

**Corporate Social Responsibility of
the Port Authority
in the Republic of Korea:**

A Case Study of Incheon Port Authority

by

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Abstract

Purpose: This thesis aims to explore the corporate social responsibility (CSR) and stakeholder management strategies employed by port authorities (PAs), using the Incheon Port Authority (IPA) in the Republic of Korea as a case study. Through a structured analysis of empirical data, it develops a substantive theory that provides explanatory depth and predictive capability concerning the planning and implementation of CSR initiatives by PAs.

Methodology: A qualitative case study research design was employed. Data were collected through semi-structured interviews to explore the CSR initiatives and stakeholder management practices of the IPA. Analytical methods and coding procedures derived from Straussian grounded theory were employed in the data analysis. Through systematic coding, key categories and concepts were identified, contributing to the development of a substantive theoretical framework.

Findings: The CSR initiatives of the IPA, spanning economic, environmental, and social dimensions, were identified and critically analysed. These initiatives were devised and executed in alignment with stakeholder expectations and national policy directives. The prioritisation and classification of stakeholders were shaped by their perceived influence over the IPA's operational activities and governance structure. Key stakeholders included port users, governmental agencies, IPA employees, and the local community. Adherence to Global Reporting Initiative (GRI) standards enhanced communication between the IPA and its stakeholders and constituted a core component of its stakeholder management strategy. Nevertheless, a disconnect was observed between the IPA's CSR initiatives and stakeholder expectations. In response, this thesis introduced the theory of CSR decoupling, which serves as an interpretive framework for understanding the IPA's CSR and stakeholder engagement practices. Furthermore, the application of stakeholder salience theory enables critical engagement with the existing literature.

Research Implications: This thesis represents the first comprehensive exploration of the CSR initiatives of PAs within the South Korean context. By proposing the CSR decoupling theory, it offers novel insights into how PAs conceptualise, plan, and implement CSR activities, thereby establishing a conceptual foundation for subsequent academic research.

Practical Implications: The CSR decoupling theory provides a valuable framework for central governments and port authorities to anticipate, interpret, and respond proactively to challenges associated with port governance and CSR practice.

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"As one treads upon a snowy path, it is imperative not to walk heedlessly; for the footsteps I leave today shall become a guiding milestone for those who journey after me (Hyujeong)"

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List of Abbreviations

CSR	Corporate Social Responsibility
GRI	Global Reporting Initiative
GT	Grounded Theory
IPA	Incheon Port Authority
ISO	International Standard Organisation
LSR	Logistics Social Responsibility
MFT	Matching Framework Theory
MOF	Ministry of Oceans and Fisheries
NPM	New Public Management
PA	Port Authority
SLR	Systematic Literature Review
TBL	Triple Bottom Line

Chapter 1

Introduction: Corporate Social Responsibility of the Port Authority

This thesis presents an exploration of the corporate social responsibility (CSR, hereafter) practices of a port authority (PA, hereafter) in the Republic of Korea, employing a case study approach. CSR refers to the manner in which organisations balance economic, environmental, and social concerns whilst meeting the expectations of shareholders and broader stakeholder groups (Carroll 1999; Beal 2013; Sheehy 2015; United Nations Industrial Development Organization 2023). A PA is an organisation established by a legislative body to manage ports and transportation infrastructure (Verhoeven 2010; Verhoeven and Vanotrive 2012; Brooks et al. 2017; Tijan et al. 2021). This study explores the CSR initiatives and stakeholder management strategies implemented by PAs.

The motivation for exploring the framework of CSR in the port sector stemmed from the researcher's personal experience as a container transport operator. Whilst working at the Port of Incheon in South Korea, the researcher had the opportunity to observe the PA's CSR initiatives first-hand as one of its stakeholders. Moreover, the Moon Jae-in administration's efforts to stimulate employment through state-owned enterprises were particularly noteworthy. Nonetheless, the researcher perceived that the objectives of these CSR endeavours were ambiguous and developed a curiosity regarding their tangible impact on the port sector. This professional background inspired an interest in understanding the implementation of CSR by PAs and the responses of their stakeholders to such initiatives.

Chapter 1 outlines the necessity and significance of this research. Additionally, it provides an overview of the thesis structure, delineating the content of each chapter.

1.1. Background

Ports play a pivotal role in promoting sustainability, as evidenced by the substantial advancements they have achieved in this domain (Chang et al. 2014; Kim and Chiang 2014). Furthermore, they are at the forefront of addressing environmental and societal concerns, as demonstrated by their initiatives to mitigate these challenges (Sislian et al. 2016; Lawer et al. 2019; Bermúdez et al. 2020). Climate change has emerged as a significant issue in port sustainability studies (Azarkamand et al. 2020a; Azarkamand et al. 2020b). The increased promotion of green ports suggests that port administrators are placing greater emphasis on this issue in order to respond appropriately to public opinion (Stein and Acciaro 2020).

CSR is increasingly associated with a range of beneficial factors in the maritime sector, as evidenced by a growing body of literature (Pawlik et al. 2012; Valenza and Damiano 2023). In relation to CSR, research has shown that environmental initiatives led by PAs can enhance the favourable perception of the local community and foster trust in the port (Ölcer and Ballini 2018). Furthermore, studies have identified a direct positive correlation between CSR efforts and economic benefits (Moon et al. 2018). Within the international shipping industry, it is widely believed that CSR provides companies with a competitive advantage by enabling them to differentiate their services, avoid interventions from port states, obtain permits to operate in environmentally sensitive regions, and improve their reputation when attracting new employees (Opoku-Dakwa et al. 2018; Stein and Acciaro 2020). Drobetz et al. (2014) argue that increased transparency in CSR reporting can reduce information costs for investors, potentially resulting in positive financial outcomes. Moreover, reducing the frequency of environmental incidents at a port can minimise damage-related costs, thereby enhancing the port's reputation for service quality and increasing its capacity to attract a larger customer base (Cheon et al. 2017).

According to research by Shin and Thai (2016), engaging in socially responsible activities within the shipping industry has a positive impact on customer satisfaction, which appears to be linked to public recognition of the company's efforts. Their study suggests that, in a highly competitive environment, a shipping company can achieve a competitive edge by addressing customer needs, thereby fostering lasting loyalty and commitment (Shin and Thai 2016).

Chapter 1. Introduction: Corporate Social Responsibility of the Port Authority

Port administrators and PAs have developed strategic plans and CSR reports that highlight the achievements of port management entities (Boza et al. 2017; de Vicente-Lama et al. 2021). These documents serve as instruments for communicating the progress made in sustainability and social responsibility. However, some critics contend that such reports are often employed as marketing tools rather than genuine affirmations of a port's commitment to sustainable practices (Michalska-Szajer et al. 2021). Despite this critique, the publication of CSR reports has broadened the platform for dialogue on sustainable port development (Parola et al. 2018). This trend has stimulated renewed interest among port professionals and scholars in the formulation of CSR strategies and their impact on port management (Moon et al. 2018; Cunha et al. 2023). Whilst environmental and social concerns have been on the agenda for several decades, it has been suggested that deregulation in the port sector has heightened the relevance of CSR initiatives led by PAs (Wang and Notteboom 2015). Consequently, there is a growing need for CSR strategies specifically tailored to the port context.

The implementation of CSR in the maritime sector has attracted increasing attention due to its potential economic benefits and rising international concern regarding the industry's environmental footprint (Valenza and Damiano 2023). Heightened media attention on events such as oil spills and strikes by port workers has intensified public scrutiny and raised questions about accountability within the industry (Vitellaro et al. 2022). In response, port management bodies have begun to shift their focus from profit maximisation towards the integration of sustainability performance indicators (Boza et al. 2017; Moon et al. 2018). This shift has underscored the importance of stakeholder engagement in port governance and fostered increased collaboration among port stakeholders (Bergqvist and Egels-Zandén 2012; Tijan et al. 2021).

The maritime sector's economic activities have been shown to produce a wide range of environmental and societal impacts (Wang and Notteboom 2015; Wagner 2017; Opoku-Dakwa et al. 2018; Michalska-Szajer et al. 2021; Vitellaro et al. 2022; Valenza and Damiano 2023). In response, PAs have been striving to mitigate the adverse effects on their communities while simultaneously maximising the value generated within their ports (Bergqvist and Egels-Zandén 2012; Moon et al. 2018). Acting in their role as landlords, PAs frequently play a central part in port development, affording them substantial influence over terminal operators and port users (Verhoeven 2010; Dooms et al. 2013; Tijan et al. 2021). It

is therefore imperative that PAs assume responsibility for addressing the social and environmental consequences of port operations and engage actively in efforts to mitigate these impacts.

1.2. Rationale for the Research

Carter and Jennings (2002) demonstrated that the logistics discipline has continuously explored and expanded the concept of CSR, eventually introducing the concept of logistics social responsibility¹ (LSR, hereafter). Similarly, stakeholders in the port sector are increasingly aware of comprehensive CSR initiatives (Ciliberti et al. 2008). Nevertheless, such initiatives are typically considered by relevant parties only when they are financially viable in the short term and do not adversely affect operational effectiveness (Notteboom and Winkelmans 2001; Stein and Acciaro 2020).

As such, PAs play a crucial role in moderating and resolving potential conflicts within ports, whilst safeguarding the commercial and economic interests of the port (Barros 2003; de Langen and van der Lugt 2017; Stein and Acciaro 2020). Moreover, given the public-private nature of numerous PAs worldwide, they are tasked with protecting the interests of both the general public and the local port communities (Chen 2009; Acciaro et al. 2014; van der Lugt et al. 2015). Consequently, stakeholder management can be regarded as one of the primary responsibilities of PAs (de Langen 2006; Verhoeven 2010; Dooms 2019; Ha et al. 2019).

Despite the acknowledged significance of PAs, empirical knowledge regarding the decision-making and implementation processes of CSR and stakeholder management by port management entities remains limited (Dooms 2019). For instance, projects such as Maasvlakte 2 in Rotterdam and the Deurganckdok in Antwerp experienced significant delays due to conflicts with stakeholders over environmental and governance issues (Lawer 2019;

¹ Logistics social responsibility encompasses concerns regarding the environment, ethics, diversity, working conditions, and human rights (Carter and Jennings 2002). The objective of this concept is to devise efficient strategies for low-impact goods mobility and material reuse (Carter and Jennings 2002).

