**TÜRKİYE SOSYAL ARAŞTIRMALAR DERGİSİ**
YIL: 24 SAYI: 3 ARALIK 2019
*Makalenin Geliş Tarihi: 10 Nisan 2019Kabul Tarihi:07 Kasım 2019 Sayfa: 782-795*

# DETERMINATION OF STAKEHOLDER TYPES ON WEB-BASED ORGANIZATIONAL PUBLIC RELATIONS ACTIVITIES

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**ABSTRACT**
Companies are social organizations with economic characteristics and they are in contact with all social sectors as a part of the community. However, there are specific stakeholder groups that companies are specifically affiliated with and these stakeholders can be different according to the companies. Companies are in constant connection and communication with stakeholder groups so they both affect stakeholders and are influenced by them. Companies have various responsibilities for their stakeholders and they can only survive through accomplish their responsibilities to the stakeholders, meet the stakeholders' expectations, and permanently inform them about the company. In this study, BIST 100 Index companies web-based stakeholder relations are discussed and these companies' target stakeholders and message contents for public relations activities were questioned. Stakeholder relations are evaluated by the information at these companies' web pages and information was evaluated by content analysis method. According to results customer group is the most intense group of messages for all sectors.

**Key Words:** Communication strategy, BIST 100 Index, Borsa Istanbul, stakeholder relations, stakeholder expectations

# WEB TABANLI ÖRGÜTSEL HALKLA İLİŞKİLER FAALİYETLERİNDE PAYDAŞ TÜRLERİNİN BELİRLENMESİ

**ÖZ**
Şirketler, ekonomik özelliklere sahip sosyal organizasyonlardır ve toplumun bir parçası olarak toplumun tüm kesimleri ile temas halindedir. Şirketlerin özellikle bağlı oldukları belirli paydaş grupları vardır ve bu paydaşlar şirketlere göre farklılık gösterebilir. Şirketler, paydaşları ile sürekli bağlantı ve iletişim halindedir dolayısıyla hem paydaşlarını etkiler hem de onlardan etkilenirler. Paydaşlarına yönelik çeşitli sorumlulukları olan şirketler ancak bu tür sorumluluklarını yerine getirerek hayatta kalabilir, paydaşlarının beklentilerini karşılayabilir ve onları şirket hakkında bilgilendirebilirler. Bu çalışmada, BIST 100 Endeksi şirketlerinin web tabanlı paydaş ilişkileri tartışılmış, bu şirketlerin hedef paydaşlarına yönelik halkla ilişkiler faaliyetleri incelenmiştir. Paydaş ilişkilerinin belirlenmesinde şirketlerin web sayfalarında bulunan bilgilerden yararlanılmış ve bilgiler, içerik analiz ile değerlendirilmiştir. Alınan sonuçlara göre en yoğun mesajın olduğu paydaş türü müşterilerdir.

**Anahtar Kelimeler**: İletişim stratejisi, BIST 100 indeksi, Borsa İstanbul, paydaş ilişkileri, paydaş beklentileri

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## INTRODUCTION

The concept of stakeholder is used to describe various persons and groups that have a relation or connection to a company. Freeman (1984: 46) defines the stakeholders as "any group or individual who can affect or is affected by the achievement of the company's objectives". Stakeholders consist of various groups such as shareholders, employees, customers, pressure groups, civic institutions (Goodjik, 2003: 227). Investors, workers, clients, suppliers, and supply chain workers, communities, NGOs and government are among the stakeholders generally recognized within the literature, and by companies (Grosser, 2009: 292). Shareholders, employees, suppliers, clients are generally related to organizational activities and a company must consider the impact of its operations on its various stakeholders (Clarkson, 1995; Freeman, 1984). Because companies could achieve their objectives by understanding these groups and their changing needs and expectations (Jonker and Foster, 2002:188).

Organizational performance influences stakeholders, but stakeholders can also have a tremendous effect on organizational performance and success (Daft, 2008: 151). Therefore, it is important to minimize the difference between the expectations of stakeholders and companies. The proper action to reduce these expectations may be public education (McEnroe and Martens, 2001: 357). This education can be done via a company's website and stakeholders can be appropriately informed. Websites are a critically important way to disseminate information about the companies.

