be outlined as follows:

### 1. Governance of mobile communication companies:

When the websites of the three operators are checked in order to see whether the management protects only the shareholders or the stakeholders; it can be seen that the priority is given to subscribers, to serving them in a technologically better manner, to commercial activities and profitability. Therefore, as the interests of the investors have been protected, the remaining parties have always been considered as customers or consumers to be served. However, when their CSR sections are scrutinized, it can be seen that stakeholders are defined and expressed as including shareholders, employees, customers, dealers, nongovernmental organizations, universities and the media.

Since volunteerism is essential for their public and environmental commitments, there ought to be a legal basis for the protection of third parties which will be affected by the decisions and operations of corporations (Frankental, 2001:18). He goes on to state that English business law protects only the shareholders and there is currently no legal protection for the other groups that will be affected by corporate decisions. Such kind of a legal obligation cannot be found in Turkish business law either. Therefore, corporations do not consider themselves legally accountable on issues regarding environmental and public good, endeavouring only on a voluntary basis.

### 2. Systematic denial of wrongdoings:

According to Frankental, reactions given by corporations in the face of prestige endangering risk or crises related to their social or environmental effects, are important indicators that reveal whether such corporations are engaged in PR or CSR. A company that claims to be a good corporate citizen should firstly be ready to admit its mistakes and shortcomings.

Mobile phone operators, which generally cause public apprehension by installing base stations and emitting radio frequency waves, cite the WHO report as evidence that their activities are harmless. In fact, WHO in previous years, stated that a scientific evidence concerning the harmful effects on humans of low level frequency stemming from base stations and mobile phones was not established. However in WHO's International Agency for Research on Cancer (IARC) report ([http://www.iarc.fr/en/media-centre/pr/2011/pdfs/pr\\_208\\_E.pdf](http://www.iarc.fr/en/media-centre/pr/2011/pdfs/pr_208_E.pdf)) dated May 31st 2011 it is stated that mobile phones can cause cancer in humans and that they will be listed under the carcinogenic hazard category along with lead, engine exhaust, and chloroform.

Turkcell states on its website that it has to install base stations in order to run its operations. It goes on to add that, although the base stations in question are subject to safety tests both by itself and the manufacturing firm, the lawsuits continue to be filed.

On Avea's website however, following a statement that GSM service is a public service and that the said public service could not be maintai-



ned without base stations, it is mentioned that there was currently no evidence for any harmful effects of the electromagnetic waves emitted by base stations on DNA and cell structure. On this matter, WHO cites as resource the opinions of institutions such as Information and Communication Technologies Authority.

Vodafone however, maintains that there are certain loopholes about the issue and that more research needs to be conducted.

### **3. Lack of compliance mechanisms with regard to human rights:**

According to Frankental, the lack of compliance mechanisms about human rights also constitutes a paradox. That is because, UN human rights architecture, which is a part of international law, binds states but not corporations. Even though corporate activities violate human rights on various aspects, the legal accountability of corporations is thwarted.

In fact, the use of children in Turkcell commercials and their appearance on its website contradict with the 9th article of Declaration of the Rights of the Child. Because according to the 9th article of the declaration it is stated that: "The child shall be protected against all forms of neglect, cruelty and exploitation. He/she shall not be the subject of traffic, in any form. The child shall not be admitted to employment before an appropriate minimum age; he/she shall in no case be caused or permitted to engage in any occupation or employment which would prejudice his/her health or education, or interfere with

his/her physical, mental or moral development" (<http://www.cirp.org/library/ethics/UN-declaration/>). Besides, those kids named Selocan are assigned the role of "base stations".

Because firms' use of children, who are mostly endangered by base stations, for their commercial interests is in contradiction to so virtuous a project as the "snowdrops", it is widely criticized (Durna, 2011:97). The project which is run in tandem with a socially trusted and respected NGO and which has been established with the aim of "sending to school girls who lack the opportunity to do so" has hitherto received 16 national and international awards. Yet the necessity of reminding both those giving the awards and the non governmental organization running the project of this delicate situation related with children is emphasized.