Wiegmans et al. 2022). As a result, there has been an increasing emphasis on incorporating stakeholder management into port development and planning procedures (de Langen 2006; Hall et al. 2013; Notteboom et al. 2015).

While the current body of literature supports the integration of stakeholder management approaches into long-term strategic planning and decision-making within the port context (Dooms et al. 2004; Ravesteijn et al. 2014; Eskafi et al. 2019), there remains a dearth of empirical research examining the day-to-day practices involved in managing stakeholder interests (Dooms 2019).

The CSR activities of organisations are shaped by community influences (Marquis et al. 2007). This highlights the relevance of the present research, which seeks to explore CSR initiatives and stakeholder management strategies employed by PAs. Accordingly, exploring the influence of community-level stakeholders on CSR within the port sector constitutes an effective approach to achieving the research aim. The significance of stakeholders is shaped not only by the relationship between individual organisations and stakeholders but also by groups of stakeholders (Neville and Mengüç 2006). Therefore, understanding both individual and collective stakeholder demands is essential for the effective implementation of CSR in the port sector (van der Lugt et al. 2017; Dooms 2019). This suggests that comprehending interactions between stakeholders—including the PA itself—and exploring PA-led CSR from a holistic perspective is necessary for a full understanding of this phenomenon. This is more insightful than focusing solely on individual domains such as specific port planning, decision-making, or stakeholder conflicts (Brooks and Pallis 2008; de Langen 2009). Accordingly, this thesis adopts an analytical approach derived from grounded theory (GT) to explore these interactions. GT is widely recognised for its ability to generate theories through the identification of causal relationships, even in instances where existing literature is limited (Glaser and Strauss 1967; Strauss and Corbin 1990).

In light of the pivotal function that maritime export and import operations serve in the national economy (Jung 2011; Zang and Baimbridge 2012; Lee 2016), the Republic of Korea has implemented substantial measures to reform its ports, including the expansion of port facilities (Song 2008). These reforms have had a direct impact on the country's competitiveness in international trade (Lee and Rodrigue 2006; Yang 2009), making Korea a potentially representative case for examining the role and CSR of PAs.

Chapter 1. Introduction: Corporate Social Responsibility of the Port Authority

Existing literature has addressed the CSR of state-owned enterprises in Korea (Kim et al. 2018; Rim et al. 2019), evaluated terminal operating efficiency and effectiveness (Cullinane and Song 2003; Yeo et al. 2008; Lu and Park 2010; Den et al. 2016; Zheng and Park 2016), assessed the environmental impact of the port sector (Park and Yeo 2012; Chang 2013; Roh et al. 2023), and analysed the organisational structure and governance models of PAs as a result of port reform in Korea (Song and Lee 2006; Song 2008; Lee and Lam 2017; Song and Lee 2017). Despite these efforts, no empirical research has been conducted to comprehensively explore the CSR of PAs within the Korean context.

Prior research on CSR in the Korean port sector has primarily relied on annual reports from Korean PAs rather than peer-reviewed publications containing empirical evidence (Bang et al. 2010; Kim and Pyo 2018; Kweon et al. 2022). This underscores the importance and justification for this thesis. Annual reports from PAs do not provide convincing evidence that they fully reflect the diverse demands of stakeholders regarding CSR across multiple dimensions. Instead, they represent only the PAs' self-evaluations. An exploration into the mechanisms of interaction between PAs and stakeholders within the context of CSR in the Korean port sector would serve to substantiate the aim of this thesis.

As the first comprehensive investigation of PA CSR in South Korea, this study holds both practical and theoretical significance. On a practical level, the findings of this thesis will offer holistic insights to Korea's PAs, based on their own experiences and those of their stakeholders, leading to the development of more effective CSR initiatives. While existing research has discussed isolated achievements of CSR in the port sector, this thesis will bridge those gaps by exploring interactions between PAs and their stakeholders, as well as among the three pillars of CSR—environmental, economic, and social.

On a theoretical level, this thesis is significant and original in its derivation of emergent theory from data concerning PA CSR and stakeholder engagement. Additionally, this theory will be compared with existing theories—namely, the matching framework theory and stakeholder theory—to further develop existing frameworks in the context of PA CSR, with enhanced explanatory power and predictive capacity. To effectively address and mitigate the negative societal and environmental impacts associated with port operations, the role of PAs is of paramount importance. As such, the development of a substantive theory in this thesis would serve to enhance CSR initiatives undertaken by PAs.

1.3. Research Scope

CSR encompasses a multitude of perspectives and necessitates a clearly defined scope in order to generate meaningful insights. This thesis focuses on the exploration of CSR and stakeholder management strategies employed by PAs. Effective stakeholder management is crucial for the successful implementation of CSR initiatives from the perspective of PAs (van der Lugt et al. 2017; Dooms 2019).

The unit of analysis for this thesis comprises various entities associated with the port, including the PA, logistics service providers, and relevant public sector bodies. However, given the PA's leading role in the planning and execution of CSR initiatives, the core analytical focus centres on the PA and its perspective. Other entities within the port sector play supplementary roles, such as corroborating the PA's assertions or highlighting discrepancies where stakeholder experiences diverge from those of the PA. This approach is pragmatically suited to investigating real-world phenomena within the framework of pragmatism. The research examines the interests of these parties and the CSR practices of the PA in the context of cooperation and hierarchical relationships.

This thesis is contextually situated in the Port of Incheon, Republic of Korea. South Korea serves as an exemplary case for port-related research due to its export-oriented economic policy and heavy reliance on international trade (Zang and Baimbridge 2012; Lee 2016). In an effort to enhance its competitiveness in global trade, the Korean government prioritised the development of the port sector. Consequently, port reform initiatives were undertaken to boost productivity and improve operational efficiency (Cullinane and Song 2003; Song and Lee 2022). These efforts have resulted in notable success. According to reports from the World Bank (2023) and the World Trade Organization (2023), Korea ranks fourth and sixth globally in terms of container transport volume and merchandise trade value, respectively. In light of the significance of PAs and their CSR practices, this research can make a substantial contribution to the existing body of knowledge.

1.4. Research Objectives and Questions

The primary aim of this thesis is to explore the CSR initiatives and stakeholder management strategies adopted by PAs. In pursuit of this aim, it is necessary to explore the contributions of PAs to economic, social, environmental, and regional development—particularly through the implementation of CSR initiatives within the context of South Korea—in order to support the formulation of a substantive theory that advances the overarching research aim. To achieve this, it is crucial to identify and analyse current CSR practices at the selected port. Moreover, it is essential to explore the stakeholder management strategies employed by PAs, as these play a pivotal role in the development and execution of CSR programmes.

The research inquiry comprises two primary research questions. The first research question concerns the identification and analysis of CSR practices; it aims to identify the primary CSR initiatives implemented by PA in South Korea. The holistic pillars and structure of CSR, which demonstrate the factors that influence the PA's selection of CSR initiatives, are significant because they can indicate the areas where CSR efforts should be targeted. The determination of significant factors that influence the port sector forms the basis for these pillars. By identifying and categorising CSR initiatives, a solid foundation can be established for comprehending the phenomenon associated with PAs' CSR initiatives. Therefore, the initial research question is as follows:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

The second research question explores the stakeholder management strategies implemented by PAs within the framework of CSR. This inquiry comprises several sub-questions that address the criteria for prioritisation and categorisation of stakeholders, the specific strategies taken to manage stakeholders, the determinants that influence the execution and the outcomes

Chapter 1. Introduction: Corporate Social Responsibility of the Port Authority

of these strategies. In the pursuit of achieving its research aims, this study explores these strategies, addressing a gap in the literature. Previous research on CSR in the context of ports has predominantly focused either on the individual-level outcomes of CSR initiatives or on theoretical frameworks, without adopting a comprehensive perspective that incorporates diverse stakeholders. (Doom 2019).

RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

This thesis, presented as a case study grounded in pragmatic epistemology, employs qualitative semi-structured interviews and an analytical tool derived from GT to address the research questions. The interviews are continued until the result of data analysis indicates that theoretical saturation has been reached. The data analysis follows the coding procedures derived from Straussian GT, which includes open coding, axial coding, and selective coding. During the open coding process, various concepts are identified and formulated into categories based on their properties and dimensions. The axial coding process involves analysing causal relationships and interactions between categories to develop paradigm models. Finally, the selective coding process results in the emergence of a core category, leading to the generation of a substantive theory. The findings and resulting substantive theory are expected to provide insight into the nature of CSR in relation to PA and explain strategies for stakeholder management in the context of CSR.

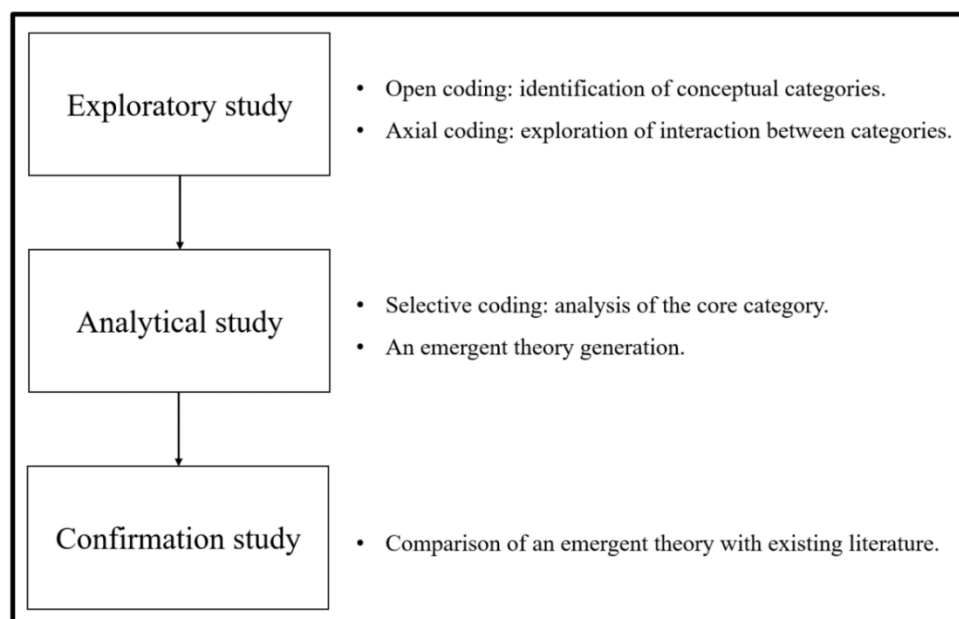
1.5. Research Framework

Exploratory study: In this phase, this thesis will employ coding process derived from GT to identify and analyse codes, concepts, and categories. This will entail the generation of an axial coding paradigm to comprehend a specific phenomenon within this thesis based on causal, contextual, and intervening conditions, as well as the central phenomenon, action/interaction strategies, and consequences.