Many studies have been made on the stakeholder concept in the literature and these studies have different themes. Some of these studies are as follows: Stakeholder management in companies (Bourne, 2008; Larner and Mason, 2014), stakeholder strategy (Grinstein and Goldman, 2011), stakeholders and sustainable development (Steurer et al., 2005), stakeholders' personal values (Brummette, and Zoch, 2016), stakeholder involvement (Boiral, and Heras-Saizarbitoria, 2017, Jacobson and Azzam, 2018), stakeholder interests (Julian, 2016), evaluating stakeholder salience (Benn, Abratt and Kleyn, 2016), new stakeholder definition (McGrath and Whitty, 2017), stakeholders' perceptions (Shams, 2015), stakeholder analysis (Bunn, Savage and Holloway, 2002; Neill, 2015), stakeholder theory (Paul, 2015), stakeholder expectations (Basten, Stavrou and Pankratz, 2016; Kumar and Subramanian, 1998). In this study, companies web-based stakeholder relations are discussed and evaluated. The study has four research questions and they are listed below:

RQ1. How active are the companies in their communication efforts with their stakeholders?

RQ2. Which stakeholder's type are mostly emphasized in the communication efforts of companies?

RQ3. What kind of contents are companies sending to their stakeholders?

RQ4. Does the stakeholder message vary depending on the industry in which the company is located?

Study is structured into five parts. First, the theoretical foundations of stakeholder concept. Second and third, methodology and the results. Fourth, discussion of the results. Fifth and finally, a brief conclusion.

### Stakeholder

A stakeholder can be a single person or a group, who can influence, or is influenced by, the achievement of companies' goals and objectives. In this well-known definition, economic stakeholders such as suppliers, competitors, distributors, and shareholders are first to come to mind. But this definition also broadens the vision of companies with respect to stakeholders and expands the obligations of companies to envelop non-stockholding groups (Kumar, Rahman and Kazmi, 2016: 36). This gives a distinctive see of the nature of the relationship of a company with such groups as governments, communities and special interest groups. These non-market groups are, to begin with of all credited as powers that have to figure with; and the relationship of the

company with these non-market groups, as well as with market groups, is characterized by organizational meaning (Cornelissen, 2004: 60). As stakeholders are becoming a major force, managers must consider ways to manage stakeholders (Kumar and Subramanian, 1998: 31). Stakeholders are not presently existing beings, there can be future beings as well. Stakeholder frameworks call for a radical change of commerce and today's commerce is maintainable, pro-social and future regarding (Laszlo, 2006: 38-43).

Stakeholders have an assessment of their own benefits which is particular to them, but they also give distinctive weights to the fulfillment of other stakeholders' interests (Mygind, 2009: 159). So, stakeholders require information to meet specific goals, which may be oriented toward understanding, orientation, or play. Some needs or goals may be essential, elective, long term or short term. Needs and objectives of stakeholders proceed to advance and multiply with expanded societal separation and presentation to a developing number of communication streams (Paul, 2015: 710). Companies must communicate with various groups in order to achieve perceived legitimacy (Huang and Kung, 2010: 438). Because, according to Freeman (1984), stronger relations with stakeholders will make it easier to realize mutual goals. Otherwise, as relations weaken, it will become difficult to realize the organizational goals. This understanding constitutes the basic philosophy of the stakeholder theory.

**Stakeholder Theory**

During the 1980s the stakeholder approach won impressive acknowledgment in company theory, within corporate social responsibility literature and in strategic management (Laszlo, 2006: 38). The stakeholder theory is based on that managers should design business strategies and policies to meet the needs of diverse stakeholders that may influence the company (Freeman, 1984). And the theory was developed with the aim of categorizing stakeholders to develop an understanding of how they influence the company and to gain insight into the environment in which these stakeholders operate (Mitchell, Agle and Wood, 1997). Stakeholder theory suggests that companies should meet and manage the expectations and needs of their stakeholders. The importance of stakeholder theory is the determination and identification of stakeholders, and the company provides effective stakeholder management for these groups. Thus, companies will be able to establish permanent relationships with their stakeholders (Mitchell, Agle and Wood, 1997: 855; Reinig and Tilt, 2009: 177).

**Stakeholder Management**

Stakeholder theory empowers managers to consider diverse groups with distinctive stakes in a company (Welch and Jackson, 2007: 184). And it suggests that companies must manage their various stakeholders individually. This thought has created stakeholder management. Freeman (1984: 53) defines stakeholder management as the need for a company to manage the relationships with its specific stakeholders in an action-oriented way. The stakeholder administration concept serves to guarantee companies recognize, analyze and look at the person and group characteristics that impact or are affected by organizational behaviors and activities. This administration approach takes to put over three levels as identification of stakeholders, a formation of processes that distinguish their particular needs and interests and establishing and building of connections with them and with the overall process organized as per organizational goals (Mainardes, Alves and Raposo, 2012: 1862).