The random installation of base stations throughout residential areas is also considered a human rights violation. Therefore, base stations that are installed without the approval of the inhabitants on the roofs of buildings disguised as water tanks and chimneys or those that are installed into neon signs by making a contract with the advertiser without informing people constitute a human rights violation ([www.haberler.com](http://www.haberler.com), [www.hurhaber.com](http://www.hurhaber.com) and [www.tumhaberler.com](http://www.tumhaberler.com)). These activities may be carried out to such an extent that base stations disguised as "healthy life" signs are installed in children's playgrounds.

The key point here is that corporations have embarked on a series of frameworks that may be congruent to international standards even though they are not included in national laws. While Avea

maintains its operations only within the country, Turkcell operates in those countries that are outside Turkey via its affiliates. Vodafone continues to operate in 30 countries. When all the three firms are considered, it can be seen that neither of them has engaged in an attempt to adopt such a compliance mechanism.

When their websites are examined, it can be seen that all of them allocated a significant portion of their space for CSR.

On its website, Turkcell considers social responsibility to be in the very nature of its operations rather than a separate activity. Besides, Turkcell emphasizes that its understanding of social responsibility is based on its feelings of responsibility towards its social stakeholders that comprise shareholders, employees, clients, dealers, non governmental organizations, universities, and the media. On Avea's website, CSR, environmental responsibility, and base stations are considered separate matters. Regarding their environmental responsibility, they mentioned that the e-bill application to replace paper bills was implemented and recycling was emphasized, yet, with respect to base stations it was stated that they were necessary for communication as had been previously mentioned and there was no evidence about their detrimental nature to human health. Vodafone, placed the necessary emphasis on CSR both on its website and in its sustainability reports. However, when these firms were contacted in order to get the answers to the questions, it was seen that CSR was not wholeheartedly adopted either horizontally or vertically. While the

requested information was submitted to related sections that included CSR, other persons seemed ignorant of and uninterested in such matters.

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## 6. CONCLUSION

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CSR that is applied by the three mobile operators in Turkey and examined according to relevant literature and Frankental's criteria. Relevant literature has proved that CSR and PR have common aspects. Though they are not the same thing their aims and their work instruments are similar. They both try to produce "concent" of the society for the operation of companies and for the capitalist economy they operate in. The empirical part of the study based on six research questions sets forth the paradoxes behind CSR that have remained essentially the same throughout the last ten years notwithstanding certain meager improvements. As the governance of the companies reflect the interest of shareholders they dont seem to be responsible to the other groups of the society. In a similar vain without triple bottom lines which include financial, enviromental and social aspects, the CSR can not exist. Therefore ethical behaviour of companies are not rewarded by the financial markets. CSR definitions regarding public benefit and social contribution are perceived similarly yet the effects of company operations on various stakeholders are neither defined nor measured. Social reporting is attempted to be made more comprehensive and standardized. However, pledged commitments, those especially re-



lated to the environment, are not evaluated and made public.

Implications for professionals can be discussed as companies should adopt CSR both horizontally (e.g. departments) and vertically (i.e. hierarchy). They should implement CSR as defined on websites and in sustainability reports. Otherwise, as Ulrich Beck remarks that consumers perceive the risks engendered by environmental pollution and resource overutilization owing to technologic developments and then they become entangled in contradictions due to CSR messages coming from the risk producing companies (Chiu and Hsu, 2010:184). Since CSR is adopted voluntarily by stakeholders and managers and is not protected legally it does not provide any sanctions for companies against their socially and environmen-

tal harm. Thence there should be formal protection mechanisms for taking responsibility with regard to human rights and environment.

Like any other research, this study has also limitations. First it is limited to the mobile communication sector and data have been collected by using online qualitative methods. Face to face interview would better reflect the place and practice of the CSR in companies as well as the relation of PR.

In this context there are suggestions for further research. Analysis can be extended to the other sectors to verify the paradoxes behind CSR and relation between CSR and PR. A comparative study of mobile communication operators in other countries may also provide valuable comparison to the findings of this research.

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