Analytical study: Through the application of open and axial coding techniques, this study will attain a lucid understanding of the phenomenon and the relationships between categories. During this phase, this study will initially identify a core category that integrates and represents the discovered concepts and categories and elucidates research findings in an abstract manner. Subsequently, this phase will propose an emergent theory.

Confirmatory study: This phase will corroborate an emergent theory by discussing the similarities and differences between findings from previous phases and extant literature on antecedents. This phase will confirm the validation of an emergent theory and determine whether they constitute a substantive theory that advances existing theories within the context of PA's CSR.

Figure 1-1: Methodological Path of This Thesis



(Source: Author)

1.6 Structure of the Thesis

This thesis comprises seven chapters.

Chapter 1 provides an overview of the research background and establishes the rationale for this study. The scope of the research is defined, and the objectives and research questions are presented. This chapter illustrates the research framework and the thesis structure.

Additionally, this chapter demonstrates the significance of this research and explains how this research will be carried out.

Chapter 2 presents a comprehensive review of the extant literature on CSR within the context of PAs. Initially, thematic analyses of the concepts of CSR and PA are conducted, in addition to an examination of relevant theories within this domain. Subsequently, the findings are delineated around systematic review of CSR practices in the port sector, with a discussion on the implications and limitations of the current body of literature. This chapter also describes a holistic examination of existing CSR research in the port context and identifies research gaps from extant literature.

Chapter 3 outlines the methodology utilised in this thesis. It begins by presenting the overarching research design, including its philosophical underpinnings and research approach. Subsequently, it provides a justification for the case selection of this study and the adoption of derived analytical approach from GT. Furthermore, this chapter details the methods employed for data collection and analysis to address the research questions. In addition to methodological considerations, this chapter also discusses the ethical considerations of this thesis to ensure the protection of research participants.

Chapter 4 concentrates on identifying and analysing CSR by PA. The coding processes proposed by Strauss and Corbin (1990; 1998), based on GT enables the analysis of phenomena and enhances understanding of relationships between categories. In accordance with research question 1, it initially explores various CSR initiatives and subsequently categorises them to facilitate a more comprehensive understanding. These categories are used to construct a paradigm model that highlights a holistic understanding of CSR implemented by PA.

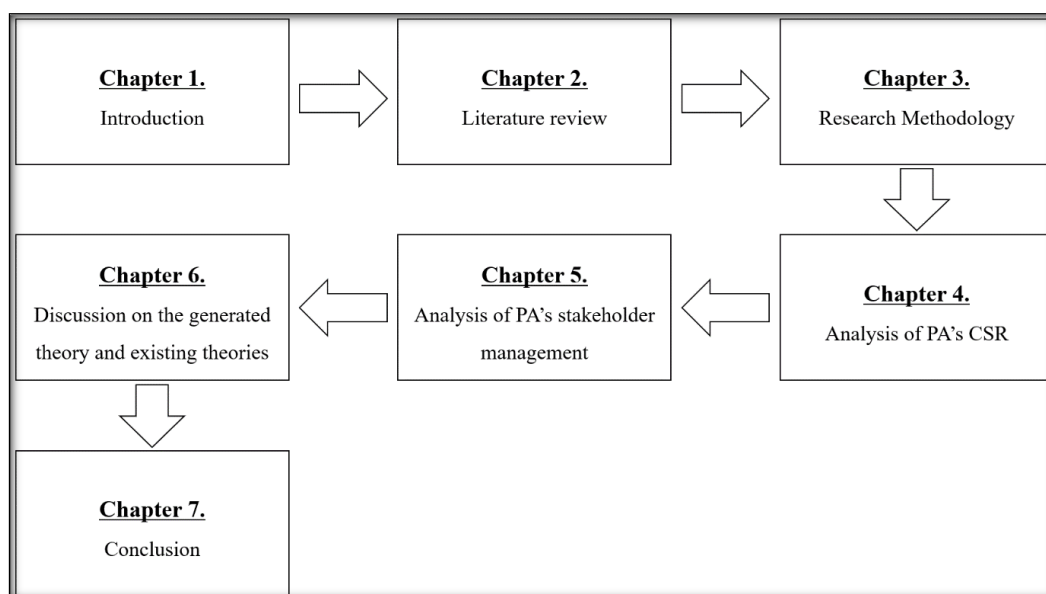
Chapter 1. Introduction: Corporate Social Responsibility of the Port Authority

Chapter 5 scrutinises the stakeholder management strategies of PA within the framework of CSR. It explains the port governance model that facilitates model that facilitates communication between PA and their stakeholders communication between PA and their stakeholders. In conjunction with Chapter 4, the utilisation of GT in this chapter serves as an analytical instrument for the collected data and addresses the second research question. The findings presented in this chapter are combined with those from Chapter 4 to develop a substantive theory concerning PA's CSR initiatives and stakeholder management.

Chapter 6 discusses the results from Chapters 4 and 5 in relation to existing concepts and theories. By comparing a substantive theory developed in Chapter 5 with the theories discussed in the literature review, this thesis enhances the robustness and resilience of a substantive theory. Additionally, this comparison creates new possibilities for developing existing theories using the insight from a substantive theory (Corbin and Strauss 2008).

Chapter 7 provides a thorough synthesis of the significant research findings discussed in preceding chapters, offering deeper insights into the theoretical and practical implications for academia, central and local authorities, PA, and PA's stakeholders. Furthermore, this chapter acknowledges the inherent limitations of the present thesis and outlines an agenda for future research.

Figure 1-2: Thesis Structure



(Source: Author)

1.7. Concluding Remarks

This chapter elucidated the growing expectations placed upon PAs' CSR initiatives and identified research domains that remain inadequately investigated. Drawing upon these identified research gaps, this chapter aimed to establish research objectives that delve into the correlation between the PA's CSR activities and their stakeholder management practices. Consequently, two primary research questions arise: 1) How do PAs and their stakeholders comprehend CSR? and 2) How do PAs effectively govern themselves and engage with stakeholders in the realm of CSR?

To explore these research inquiries, a robust research framework encompassing exploratory, analytical, and confirmatory studies was introduced. This chapter further delineated the research scope by explicitly specifying that the Republic of Korea will serve as the primary focal point of this investigation. Moreover, a comprehensive overview of the thesis structure was provided.

This chapter provided a compelling argument for the necessity of conducting research on CSR among PAs, while also presenting a methodology aimed at attaining this objective. The subsequent chapter will undertake a comprehensive examination of the current body of literature pertaining to CSR within the realm of port studies, with the specific intention of identifying theoretical and methodological deficiencies. Specifically, it will strive to uncover research gaps that have yet to be adequately addressed by prior studies, thereby formulating relevant research inquiries based on these findings.

Chapter 2

Literature Review

Over the past five decades, Corporate Social Responsibility (CSR, hereafter) has attracted considerable attention from both academics and practitioners (Ferramosca and Verona 2020). This interest has led to a proliferation of research from diverse perspectives, resulting in CSR's emergence as a rapidly expanding field of inquiry (Lamberti and Lettieri, 2009; Cohen and Simnett 2015). The increasing focus on CSR research can largely be attributed to environmental and social crises, with particular emphasis on issues such as pollution, employment, and safety (Vanelslander 2016; Muafi 2017). In addition, traditional research interests concerning the economic impact of CSR on port sectors—such as port effectiveness and competitiveness—have been consistently explored and debated (Tsatsaronis et al. 2022; Anderson et al. 2023). Existing scholarship encompasses a variety of CSR models and strategies (Kim 2011; Hahn 2013; Carroll et al. 2015; Marques-Mendes and Santos 2016), among other dimensions of CSR.

This chapter offers a comprehensive review of the extant literature on CSR and identifies notable gaps, particularly in relation to the Port Authority (PA, hereafter) and their stakeholders. To facilitate a thorough examination of the current body of knowledge, the chapter is structured in two phases. The first phase presents a thematic review of key concepts, including CSR, PAs, and relevant theoretical frameworks. The second phase comprises a systematic literature review, focusing on specialised studies pertaining to CSR within the port sector, and evaluates them in a structured and rigorous manner. The findings of this review highlight significant research gaps, which form the logical foundation for the formulation of this study's research questions.

2.1. What is Corporate Social Responsibility?

CSR is commonly defined by scholars as the efforts undertaken by organisations to contribute to society and foster positive relationships with their stakeholders through the identification and resolution of social issues. This definition has been supported by numerous studies, including those by Grunig and Hunt (1984), Buono and Nicholas (1990), Clarkson (1995), Donaldson and Preston (1995), Wood and Jones (1995), and Henrique and Sadorsky (1999).

The concept of CSR was first introduced by scholars in the 1930s and gained prominence following the publication of Howard R. Bowen's seminal work *Social Responsibilities of the Businessman* in 1953. Bowen (1953) argued that CSR constitutes the obligation of businesses to pursue policies and make decisions that are consistent with societal values.