The stakeholders give crucial resources and contribute to the company. As stakeholders gain impact over the company, the company must consider the desires of the stakeholders and modify its activities to minimize conflicting interests (Huang and Kung, 2010: 437). The esteem of a company is determined by the return to the stakeholders (Mygind, 2009: 160). The strategic management of interactions and relationships between stakeholders at all levels inside companies, these partners ought to identify (Welch and Jackson, 2007: 183). Stakeholder management comprises of recognizing stakeholders, their stakes, characteristics and connections (Guibert, and

Roloff, 2017: 4). Because diverse stakeholders have different capacities to motivate and to make credible contracts with other stakeholders (Mygind, 2009: 159).

**Stakeholder Groups**

Management needs to build relationships with very different stakeholders, act more transparently, provide opportunities for dialogue and involvement or participation and be accountable to all stakeholders. Also, it is important to create an organizational context for involvement and consider behave in a balanced manner between the different needs of various stakeholders (Goodjik, 2003:225-226). Because stakeholders are persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future (Clarkson, 1995: 106). And the identification of vital stakeholders is basic for assignment and prioritization of marketing resources (Grinstein and Goldman, 2011: 568).

A company is conceived of as arrange of explicit and implicit connections spanning both the internal and external situations (Mainardes, Alves and Raposo, 2012: 1863). This situation leads to different stakeholder identification and various authors specified stakeholder classification typologies as below:

- Freeman (1984) classified stakeholders into two categories: Internal and external. This approach was based purely on the managerial view of internal and external change in a business environment.
- Clarkson (1995) classified stakeholders into a widely accepted framework of primary and secondary stakeholders.
- Savage et al. (1991) classified stakeholders into four categories: Supportive, marginal, non-supportive and mixed blessing. Stakeholder's potential powers to threaten or cooperate with the company.
- Goodpaster (1991) categorized stakeholders as fiduciary and non-fiduciary. This classification scheme also showed the economic and regulatory stakeholders of companies.
- Rowley (1997) developed stakeholder categories as compromiser, solitarian, subordinate, and commander. This perspective reflects the network density and the centrality of the company focus.
- Mitchell, Agle and Wood (1997) introduced a stakeholder saliency model of stakeholder identification and classification. They use a descriptive stakeholder theory approach based on as power, legitimacy and urgency attributes.

In spite of the fact that a few stakeholder classification typologies exist, there is still no consensus on the most suitable one to use (Mainardes, Alves and Raposo, 2012: 1862). Past studies have made confusion within the minds of analysts, who have utilized the concepts of stakeholder identification and stakeholder classification traded or have connected stakeholder identification and stakeholder prioritization input of stakeholder classification (Kumar, Rahman and Kazmi, 2016: 36) However, the identification of a group of notable stakeholders gives an imperative suggestion for companies within the setting of an asset assignment. Particularly, this would help companies to prioritize marketing assets based on the incomes or financing created from partners. Moreover, this may be utilized as an instrument to observe under-engaged stakeholders that might have a potential as a future income or financing sources (Grinstein and Goldman, 2011: 588).

Most companies are affected by similar stakeholder groups and in this article, six types of stakeholders were determined. These stakeholders are customers, shareholders, society, government, employees, and others. Shareholders and customers without whom the company cannot survive. Society, companies are a part of the social system when a company illustrates values that go against social standards, the authenticity of such a company is potentially and significantly threatened. The environmental responsibility has become a primary issue as both business and the public recognize the damage that has been done to the natural environment. Companies influence the destiny and survival of natural beings and the living conditions of

present and future generations. In this way nature, society and future generations ought to be included among the stakeholders of the business. Among external stakeholder groups, government has an enormous effect on companies. Employees are important and conventional stakeholders for companies. Various groups in society may cooperate or compete against a company. Others include the groups which are not listed above (Daft, 2008: 152-153; Huang and Kung, 2010: 437-438; Laszlo, 2006: 39-41; Parker et al., 2015: 368).