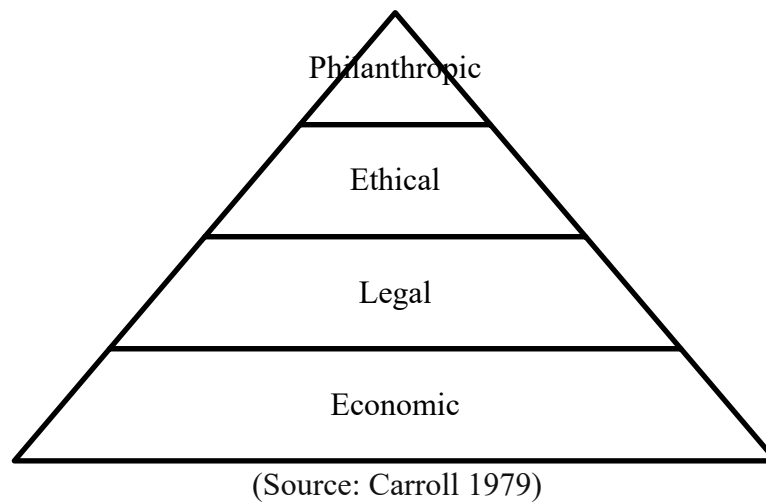
CSR attracted considerable scholarly attention during the 1960s, with various definitions being proposed. Eells and Walton (1961), cited in Walton (1998, p. 53), suggested that CSR should be understood in relation to the issues arising from organisational operations. Building on this, McGuire (1963) contended that CSR encompasses not only economic and legal obligations but also responsibilities to the broader society. In the 1970s, Sethi (1975) conceptualised CSR through three dimensions: social obligation, social responsibility, and social responsiveness. Davis and Blomstrom (1975) defined CSR as an organisational obligation to enhance societal welfare while simultaneously serving corporate interests.

In 1979, Carroll synthesised existing literature to propose a more comprehensive definition of CSR. According to Carroll (1979), socially responsible organisations fulfil not only their economic and legal duties but also their ethical and philanthropic responsibilities. In this view, organisations comply with legal standards while actively pursuing broader societal goals, thereby embodying the notion of corporate citizenship. Carroll (1979) introduced a hierarchical framework for understanding CSR, comprising four categories:

(1) Philanthropic responsibility: The duty of organisations to contribute to society through charitable acts and donations that serve the public interest;

- (2) Ethical responsibility: Responsibilities that extend beyond adherence to legal standards, including adherence to social norms and universal values;
- (3) Legal responsibility: The obligation to comply with laws and assume liability in the pursuit of profit;
- (4) Economic responsibility: The duty to produce optimised products, services, and profits that benefit society, including job creation and added value.

Figure 2-1: The Corporate Social Responsibility Pyramid



In the 1990s, Buono and Nicholas (1990) argued that organisations should not only serve a broad range of stakeholders, including shareholders, but also prioritise the realisation of human dignity beyond economic considerations. Wood (1991) emphasised the importance of the social response process as a key dimension of implementing CSR.

Donaldson and Preston (1995) and Swanson (1995) suggested that certain CSR practices—such as philanthropic donations and welfare policies—may function as expressions of organisational power or ostentation. Furthermore, Clarkson (1995), Donaldson and Preston (1995), and Wood and Jones (1995) critiqued the concept of ‘society’ as overly broad and ambiguous for analytical purposes, advocating instead for a stakeholder-focused approach.

Expanding on this perspective, Brown and Dacin (1997) defined CSR as an organisation's positioning and actions in relation to its perceived societal obligations.

In the 21st century, the global expansion of organisational operations has elevated the role and significance of CSR (Jamali and Mirshak, 2007). Consequently, efforts have been made to standardise CSR practices internationally. For instance, the Global Reporting Initiative (GRI) introduced sustainability reporting guidelines in 1999 (Global Reporting Initiative, 2023), which align closely with ISO 26000:2010—*Guidance on Social Responsibility*—established by the International Organization for Standardization (ISO) in 2010.

Since 2010, CSR initiatives have increasingly emphasised the integration of societal, environmental, and governance factors into business practices, with a particular focus on sustainability. Porter and Kramer (2011), for example, introduced the concept of Creating Shared Value (CSV), which highlights the importance of addressing societal challenges while enhancing business performance. Similarly, Chandler (2016) defines CSR as the sustainable creation of value for organisations. In contrast, Harrison et al. (2013) argue that CSR contributes to competitive advantage, functioning as a strategic tool for strengthening stakeholder loyalty. Accordingly, CSR may be more accurately viewed not merely as a set of voluntary activities, but as an essential component of strategic business management.

Table 2-1: Definitions of Corporate Social Responsibility

Bowen (1953)	Obligations refer to behaviours that are desirable for the purposes and values of society. These behaviours guide organisations in making decisions and pursuing principles.
Eells and Walton (1961)	Organisations can adhere to ethical principles by engaging in desirable activities that foster positive relationships between the organisation and society.
McGuire (1963)	Organisations not only fulfil their economic and legal obligations to society, but also carry out general duties that extend beyond those obligations for the benefit of society as a whole.
Sethi (1975)	Activities that are in alignment with societal norms, values, and expectations, and that adhere to legal and economic obligations.
Carroll (1979)	Organisations fulfil their economic, legal, ethical, and philanthropic responsibilities to society in a timely manner.
Donaldson and Preston (1995)	Certain approaches to CSR, including philanthropic donations and welfare policies, may serve as a means of ostentation and an expression of an organisations' power.
Brown and Dacin (1997)	Organisations' circumstances and actions with respect to social responsibility.
International Organization for Standardization (2010)	CSR enables businesses and organisations to implement principles and translate them into effective actions.
Porter and Kramer (2011)	CSV enables the simultaneous pursuit of economic, social, and environmental benefits, and this concept is likely to supersede traditional CSR.

Harrison et al. (2013)	CSR serves as a strategic instrument for organisations to improve their reputation, cultivate trust, and strengthen loyalty among stakeholders. An active commitment to CSR can result in significant competitive advantages.
Chandler (2016)	Sustainable value is the main objective of CSR.

(Source: Author)

2.1.1. The Evolution of CSR Dimensions

The dimensions of CSR have evolved in line with scholarly research on the definition of CSR. This thesis presents a timeline that illustrates the changing understanding of the dimensions of CSR. Initially, Howard Bowen, often referred to as the father of CSR, defined CSR as the obligation of businessmen (a term reflecting the language of the time) to take decisions and actions that align with the objectives and values of society (Bowen 1953; Carroll 1999). Similarly, the early concept of CSR in the 1950s emphasised corporate philanthropy and the responsibility to contribute to the public good (Carroll 2008). This approach typically involved financial donations to charities and voluntary work (Carroll 2008).

The conceptualisation of CSR has evolved from philanthropic activities to regulated practices since the 1970s (Hamidu et al. 2015). During this time, scholarly attention was primarily directed towards the ethical dimension of CSR; consequently, ethical business practices, legal responsibilities, and management of stakeholder relations emerged as key areas of focus (Carroll 1979; Brown and Dacin 1997). The emergence of procurement of fair-trade tea and coffee can be attributed to this approach (Castaldo et al. 2009). In the 21st century, organisations have increasingly recognised the strategic value of CSR in achieving environmental sustainability, transparency, and financial performance (Brammer and Millington 2008; Surroca et al. 2010; Whelan 2012). The evolution of CSR dimensions is illustrated in the following figure.

Figure 2-2: Dimensions of CSR

Period & Focus Area	Summary of Dimensions
1950's – 1960's <ul style="list-style-type: none">• Religious & Humane philosophies• Community development• Unregulated philanthropy• Poverty alleviation• Obligation to the society	Philanthropy
1970's – 1980's <ul style="list-style-type: none">• Extension of CSR commitments• CSR as symbol of Corporate citizenship• Stakeholder relationship management• Corporate reputation• Socio-economic priorities• Bridging governance gap• Stakeholders rights• Legal & Ethical responsibilities	Regulated CSR
1990's – 21st Century <ul style="list-style-type: none">• Competitive strategy• Environmental protection• Sustainability• Internationalisation of CSR standards• Transparency & accountability	Instrumental/Strategic CSR

(Source: Hamidu et al. 2015, p. 85)

The conceptualisation of CSR has undergone a transformation from an ethical standpoint to a results-oriented approach. The focus of analysis has shifted from a macro-societal level to the organisational unit from the 1950s to the present (Hamidu et al. 2015). Falck and Heblich (2007, p. 253) posited that the fundamental principle behind the implementation of CSR is now 'doing good to do well'. Therefore, defining CSR solely in terms of adherence to legal standards may lead to differing opinions in the current decade. This is due to the diverse and inconsistent legal standards and enforcement practices worldwide, as well as the emergence of specific CSR legislation in certain regions (Kolk 2016). As noted by Hamidu et al. (2015), the dimension of CSR has extended to include instrumental and strategic forms in the 21st century. This expansion is driven by the increasing demands placed on businesses by society, influenced by discussions surrounding CSR and associated concepts such as sustainability, the triple bottom line, and corporate citizenship (Kolk 2016). These concepts involve separate

yet interconnected debates, highlighting the involvement of stakeholders alongside the conventional focus on shareholder value (Kolk 2016). Kolk (2016) explains:

“a body of knowledge on environmental management (and organizations and the environment) has laid the foundations for understanding ‘the greening of business’, and so have business ethics and business & society (or ‘social issues in management’ in terms of the Academy of Management) with regard to CSR and corporate citizenship; and development studies in relation to sustainable development (Kolk 2016, pp. 5)”

The merging of these ideas is evident in practices such as corporate accountability and the disclosure of non-financial information across different domains.

Shim et al. (2021) illustrated that by engaging in CSR practices, organisations can become more cognisant of their effects on society, encompassing economic, social, and environmental dimensions - the Triple Bottom Line² (TBL, hereafter). As a subfield of CSR, TBL provides a rationale for why CSR initiatives must include consideration of the three pillars - social, environmental, and financial - for long-term planning and their influence on an organisation’s innovation strategies (Mendes et al. 2021). TBL posits that businesses should consider social, environmental, and financial implications to make decisions that benefit both the organisation and the community (Wilson 2015). Traditional business decision-making processes involve weighing expected costs and benefits (Hammer and Pivo 2017; Gu et al. 2021). However, the TBL approach necessitates consideration of all three dimensions from the outset (Azevedo and Barros 2017).