## METHOD

*Analysis method:* In the study, BIST 100 Index companies' web-based public relations activities with their stakeholders are discussed and companies' target stakeholders and message contents for public relations were questioned. Stakeholder relations are evaluated by the information on these companies' web pages and the information was evaluated by content analysis method. Within this scope, 100 web pages have been examined and various stakeholder groups-oriented findings have been obtained. The study was organized a research approach with limited data collection to a manageable number of websites of companies. It is worth to investigate the kinds and contents of the messages that companies give to their stakeholders on their websites. In this context, content analysis was conducted. A coding scheme was used in evaluating the websites of BIST 100 Index companies. The literature (Basten, Stavrou and Pankratz, 2016; Kim, Park and Wertz, 2010; Kim and Rader, 2010) has been used to create the coding scheme. Coding was made by the author and stakeholder types were coded as either present (1) or absent (0). "About us" part was designated as the unit of analysis and this part of 100 companies was evaluated with the determined categories. This approach was used to identify the relationships with stakeholders within organizational public relations.

*Sample:* Borsa Istanbul designs diverse sorts of indices so as to empower investors to track Borsa Istanbul markets. BIST Stock lists are made to the degree the joint performance of a group of equities traded on Borsa Istanbul. BIST 100 Index is used as the main index for Borsa Istanbul Equity Market. The companies listed on the BIST 100 Index was selected as the sample to examine the relationships with their stakeholders.

*Limitations:* The study is subject to potential limitations: Firstly, the types of stakeholders were examined but their internal structures were ignored and the structure of each was considered the same. Second, the analysis is based on corporate web pages, so the expressions on the web pages are considered as real.

## RESULTS

There are 100 companies in BIST 100 Index and each company has been operating in certain sectors. These are 39 companies from manufacturing industry, 32 companies from financial institutions, 7 companies from wholesale and retail trade, hotels and restaurants, 5 companies from electricity gas and water, 4 companies from mining, 4 companies from transportation, telecommunication and storage, 4 companies from education, health, sports and other social services, 2 companies from technology, 2 companies from construction and public works and 1 company from real estate activities. According to data, sample companies seem to be concentrated especially in the "manufacturing industry" and there is no company in four sectors. (see Fig. 1).

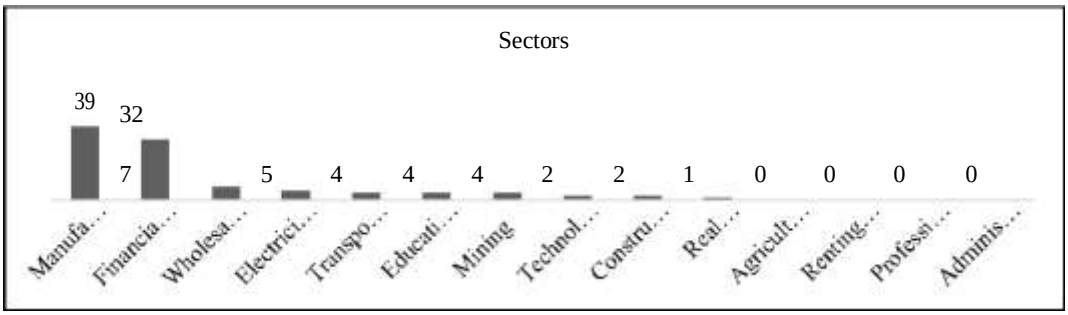


**Figure 1.** Sectors of companies

To answer RQ1, 95 of 100 companies sent 940 messages to their stakeholders in total. The number and content of the messages vary according to the companies. Also, 3 companies have no messages and 2 companies gave their messages in video format but these videos were not evaluated. The majority of the companies sent 6-10 messages, 24 companies send at least 1 message and 2 companies have more than 30 messages.

Regarding the RQ2, results indicate that companies often emphasize the five stakeholder types mostly. These are customers, shareholders, society, government, and employees. Most of the messages are for customer group and these messages constitute a large part of total messages. According to the number of messages, shareholder comes second, society and government follow them. Employees have the least messages and there is no message about others group. (see Fig. 2).