² The term Triple Bottom Line refers to the three pillars of sustainability that organisations should strive to achieve (Elkington 1994). The traditional bottom line refers to an organisation’s net profit as represented in financial statements (Elkington 1998). However, Elkington (1994) argued that an organisation’s success should not be evaluated solely on its financial performance, but also on its impact on society and the environment.

Aguilera et al. (2007) and Aguinis and Glavas (2012) extensively explore business environmental management and sustainability, emphasising that ‘pollution’ has been widely studied in relation to its causes, forms, methodologies, impacts, and associated factors, offering valuable perspectives on CSR-related topics. Furthermore, Kolk (2016) suggests that future research should prioritise underrepresented countries, subsidiaries, and types of firms, advocating for a move away from additional comparative studies. By presenting data on each dimension using a common metric, decision-makers can more effectively evaluate the impact of their choices and assess their appropriateness (Elkington 1998).

The evolution of CSR dimensions remains the focus of ongoing debate, particularly concerning stakeholder and shareholder perspectives. Milton Friedman (1970) and scholars aligned with his viewpoint argue that the primary responsibility of a corporation is to maximise profits for its shareholders. They maintain that adhering to the legal requirements of the countries in which a company operates is sufficient to meet its social obligations (Babalola 2012). Friedman’s influence persists in the belief that individuals should retain the freedom to donate their own money to social causes, while corporations should not increase prices to support nonprofit-related objectives (Friedman 1970; Babalola 2012; Orlitzky 2015).

Moreover, the effectiveness of CSR remains widely debated. Proponents argue that companies engaging in CSR are less likely to exploit employees or local communities (Vanhamme and Grobben 2009; Huang and Liu 2020). Conversely, critics contend that CSR may impose external values on local communities, leading to unintended and potentially harmful consequences (Devenin and Bianchi 2018).

Hamidu et al. (2015) proposed a framework for understanding CSR that includes five core characteristics: voluntary actions, internalising or managing externalities³, a multiple stakeholder orientation, alignment of social and economic responsibilities⁴, and the adoption of practices and values that reflect these characteristics. Armstrong et al. (2013) argued that CSR should remain voluntary in nature, in comparison with the concept of corporate social irresponsibility⁵, as compulsory programmes can disrupt individual intentions and preferences, distort the allocation of resources, and increase the likelihood of irresponsible decision-making. However, Ganguly et al. (2023) suggested that government regulation and enforcement could serve as an alternative approach to CSR.

Despite ongoing debates within both academic and industry contexts regarding the nature and impact of CSR, ISO introduced ISO 26000:2010 – *Social Responsibility* – on 1 November 2010 (ISO 2010). This standard outlines seven fundamental principles: accountability, transparency, ethical behaviour, respect for stakeholder interests, respect for the rule of law, respect for international norms of behaviour, and respect for human rights (International Organization for Standardization 2010). Kumar (2022) identified the primary stakeholder groups required to adhere to these international social responsibility standards as including governments, industries, labour groups, consumers, and non-governmental organisations (NGOs). These standards are applicable to all organisations operating within the international community (ISO 2010). Table 2-2 illustrates the diversity of perspectives and approaches to CSR in the context of business studies.

³ The externality of CSR refers to factors that affect the rights of stakeholders but are not directly considered in an organisation's decision-making process (Hamidu et al. 2015).

⁴ This characteristic suggests that CSR reconciles the social and economic responsibilities of various stakeholders and balances their interests (Key and Edmondson 1999).

⁵ Corporate social irresponsibility refers to organisations behaving in opposition to their legal and ethical requirements (Armstrong et al. 2013) within the three pillars of TBL.

Table 2-2: Perspectives and Approaches to CSR

Perspectives	Approaches
Societal perspective	<ul style="list-style-type: none">• Corporations are one of the members of society and have roles and responsibilities as corporate citizens.• CSR is the inherent social obligation of businesses.• If CSR is not properly conducted, it can lead to social criticism.
Stakeholder perspective	<ul style="list-style-type: none">• Businesses must assume responsibility towards stakeholders who are directly or indirectly impacted by corporate activities.• Businesses must maintain positive relationships with stakeholders because they generate profit through numerous interactions with them.
Ethical perspective	<ul style="list-style-type: none">• CSR is not merely activities induced by corporate understanding, but ethical actions based on the company's own judgments of right and wrong.• Corporations must operate as a social entity, while also being ethical and conducting morally justifiable business activities.
Economic perspective	<ul style="list-style-type: none">• CSR is the management process through which businesses adapt to and engage with society.• If corporations do not engage in CSR, they may face mandatory regulatory and legal restrictions.• CSR can be seen as a new business opportunity and understood as a long-term investment.• CSR should be implemented in a manner that aligns with generating corporate profits.
Environmental perspective	<ul style="list-style-type: none">• Consideration of environmental concerns in corporate management processes as an obligation for environmental protection.• Eco-friendly management.

(Source: Maignan et al. 2005; Dahlsrud 2008; Werther and Chandler 2010)

2.1.1.1. Discussion of Stakeholders and CSR

Emshoff and Freeman (1978) propose two principles for stakeholder management. First, core objectives should aim to maximise harmony between organisational goals and the systems developed by stakeholder groups. Second, the most effective method of managing stakeholder relationships is to address stakeholder-related issues simultaneously. In other words, aligning the goals of society—as shaped by both stakeholders and organisations—and managing the demands of diverse stakeholder groups represents the most impactful approach. Early stakeholder research, therefore, primarily focused on an organisation's financial performance.

Freeman (1984) argues that organisations should take responsibility for a range of stakeholders, including but not limited to shareholders. This argument elevates the role of ethics in stakeholder management. Furthermore, Donaldson and Preston (1995) define stakeholders as individuals or groups with an interest in business activities and emphasise the importance of maintaining relationships with all relevant stakeholders. Accordingly, socially responsible organisations should respond to stakeholder demands and seek to balance the interests of multiple stakeholder groups (Donaldson and Preston 1995).

The relationship between CSR and stakeholders has been widely explored (Carroll 1991; Clarkson 1995; Davenport 2000; Jensen 2002; Dawkins and Lewis 2003; Sen et al. 2006). Jones (1980) extended the scope of CSR from shareholders to broader social actors, while Davidson (1994) identified the beneficiaries of CSR as society and the individuals who comprise it. Maignan and Ferrell (2000) further defined CSR as an initiative to fulfil the economic, ethical, and legal responsibilities expected by diverse stakeholders, thereby reinforcing the view that stakeholders are the appropriate focus of CSR.

2.1.1.2. The Confluence of CSR and Sustainability

In the 21st century, efforts to extend the scope of CSR to include a broader range of stakeholders have received increasing attention. These efforts emphasise ethical imperatives that link organisations with society and are rooted in ecological economics, particularly focusing on environmental considerations. In 1999, the United Nations introduced the UN Global Compact, which outlined nine principles relating to human rights, labour, and the environment. In alignment with this movement, the scope of organisational responsibility has expanded. In other words, organisations are now considered responsible not only to current stakeholders but also to future generations. This development gave rise to the concept of sustainable development, which requires a holistic approach to decision-making—one that balances social, environmental, and economic factors for long-term, equitable growth.

Gladwin and Kennelly (1995) define sustainable development as a process of comprehensive, continuous, and secure growth. However, challenges may emerge in articulating the practical steps and action plans needed to realise sustainable development. Wheeler et al. (2003) argue that sustainability represents an aspirational ideal for both businesses and society, aiming to produce outcomes aligned with social, environmental, and economic sustainability. This perspective broadens CSR's scope to incorporate future generations as stakeholders.

A study by Kolk (2016) highlights the convergence between CSR and sustainability. Her literature review within the context of CSR and International Business shows that academic publications on CSR were relatively limited during the 1990s and 2000s but increased as interest in sustainability-related issues, such as environmental degradation and poverty, grew. Kolk (2016) attributes this trend to two interrelated factors: the complementary relationship between CSR and sustainability, and their increasing convergence. First, the evolving international business environment demands broader, long-term perspectives from multinational enterprises, which are under mounting pressure to implement CSR and sustainability practices across global supply chains. Second, sustainability adopts a holistic view of economic, environmental, and social dimensions, thereby expanding the conceptual and operational boundaries of CSR.

In 2015, the United Nations General Assembly adopted the Sustainable Development Goals (SDGs), with the aim of achieving them by 2030 (UN 2024). The SDGs comprise 17 goals

and 169 targets, addressing a wide range of issues: human concerns (e.g. poverty, health, education, gender equality, displacement, and armed conflict); environmental challenges (e.g. climate change, energy, pollution, water resources, and biodiversity); and socio-economic topics (e.g. technology, housing, labour relations, employment, production and consumption, legal structures, and both domestic and global economies). As these goals constitute key priorities for governments worldwide, the integration of CSR with sustainability is expected to accelerate (Lu et al. 2021).

Table 2-3: United Nations Sustainable Development Goals

Goals	Approaches to achieve goal
Goal 1: No poverty	Ending all forms of poverty.
Goal 2: Zero hunger	Eradicating hunger, ensuring food security, and promoting sustainable agricultural development.
Goal 3: Good health and well-being	Ensuring health and promoting well-being for people of all ages.
Goal 4: Quality education	Providing quality inclusive education and lifelong learning opportunities.
Goal 5: Gender equality	Achieving gender equality and empowering all women and girls.
Goal 6: Clean water and sanitation	Ensuring access to water and sanitation and promoting sustainable management.
Goal 7: Affordable and clean energy	Providing affordable and sustainable energy.
Goal 8: Decent work and economic growth	Promoting sustainable economic growth, quality jobs, and employment security.
Goal 9: Industry, innovation and infrastructure	Building infrastructure and promoting sustainable industrialisation.
Goal 10: Reduced inequalities	Reducing inequality within and between countries.

Goals	Approaches to achieve goal
Goal 11: Sustainable cities and communities	Safe, resilient, and sustainable cities and human settlements.
Goal 12: Responsible consumption and production	Ensuring sustainable consumption and production patterns.
Goal 13: Climate action	Mitigating the impact of climate change and taking urgent action.
Goal 14: Life below water	Sustainable conservation efforts for oceans, seas, and marine resources.
Goal 15: Life on land	Conservation of terrestrial ecosystems, forest preservation, combating desertification, and maintaining biodiversity.
Goal 16: Peace, justice and strong institutions	Promoting peaceful and inclusive societies, establishing accessible judicial systems and inclusive administrative systems for all.
Goal 17: Partnership for the goals	Strengthening the means of implementation of these goals and activating global partnerships between businesses, parliaments, and countries.

(Source: Morton et al. 2017, p. 86)

2.1.1.3. Strategic CSR: Convergence of Social and Organisational interests

Husted and Allen (2007) distinguish between traditional and strategic CSR across five key dimensions: visibility, appropriability, voluntarism, centrality, and proactivity. They extend the concept of CSR by framing it within a strategic perspective. Strategic CSR entails actively ensuring that a company's efforts are visibly recognised by various stakeholders associated with the organisation. This approach is rooted in the objective of addressing social

issues while simultaneously generating additional value through engagement with a diverse range of stakeholders. It is argued that this approach differs substantially from traditional CSR.

Table 2-4: A Comparison of Traditional and Strategic CSR

	Traditional CSR	Strategic CSR
Visibility	Doing good is creating long-term performance for an organisation.	To make customers and stakeholders recognise CSR values in products and services.
Appropriability	Doing good is creating long-term performance for an organisation.	To create value for the organisation, organisations aim to manage relationships with stakeholders.
Voluntarism	Desire to engage in social activities beyond the organisation's profits or legal requirements.	Participating in social activities beyond the interests of the organisation or legal requirements.
Centrality	Doing good is about responding to social demands, regardless of the organisation's core business.	By linking social issues, create value and innovation in products and services.
Proactivity	Predicting change in social issues.	Predicting change in social issues that become opportunity factors.

(Source: Husted and Allen 2007)

Porter and Kramer (2006) contend that CSR should no longer be regarded as a cost but rather as an investment capable of creating a competitive advantage, thereby emphasising the importance of strategic CSR. Furthermore, Porter and Kramer (2011) introduce the concept of Creating Shared Value (CSV) as a form of strategic CSR designed to maximise both economic and social value simultaneously.

In other words, the view that profits generated by organisations should simply be returned to society to address social problems is to be avoided. Instead, organisations ought to pursue mutual interests that benefit both business and society, recognising the interdependence between community development and organisational success. Consequently, while organisations continue to engage in CSR initiatives with a philanthropic focus, there is a stronger emphasis on aligning economic profits with social benefits (Porter and Kramer 2011). Creating Shared Value (CSV), as a practical application of strategic CSR, appears to be an effective tool for embedding CSR within core business activities.

Table 2-5: Creating Shared Value

Category	Economic value	Social value
Reconceiving products and markets	Market creation, market growth, and revenue increase.	Health promotion and nutrition/education improvement.
Redefining productivity in the value chain	Improvement of operational processes, reduction of logistics costs, and quality improvement.	Energy consumption reduction (environmental improvement) and dissemination of new technologies (bridging the information gap).
Building local cluster development	Improvement of supply and distribution infrastructure.	Employment expansion (job creation) and regional revitalisation (infrastructure improvement).

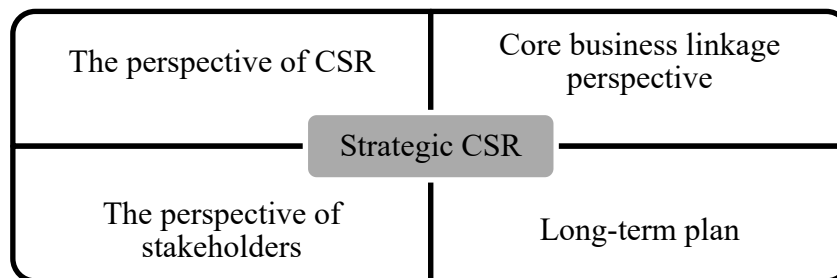
(Source: Porter and Kramer 2011)

CSR has evolved into a strategic concept, with strategic CSR encompassing both corporate profits and ethical obligations (Porter and Kramer 2011). In other words, social responsibilities are not imposed on organisations unilaterally; instead, society benefits when organisations adopt strategic CSR practices that also enhance their competitive advantage.

2.1.1.4. The Key Characteristics of Strategic CSR

Werther and Chandler (2010) define strategic CSR as an activity that integrates a holistic perspective into the strategic planning and core business of a company, considering the needs of various stakeholders, with the objective of maximising both economic and social value over the medium to long term. Moreover, key factors in the strategic dimension lie within the realm of social attention, which is closely aligned with an organisation's core business (Porter and Kramer 2006; Werther and Chandler 2010). In other words, organisations should develop strategies that address social issues, prioritising these over the sole pursuit of profit. As a detailed action plan for implementing strategic CSR, Werther and Chandler (2010) outline four components.

Figure 2-3: Components of Strategic CSR



(Source: Werther and Chandler 2010)

The perspective of CSR should be integrated into organisations' strategic planning. The CSR perspective refers to the intersection between an organisation's business domain and its social issues, whereby addressing CSR-related matters generates new business opportunities and enables CSR to be leveraged as a strategic asset (Werther and Chandler 2010). A comprehensive understanding of the issues pertinent to an organisation is essential for incorporating CSR into its decision-making processes (Porter and Kramer 2006). The interaction between organisations and social issues can be categorised into three main areas: general social issues that are not directly related to the organisation, business operations within society that the organisation influences, and the limitations imposed by the external environment (Werther and Chandler 2010). Porter and Kramer (2006) distinguish between

responsive CSR and strategic CSR in their conceptualisation of CSR. Responsive CSR focuses on managing the value chain to avoid negative impacts arising from social problems and on intervening in social issues not directly relevant to the organisation. Conversely, strategic CSR involves targeted contributions to society and actively creating positive societal effects through the value chain. Therefore, strategic CSR integrates societal factors into organisations' strategic planning.

Table 2-6: A Comparison of Responsive and Strategic CSR

	Responsive CSR	Strategic CSR
Plan	<ul style="list-style-type: none">• Abstract and unrealistic vision.• Risk management in short-term perspective.	<ul style="list-style-type: none">• Linked to the core business of the organisation.• Sustainable management from a medium- to long-term perspective.
Do	<ul style="list-style-type: none">• Passive and inactive.• Marketing department.	<ul style="list-style-type: none">• Active.• Independent.• CSR department.
Check	<ul style="list-style-type: none">• Exclusive reports on stakeholders.• Indistinguishability of social benefits and business benefits.	<ul style="list-style-type: none">• Report considering stakeholders.• Distinction between social benefits and organisational benefits.
Action	<ul style="list-style-type: none">• Recognising CSR as an expense.	<ul style="list-style-type: none">• Profit generation through CSR initiatives.

(Source: Porter and Kramer 2011)

All activities conducted by organisations should be directly aligned with their core business (Porter and Kramer 2011). It may be challenging to justify an organisation's involvement in social issues if the business lacks engagement and the requisite expertise (Porter and Kramer 2011). Consequently, the relationship between social issues and an organisation's expertise,

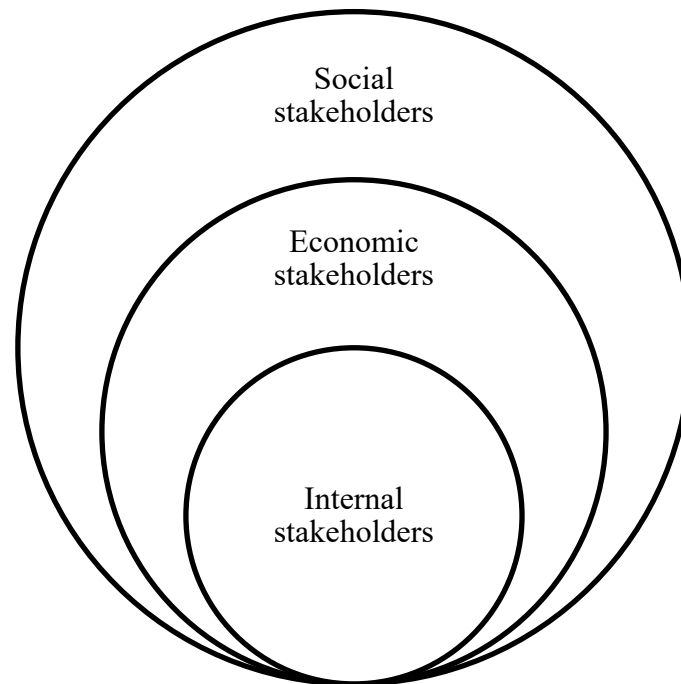
vision, and mission plays a pivotal role in CSR initiatives, which aim to pursue strategic interests.

The starting point of strategic CSR lies in the connection between recognising social demands and identifying the activities an organisation can execute most effectively (Porter and Kramer 2006). Initially, the organisation should analyse the business environment and its internal and external competitive landscape (Porter and Kramer 2006; 2011). This analysis forms the foundation for identifying areas where CSR initiatives can be applied, allowing both the organisation and society to achieve mutually beneficial objectives (Porter and Kramer 2006). Furthermore, Maury (2022) contends that the active utilisation of an organisation's core competencies is a critical factor for the success of strategic CSR, fostering both organisational and social achievements.

Strategic CSR should encompass the perspectives of stakeholders, meaning that CSR initiatives must be designed and implemented based on the viewpoints of diverse stakeholder groups (Werther and Chandler 2010). These include internal stakeholders (such as employees, board members, shareholders, and labour unions), economic stakeholders (including customers, competitors, and suppliers), and social stakeholders (such as governments, local communities, and NGOs). Organisations can better understand stakeholder demands by paying close attention to social issues and consistently striving to address and improve these concerns (Werther and Chandler 2010). Moreover, when organisations structure their CSR initiatives to directly respond to these identified demands, such initiatives are more likely to receive favourable evaluations from stakeholders.

Freeman (1984) argues that activities undertaken by organisations to meet the needs of diverse stakeholders help to minimise potential conflicts and ultimately enhance organisational value. The prioritisation of stakeholders and alignment with organisational issues form the foundational framework upon which actionable plans are developed (Werther and Chandler 2010). This categorisation of stakeholders is therefore essential for organisations to consider within the context of CSR.