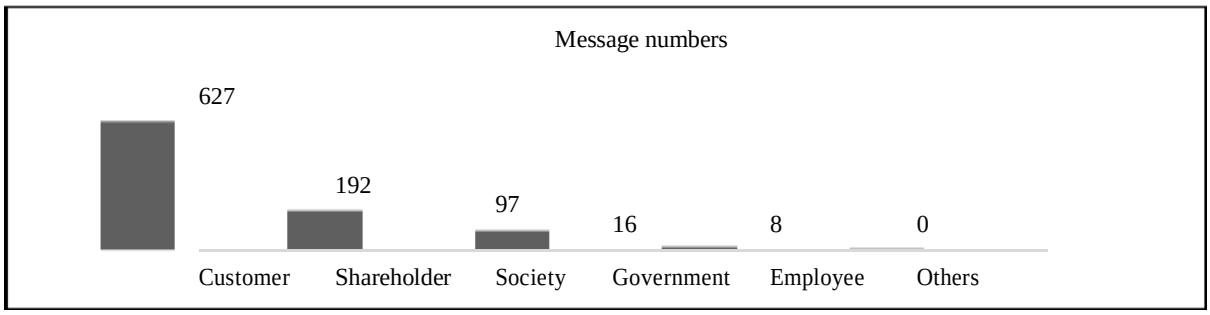


**Figure 2**. Total message numbers by stakeholder types

The answer to RQ3 varies according to the type of stakeholder. (see Table 1). As mentioned above, most messages are intended for customers. In customer group, messages are mostly in the context of other topics. Other topics are about promotion or marketing of products, services, and company. It is possible to say that companies send more promotional (marketing) messages to their customers. Also, many messages are related to market responsiveness. Market responsiveness is about market leadership, value creation, etc. The last two groups are innovation and product/service quality. Innovation means new brands and new products to the market. Company's rewards, vision, and mission were accepted as product/service quality.

**Table 1.** Message content numbers by stakeholder types

| **Stakeholder Types** | **Message numbers** | **Total Message (N)** |
|---|---|---|
| **Customer** | | |
| Product/service quality | 66 | 627 |
| Innovation | 59 | |

| | | |
|---|---|---|
| Market responsiveness | 213 | |
| Other topics | 289 | |
| **Shareholder** | | |
| Financial report | 34 | 192 |
| Share information | 50 | |
| Shareholder services | 6 | |
| Other topics | 102 | |
| **Society** | | |
| Environmental protection | 36 | 97 |
| Fair labor and employment practices | 15 | |
| Society service activities | 39 | |
| Other topics | 7 | |
| **Government** | | |
| Environmental regulation compliance | 6 | 16 |
| Fair labor and trade regulation compliance | 8 | |
| Public health regulation compliance | 1 | |
| Other topics | 1 | |
| **Employee** | | |
| Any information | 8 | 8 |
| **Others** | | |
| Any information | 0 | 0 |

Regarding the RQ4, message numbers of companies vary according to the sectors. Manufacturing Industry and Financial Institutions sectors have high message density and number of messages per company is about 10. Although there are few companies in Electricity, Gas and Water; Transportation, Telecommunication and Storage sectors but number of messages is higher than the previous sectors. Message numbers per company are approximately 16. The minimum number of messages is seen in the Mining sector, 4 companies' total message is only 9 in this sector. There is only one company in Real Estate Activities sector and company sent 4 messages. Although the number of messages varies according to the sectors, customer group ranks first in the ranking of stakeholders in each sector. (see Table 2).

**Table 2.** Sectoral message numbers by stakeholder groups

| Sectors | Stakeholder Groups | | | | | | Total Message (N) |
|---|---|---|---|---|---|---|---|
| | Customer | Shareholder | Society | Government | Employee | Others | |
| Manufacturing Industry | 261 | 60 | 39 | 11 | 2 | 0 | 373 |
| Financial Institutions | 192 | 88 | 22 | 1 | 3 | 0 | 306 |
| Electricity Gas and Water | 40 | 9 | 26 | 2 | 0 | 0 | 77 |
| Transportation, Telecommunication and Storage | 50 | 13 | 3 | 0 | 1 | 0 | 67 |
| Wholesale and Retail Trade, Hotels and Restaurants | 46 | 5 | 4 | 0 | 2 | 0 | 57 |
| Technology | 14 | 4 | 1 | 0 | 0 | 0 | 19 |
| Education, Health, Sports and Other Social Services | 11 | 2 | 2 | 1 | 0 | 0 | 16 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Construction and Public Works | 7 | 4 | 0 | 1 | 0 | 0 | 12 |
| Mining | 6 | 3 | 0 | 0 | 0 | 0 | 9 |
| Real Estate Activities | 0 | 4 | 0 | 0 | 0 | 0 | 4 |
| Agriculture, Forestry and Fishing | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Renting and Business Activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional, Scientific and Technical Activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administrative and Support Service Activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**DISCUSSION**

A company confronted with diverse stakeholders needs and has various relationships in daily business activities. Identifying the different expectations and priorities of stakeholders is almost a necessity for companies. Sharing information with stakeholders is important but also it is important to gather information about stakeholders and their needs. Public relations is an excellent opportunity to provide it. In this study, it is tried to determine the companies' stakeholder groups in communication efforts and the messages they send to them. In this context, various data for different stakeholder groups were obtained.

The target group messages of each sector can vary but results indicate that customer group is the most intense group of messages for all sectors. Manufacturing industry is in the first rank as the total number of messages and it is also the first with the number of messages directed to the customers. This is because manufacturing industry has a different structure and distribution channels than many industrial sectors. Besides, this sector is in direct relations with customers and mostly designs and manufactures according to the demands of the customers. In that respect, companies are shared products or services promotional contents with value-creating messages to customers intensively.

It is not enough for companies to be successful, efficient and effective in the areas where they operate. Companies should announce their policies, products, and services to their target audience. The most effective way to reach target groups that are investors at an individual or organizational level is to implement systematic financial relations. Companies are trying to increase the share value of the organization and create a positive organizational image by increasing the trust of shareholders and making the organization attractive to investors. According to results, the messages for the shareholders come in second place. This situation can be considered as the importance given to the companies' shareholders. It is seen that the shareholders are informed about the changes in the company and are provided additional information to them with messages.

A company is an economic organization where various resources are brought together and activities related to the supply, production, and distribution of goods and services required by the society. Organizational public relations is a planned and continuous efforts to establish a relationship between business and society based on good faith. On organizational public relations perspective, companies have various responsibilities towards society. So, messages for society include issues such as social responsibility, sponsorship, and sustainability. Also, messages about to protect the environment are intense.

All companies work in areas ruled by laws or regulations. These can be on different levels such as municipal, provincial, territorial, national or international. To convey the organization's

responsible actions towards the government and its view on public interest topics is a part of the organizational public relations practice. According to the results, the messages concerning government are not much and they are intended for protecting the environment and also practices of being fair in labor and trade relations.

Employees are the last target group with the least messages by web-based organizational public relations activities. It is observed that there are very few messages for employees. Employees are given only as numerical values in many companies. But they form the basis of the company and they are the internal stakeholders. It should not be forgotten that the success of a company is mostly due to high job satisfaction of employees.

Others group consists of activists, non-governmental organizations, suppliers, etc. and there are no messages for this group. So, this group has been ignored or disregarded. Whereas these are groups that companies are in constant communication and interaction with. In fact, it is a known fact that companies have to make proactive public relations studies for these groups.

## CONCLUSION

The main purpose of public relations is to establish positive relations with the company's environment and to create an effective and efficient communication environment. In other words, public relations is to create and develop a mutual understanding between an organization and its target audience. The success of companies depends mostly on the ability to understand what their stakeholders want. Efforts in identifying stakeholders, building relations and communications with them can increase the confidence and prevent potential conflicts across the organization and its stakeholders. Companies should effectively analyze the stakeholders they interact with, prioritize the interests of different stakeholders and determine the value of them. Once these are identified, it will be possible to create public relations policies for each group and they will be appropriate with specific and measurable communication objectives. The best practice of this idea for a company is identifying the messages that will reflect itself appropriately. Thus, the company will have consistent organizational messages that can be adapted to different stakeholders in positive or negative situations for all times. Communication efforts for corporate social responsibility have come to a significant position in stakeholder management. In future researches, stakeholder expectations can be evaluated according to sectors from the corporate social responsibility aspect.