Figure 2-4: Stakeholders in the context of CSR



(Source: Werther and Chandler 2010)

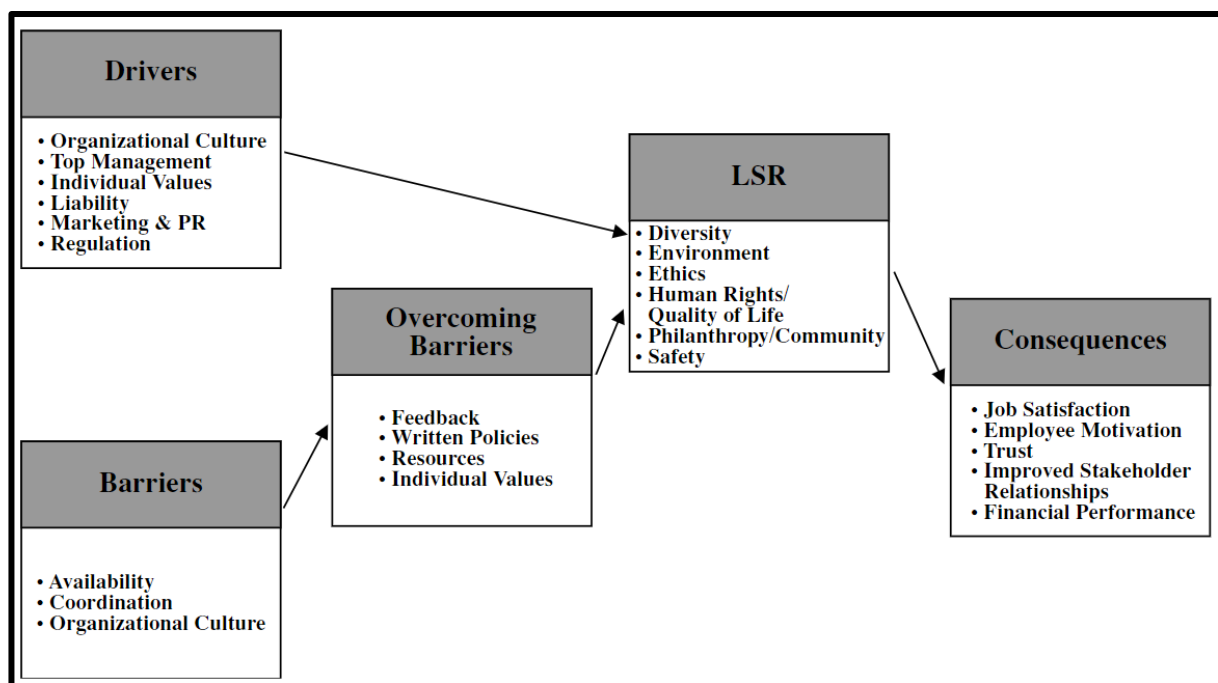
Fourthly, organisations should transition from short-term perspectives on CSR initiatives to incorporating these efforts as integral assets in their long-term planning and relationships with core stakeholders (Maury 2022). This shift is vital because it not only enhances the external credibility and reputation of organisations but also facilitates the acquisition of a competitive advantage, provided that strategic CSR initiatives are implemented with a long-term outlook.

Yoo (2018) argues that the adoption of the concept of strategic CSR in South Korea represents a relatively recent trend, with only a few global enterprises taking the lead in its implementation. His research underscores the need for further investigation into how Korean organisations approach strategic CSR and the factors that influence its impact.

2.1.2. Logistics Social Responsibility

The concept of Logistics Social Responsibility (LSR) refers to the integration of CSR principles within supply chain management and logistics operations (Ciliberti et al. 2008; Mejías et al. 2016). The LSR framework, developed by Carter and Jennings (2002) through comprehensive interviews with industry professionals, provides managers with a tool to address CSR-related issues and offers guidance on best practices.

Figure 2-5: A Framework of Logistics Social Responsibility



(Source: Carter and Jennings 2002, p.157)

Carter and Jennings (2002) demonstrated the significant influence of organisational culture on the adoption of CSR among Logistics Service Providers (LSPs, hereafter). Their study revealed that ethical considerations for society and the environment were integral to the general logistics sector, encompassing warehousing, transportation, and purchasing. However, interdepartmental coordination—particularly between marketing and sales departments—could also hinder the implementation of Logistics Social Responsibility (LSR)

(Carter and Jennings 2002). To overcome this challenge, adherence to international standards and regulations, such as those set by ISO, was identified as the most effective solution (Carter and Jennings 2002; Miao et al. 2012).

Regarding the implications of LSR adoption, the study found that it could enhance trust with stakeholders (Miao et al. 2012). Carter and Jennings (2002) argued that although creating a safer and cleaner environment for employees and external stakeholders might increase organisational expenses, the improved relationships with stakeholders, including customers, could compensate for this financial cost. Moreover, these strengthened stakeholder relationships could contribute to an organisation's long-term sustainability (Gruchmann 2019).

2.1.3. CSR: Theoretical Foundations

Corporations and academia have increasingly focused on Corporate Social Responsibility (CSR) initiatives. Despite numerous theories developed in the field, interpretations vary widely due to the lack of a universal theory and comprehensive definitions. Existing frameworks offer different perspectives on CSR. The traditional view, as proposed by Friedman (1970), emphasises the maximisation of shareholders' profits, while agency theory centres on the relationship between owners and agents. Stakeholder theories, on the other hand, prioritise the fulfilment of stakeholders' rights. Collectively, these theories provide valuable insights into how corporations approach CSR initiatives while balancing the interests of various stakeholders.

2.1.3.1. Stakeholder Theory

Stakeholder theory provides a framework for understanding the relationships between individuals or organisations that contribute to the goals of enterprises (Nikolova and Arsić 2017), benefiting both the entities themselves and their stakeholders (Phillips et al. 2019). Freeman (1984, p.46) defined a stakeholder as “any group or individual who can affect or is affected by the achievement of the organisation's objectives”. Clarkson (1995) expanded this definition to include individuals and organisations with ownership interests. Jones and Wicks

(1999) further distinguish stakeholders into primary and secondary groups. Primary stakeholders directly impact the survival of the organisation and include shareholders (Jones and Wicks 1999), customers, suppliers, and investors, while secondary stakeholders do not influence the firm's objectives and their involvement is not essential for organisational survival (Jones and Wicks 1999).

Stakeholder theory recognises the rights and needs of non-shareholders, extending beyond the sole aim of maximising profitability (Mitchell et al. 1997). It is generally categorised into descriptive, instrumental, and normative approaches (Donaldson and Preston 1995). The descriptive approach explains methods of communication and stakeholder management, the instrumental approach examines the relationship between stakeholder management and organisational performance, and the normative approach concerns the ethical treatment of stakeholders (Donaldson and Preston 1995). Organisations typically engage with multiple stakeholders, each with diverse and sometimes conflicting requirements (Wood and Jones 1995). Maignan and Ferrell (2000) observe that many organisations undertake corporate social responsibility initiatives to address stakeholders' demands. Furthermore, stakeholder theory offers a structured approach to developing tailored policies for identifying and managing stakeholders (Phillips et al. 2019). Empirical studies by Waddock and Graves (1997) and Ruf et al. (2001) have demonstrated a positive correlation between stakeholder satisfaction and organisational success.

2.1.3.2. Stakeholder Salience Theory

Stakeholder salience theory is a framework that assists organisations in prioritising their stakeholders based on three key attributes: power, legitimacy, and urgency (Mitchell et al. 1997). Mitchell et al. (1997, p. 854) define stakeholder salience as “the degree to which managers give priority to competing stakeholder claims”.

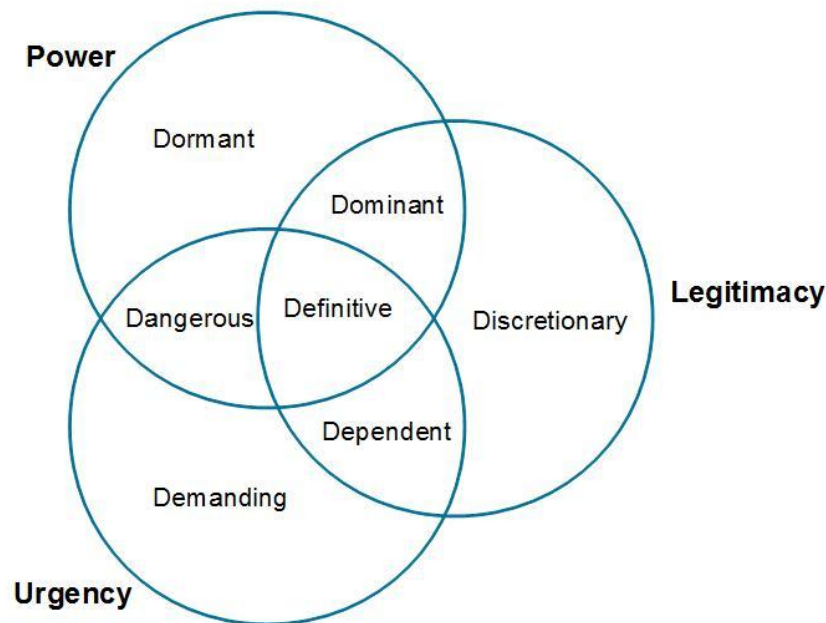
Power denotes the extent to which an individual or entity can influence actions and outcomes (Mitchell et al. 1997). This power may stem from various sources, including hierarchical position or institutional prestige, financial contributions from specific stakeholders, control over essential resources required to achieve organisational objectives, or other related factors.

Mitchell et al. (2011) further classify power into three types: coercive power, based on physical means such as force, violence, or restraint; utilitarian power, derived from material or financial resources; and normative power, founded on symbolic resources.

Legitimacy refers to the degree to which a stakeholder has a rightful claim to make demands or requests regarding a project (Mitchell et al. 1997). Legitimate stakeholders possess a valid claim over how the project is conducted, which may arise from contractual agreements, legal entitlements, moral interests, or other forms of authoritative claims. The notion of legitimacy within stakeholder salience theory draws upon Suchman's (1995, p. 574) definition, describing legitimacy as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions."