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**Uzun Öz**

Şirketler, ekonomik özelliklere sahip sosyal organizasyonlardır. Şirketler, toplumun bir parçası olarak toplumun tüm kesimleri ile temas halindedir. Şirketlerin özellikle bağlı oldukları belirli paydaş grupları vardır. Genel bir tanımlama ile paydaş, şirketin hedeflerine ulaşmasını etkileyebilecek veya şirketi etkilenebilecek birey ya da gruplardır. Paydaşlar, şirket türüne ve şirketin faaliyet gösterdiği alanlara göre farklılık gösterebilmektedir. Örgütsel faaliyetlerle ilgili olan hissedarlar, çalışanlar, tedarikçiler ve müşteriler, genel kabul gören paydaşlardır. Şirketin türü, faaliyet alanı ve paydaş grubu fark etmeksizin şirketler sürekli bir biçimde paydaşları ile bağlantı ve iletişim halindedirler. Zira paydaşlarla güçlü ilişkiler kurmak, karşılıklı hedeflerin gerçekleştirilmesini kolaylaştıracaktır. Aksi halde şirketlerin paydaşları ile ilişkileri zayıfladığı takdirde örgütsel hedeflerin gerçekleştirilmesi zorlaşacaktır. Bu ve benzeri etkileşimler sayesinde şirketler hem paydaşlarını etkilemekte hem de onlardan etkilenmektedir. Bu nedenle, paydaşların ve şirketlerin beklentileri arasındaki farkı en aza indirmek önemlidir. Şirket yönetimleri, farklı paydaşlarla ilişkiler kurmak, daha şeffaf davranmak, diyalog veya katılım için fırsatlar sağlamak ve tüm paydaşlarına karşı sorumlu davranmak durumundadır. Paydaşlarına yönelik çeşitli sorumlulukları olan şirketler ancak bu tür sorumluluklarını yerine getirerek hayatta kalabilir, paydaşlarının beklentilerini karşılayabilir ve onları şirket hakkında bilgilendirebilirler. Çünkü şirketler bu grupları ve değişen ihtiyaç ve beklentilerini anlayarak hedeflerine ulaşabilirler. Literatürde paydaş kavramı üzerinde birçok çalışma yapılmıştır ve bu çalışmaların farklı temaları bulunmaktadır. Bu çalışmada, BIST 100 Endeksi şirketlerinin web tabanlı paydaş ilişkileri tartışılmış, bu şirketlerin hedef paydaşlarına yönelik halkla ilişkiler faaliyetleri incelenmiştir. Çalışmanın dört araştırma sorusu vardır. Bunlar, "Şirketler, paydaşlarıyla iletişim kurma çabalarında ne kadar aktiftir? Şirketlerin iletişim çalışmalarında hangi paydaş türü daha çok vurgulanmaktadır? Şirketler paydaşlarına ne tür içerikler gönderiyor? Paydaş mesajı, şirketin bulunduğu sektöre bağlı olarak değişiyor mu?" şeklindedir. Araştırmada, BIST 100 Index firmalarının paydaşlarıyla web tabanlı halkla ilişkiler etkinlikleri tartışılmış ve firmaların hedef paydaşları ile halkla ilişkiler konusundaki mesaj içerikleri sorgulanmıştır. Paydaş ilişkileri bu şirketlerin web sayfalarındaki bilgilerle değerlendirilir ve bilgiler içerik analiz yöntemiyle değerlendirilir. Bu kapsamda 100 web sayfası incelenmiş ve çeşitli paydaş gruplarına yönelik

bulgular elde edilmiştir. Şirketlerin paydaşlarına web siteleri aracılığıyla verdiği mesajların çeşitlerini ve içeriğini araştırmak üzere içerik analizi yapılmıştır. BIST 100 Endeks şirketlerinin web sitelerinin değerlendirilmesinde bir kodlama şeması kullanılmıştır. Şirketlerin "Hakkımızda" bölümü analiz birimi olarak belirlenmiş ve 100 şirketin hakkımızda bölümü, belirlenen kategoriler ile değerlendirmeye alınmıştır. Bu yaklaşım, örgütsel halkla ilişkiler kapsamında paydaşlarla ilişkileri tanımlamak için kullanılmıştır. Borsa İstanbul, sermaye piyasasında faaliyet gösteren Türk ve yabancı kaynaklı bankalara, aracı kurumlara saklama ile takas hizmeti vermektedir. BIST 100 Endeksi, Borsa İstanbul'un ana endeksi olarak kullanılmaktadır. Çalışmanın örneklemini BIST 100 Endeksi'nde listelenen şirketler oluşturmaktadır. Listede yer alan tüm şirketler, çalışmaya dahil edilmiştir. Çalışmanın çeşitli sınırlılıkları bulunmaktadır. İlk olarak çalışmada paydaş türleri incelenmiştir ancak şirketlerin iç yapıları göz ardı edilmiş ve her şirketin yapısı aynı olarak kabul edilmiştir. İkinci olarak çalışmanın analizi, kurumsal web sayfalarına dayanmaktadır. Bu yüzden şirketlerin web sayfalarında yer alan ifadeler gerçek olarak kabul edilmiştir. BIST 100 Endeksi'nde 100 şirket bulunmakta ve her şirket, belirli sektörlerde faaliyet göstermektedir. Şirketlerin faaliyet alanlarına göre dağılımı, 39 şirket (imalat sanayi), 32 şirket (mali kuruluşlar), 7 şirket (toptan ve perakende ticaret, otel ve lokantalar), 5 şirket (elektrik gaz ve su), 4 şirket (madencilik), 4 şirket (ulaştırma, haberleşme ve depolama), 2 şirket (eğitim, sağlık, spor ve diğer sosyal hizmetler), 2 şirket (teknoloji), 2 şirket (inşaat ve bayındırlık) ve 1 şirket (gayrimenkul faaliyetleri) şeklindedir. Elde edilen verilere göre şirketlerin özellikle imalat sanayisinde yoğunlaştığı görülmektedir. Öte yandan dört sektörde (Tarım, orman ve balıkçılık; kiralama ve iş faaliyetleri; mesleki, bilimsel ve teknik faaliyetler; mesleki, bilimsel ve teknik faaliyetler) faaliyet gösteren herhangi bir şirket bulunmamaktadır. 100 şirket içinde 3 şirketin hiçbir mesajı bulunmamaktadır ve 2 şirket mesajlarını video biçiminde vermiştir. Bu şirketler değerlendirmeye alınmamıştır. Öte yandan 95 şirket, paydaşlarına toplam 940 mesaj göndermiştir. Mesajların sayısı ve içeriği, şirketlere göre değişmektedir. Şirketlerin çoğunluğu 6-10 sayıda mesaj gönderdiği görülmektedir. En az 1 mesaj gönderen 24 şirket varken, 2 şirket ise 30'dan fazla mesaj göndermiştir. Şirketlerin çoğunlukla beş paydaş türünü vurguladığı görülmektedir. Bunlar, müşteriler, hissedarlar, toplum, hükümet ve çalışanlardır. Mesajların çoğu, müşteri grubu içindir ve bu mesajlar, toplam mesajların büyük bir bölümünü oluşturmaktadır. Mesaj sayısına göre, hissedar grubu ikinci sırada gelmekte, toplum ve hükümet ise takip etmektedir. Çalışanlar, en az mesaja sahip gruptur. Diğerleri olarak belirlenen grup hakkında bir mesaj bulunmamaktadır. Şirketlerin paydaşlarına gönderdikleri içerikler, paydaş türüne göre değişmektedir. Çoğu mesaj, müşterilere yöneliktir ve müşteri grubunda mesajlar çoğunlukla diğer konular kapsamındadır. Diğer konular, ürünlerin, hizmetlerin ve şirketin tanıtımına veya pazarlanmasına ilişkindir. Şirketlerin müşterilerine daha fazla tanıtım (pazarlama) mesajı gönderdiğini söylemek mümkündür. Ayrıca, birçok mesaj pazarın tepkisi ile ilgilidir. Pazar duyarlılığı pazar liderliği, değer yaratma, vb. ile ilgilidir. Son iki grup, yenilik ve ürün / hizmet kalitesidir. Yenilik, yeni markalar ve pazara yeni ürünler sunmak olarak kabul edilmiştir. Şirketin ödülleri, vizyonu ve misyonu ürün / hizmet kalitesi olarak belirlenmiştir. Paydaşlara yönelik mesaj sayıları, şirketin bulunduğu sektöre bağlı olarak değişmektedir. İmalat Sanayi ve mali kuruluşlar, sektörlerinde mesaj yoğunluğu yüksektir ve şirket başına düşen mesaj sayısı yaklaşık 10'dur. Elektrik, gaz ve su ile ulaştırma, haberleşme ve depolama sektörlerinde az şirket olmasına rağmen mesaj sayısı önceki sektörlerden daha yüksek çıkmıştır. Madencilik sektöründe minimum mesaj sayısı görülmektedir. Bu sektörde, 4 şirketin toplam mesajı yalnızca 9'dur. Gayrimenkul faaliyetleri sektöründe sadece bir firma ve 4 mesaj bulunmaktadır. Mesaj sayısı sektörlere göre değişmekle birlikte müşteri grubu, her sektörde paydaş sıralamasında ilk sırada yer almaktadır. Halkla ilişkiler, bir kuruluş ile hedef kitlesi arasında karşılıklı bir anlayış oluşturmak ve geliştirmektir. Şirketlerin başarısı, paydaşlarının ne istediğini anlama yeteneğine bağlıdır. Paydaşları belirleme, onlarla ilişki kurma ve onlarla iletişim kurma çabaları, kuruluş ve paydaşları arasındaki güveni artırırken, çatışmaları önleyebilecektir. Şirketler, etkileşimde oldukları paydaşları etkin bir şekilde analiz etmeli, farklı paydaşların çıkarlarına öncelik vermeli ve değerlerini belirlemelidir. Bunlar belirlendikten sonra her grup için halkla ilişkiler politikaları oluşturmak mümkün olacak, belirli ve ölçülebilir iletişim hedeflerine uygun olacaktır. Böylece,

şirketin her zaman olumlu ya da olumsuz durumlarda farklı paydaşlara uyarlayabileceği tutarlı kurumsal mesajları olacaktır.