Urgency is understood as the extent to which an issue requires immediate attention and the degree to which any delay in response or action is deemed unacceptable by the stakeholder (Mitchell et al. 1997). Heightened urgency may result from factors such as a sense of ownership, previous instances where prompt action was taken—thus creating expectations for similar responsiveness—a time-sensitive matter that poses potential risks to the stakeholder, or comparable circumstances. More precisely, Mitchell et al. (1997) conceptualise urgency as comprising two dimensions: temporality (time sensitivity) and criticality (importance). In a broader business context, urgency is viewed as a multidimensional construct including (1) time sensitivity, the degree to which a managerial delay in addressing a claim or relationship is unacceptable to the stakeholder, and (2) criticality, the significance of the claim or relationship to the stakeholder.

Figure 2-6: Categorisation of Stakeholders in Stakeholder Salience Theory



(Source: Mitchell et al. 1997)

Figure 2-6 illustrates the categorisation of stakeholders based on three attributes: power, legitimacy, and urgency. Understanding stakeholder salience is valuable as it facilitates the strategic allocation of limited resources (Mitchell et al. 1997). Given time constraints, optimising engagement efforts by tailoring them to the varying importance and influence of different stakeholders is essential.

Firstly, the dominant stakeholder group possesses both substantial power and significant legitimacy, granting them considerable influence over the project (Mitchell et al. 1997). A relevant example is a company's board of directors. The combination of power and legitimacy enables this group to act upon their intentions if they so choose. Secondly, the dangerous stakeholder group holds significant power and demands that their needs be addressed with urgency (Mitchell et al. 1997). Thirdly, the dependent stakeholder group exhibits legitimacy and urgency but lacks the authority to influence the project's direction (Mitchell et al. 1997). An example of this would be a future process owner responsible for managing activities resulting from the project's deliverables. Fourthly, the definitive stakeholder group meets all three criteria—power, legitimacy, and urgency (Mitchell et al.

1997). They wield significant power, possess legitimate claims, and demand immediate attention.

Mitchell et al. (1999) demonstrate that power, legitimacy, and urgency are key factors CEOs consider when assessing the importance of stakeholders such as shareholders, employees, customers, and suppliers. A crucial insight from their research is the link between CEOs' personal beliefs and values and their approach to stakeholder management. They argue that ethical beliefs, the emphasis placed on short-term versus long-term performance, and the prioritisation of stakeholders are central to CEOs' decision-making processes. In essence, a CEO's values shape how different stakeholders are perceived and managed, which directly impacts organisational strategy and performance. Consequently, Mitchell et al. (1999) assert that achieving long-term success requires a balanced alignment between a CEO's values and stakeholder demands.

An empirical study by Magness (2008) reviewed stakeholder salience theory, examining its practical applications and limitations. Firstly, Magness (2008) emphasises that stakeholder characteristics such as power, legitimacy, and urgency can change over time. In other words, a stakeholder group initially regarded as highly influential may diminish in significance as the environment evolves, while new stakeholders may emerge with varying demands. Secondly, despite the theory's usefulness, Magness (2008) argues that the interactions between stakeholders and the complex social, economic, and political realities must be considered. Their research suggests that future studies should incorporate these diverse factors to advance stakeholder salience theory.

2.1.3.3. Agency Theory

Agency theory concerns the relationship between owners and managers (Heath and Norman 2004). It describes the dynamic whereby managers act as agents on behalf of shareholders, the principals (Heath and Norman 2004). Due to their direct involvement in operations and decision-making authority, managers typically possess information that is not readily accessible to owners (Fama and Jensen 1983). A key responsibility of owners is to effectively monitor their agents' actions (Panda and Leepsa 2017). Hendriksen and van Breda (1992)

argue that regular financial reporting is essential for evaluating agent performance. Generally, agents have superior knowledge of the enterprise compared to owners (Fama and Jensen 1983), which can lead to conflicts of interest if agents prioritise personal gains over the owners' objectives (Hendriksen and van Breda 1992). To align the behaviour of agents with the goals of owners, incentives are provided to motivate agents accordingly (Panda and Leepsa 2017). Agents act on behalf of owners, representing them and undertaking legally permissible actions (Heath and Norman 2004), assuming responsibility and contractual duties in doing so (Fama and Jensen 1983). The existing literature on agency theory highlights the positive outcomes that emerge from establishing and maintaining a mutually beneficial relationship between owners and agents, thereby fostering shared benefits (Panda and Leepsa 2017).

2.1.3.4. Traditional View of CSR

The traditional theory posits that enterprises should prioritise maximising profitability for shareholders, suggesting that companies should refrain from engaging in CSR initiatives (Friedman 1970). This theory was originally proposed by Friedman in 1970, who argued that the primary responsibilities of firms lie in maximising profits, achieving acceptable returns on investments, and complying with legal requirements, thereby becoming good corporate citizens (Coelho et al. 2003). According to Friedman (1970), going beyond these boundaries and assuming additional responsibilities would fall outside the purview of business and would not align with stakeholders' preferences.

Numerous empirical studies have been conducted to examine the arguments presented in the traditional view of CSR initiatives (Coelho et al. 2003). These scholars contend that it is possible to harmonise the objective of maximising profitability, which is an economic goal, with CSR initiatives, which encompass non-economic actions (Coelho et al. 2003; Carroll and Shabana 2010). They argue that such initiatives can lead to improved financial performance in the long term (Garriaga and Melé 2004; Carroll and Shabana 2010). Similarly, a study by Margolis and Walsh (2003) analysing the relationship between corporate CSR initiatives and financial performance indicates a positive correlation.

2.2. Port Authority: Role and Responsibility

Historically, governments played a crucial role in port management by ensuring the safety of their citizens and overseeing operations. However, with the expansion of international trade and the advent of New Public Management (NPM), perspectives have shifted. Evolving trade patterns, as described by Dunleavy and Hood (1994) and Pollitt and Bouckaert (2017), including the increasing size of container ships, necessitated greater investment in port infrastructure (Cheon et al. 2010; Notteboom and de Langen 2015). Consequently, many governments adopting NPM began implementing port reforms from the mid-1980s onwards to adapt to this rapidly changing landscape, a process closely linked to the implementation of devolution policies (Brooks 2004; Brooks and Cullinane 2006). This section explores the topic of port reform and port authorities within the framework of devolution. It examines the changes in port administration functions resulting from port reform and investigates port authorities in South Korea. Furthermore, it provides an exposition on the utilisation of the Matching Framework theory as a foundation for port authority governance.

2.2.1. Port Reform

In the context of port management, devolution involves a reduction in government responsibilities for finance and administration, alongside an increase in private sector involvement (Debie et al. 2007; Xu and Chin 2012). Brooks (2004) identified several forms of devolution, including decentralisation, commercialisation, corporatisation, and privatisation within port management. A key distinction is that decentralisation aims primarily to implement policies fostering local responsiveness, whereas commercialisation, corporatisation, and privatisation focus chiefly on enhancing efficiency and responsiveness (Brooks 2004). Privatisation, in particular, seeks to improve market competitiveness within the private sector (Cullinane and Song 2002; Matsushima and Takauchi 2014). Moreover, the transfer of ownership of capital assets, the capacity to alter organisational structures, and control over operations and management are critical factors in categorising types of devolution (Lee and Lam 2015). Brooks and Cullinane (2006) further explored the various forms of devolution within the port sector.

Table 2-7: Characteristics of Types of Devolution

Characteristics	Decentralisation	Commercialisation	Corporatisation	Privatisation
Changed government objectives	From executing national policy to local responsiveness	To improve efficiency and responsiveness	To improve efficiency and responsiveness	Private sector-led efficiency; market competition
Changed organisational structure (new lines of accountability)	Yes	Yes	Yes	Yes
Establishment of a legal entity	No	Yes; there is no share capital	Yes; share capital may be owned in part or in full by government	Yes (if not sold to an existing private entity)
Control of operations and management	Local government	Transferred from government	Transferred from government	Transferred from government
Ownership of existing capital assets	May be transferred to another level of government	Not transferred	Usually not transferred	Transferred
Ownership of new capital assets	Dependent on negotiated arrangement	Dependent on negotiated arrangement	Resides with new entity	Privately owned by new entity
Responsibility for risk	Remains with public sector	Transferred to new entity; there may still be recourse to government,	Transferred to private sector	Transferred to private sector

Characteristics	Decentralisation	Commercialisation	Corporatisation	Privatisation
		depending on contract terms		
Right to borrow money	May require national approval	Yes, there may be caps imposed	Yes	Yes
Ability to sell the assets	Usually not without national government approval	Usually limited, depending on contract terms	Usually limited; depending on contract terms	Yes

(Source: Brooks and Cullinane 2006, p. 411)

To facilitate the implementation of devolution within the realm of port administration, the World Bank (2007) has delineated four distinct models: the service port model, the tool port model, the landlord port model, and the private service port model. The primary objective of these models is to effectively redistribute responsibilities pertaining to various port activities (World Bank 2007; de Langen and Saragiotis 2018).

Firstly, the service port model, also known as the public administrative model, refers to a system in which PA owns the land and assets and performs all regulatory functions (Brooks and Pallis 2008). This model generates a concentrated economic engine for growth (Brooks and Cullinane 2006). However, it may enable inefficient administration, resulting in the wasteful use of resources and a lack of investment due to dependence on government funding (Brooks and Cullinane 2006; Debie et al. 2013).

Secondly, the tool port model exemplifies the collaborative nature of operational responsibilities shared by public and private entities (Munim et al., 2019). This approach entails the public sector, represented by PA, maintaining ownership and responsibility for port infrastructure (Brooks and Cullinane 2006). Conversely, private sector Logistics Service Providers (LSPs) oversee other operational aspects (Debie et al. 2013; Munim et al. 2019). The primary objective of this approach is to avoid redundant facilities and mitigate the risk of insufficient investment (Munim et al. 2019). Nevertheless, it is crucial to acknowledge that

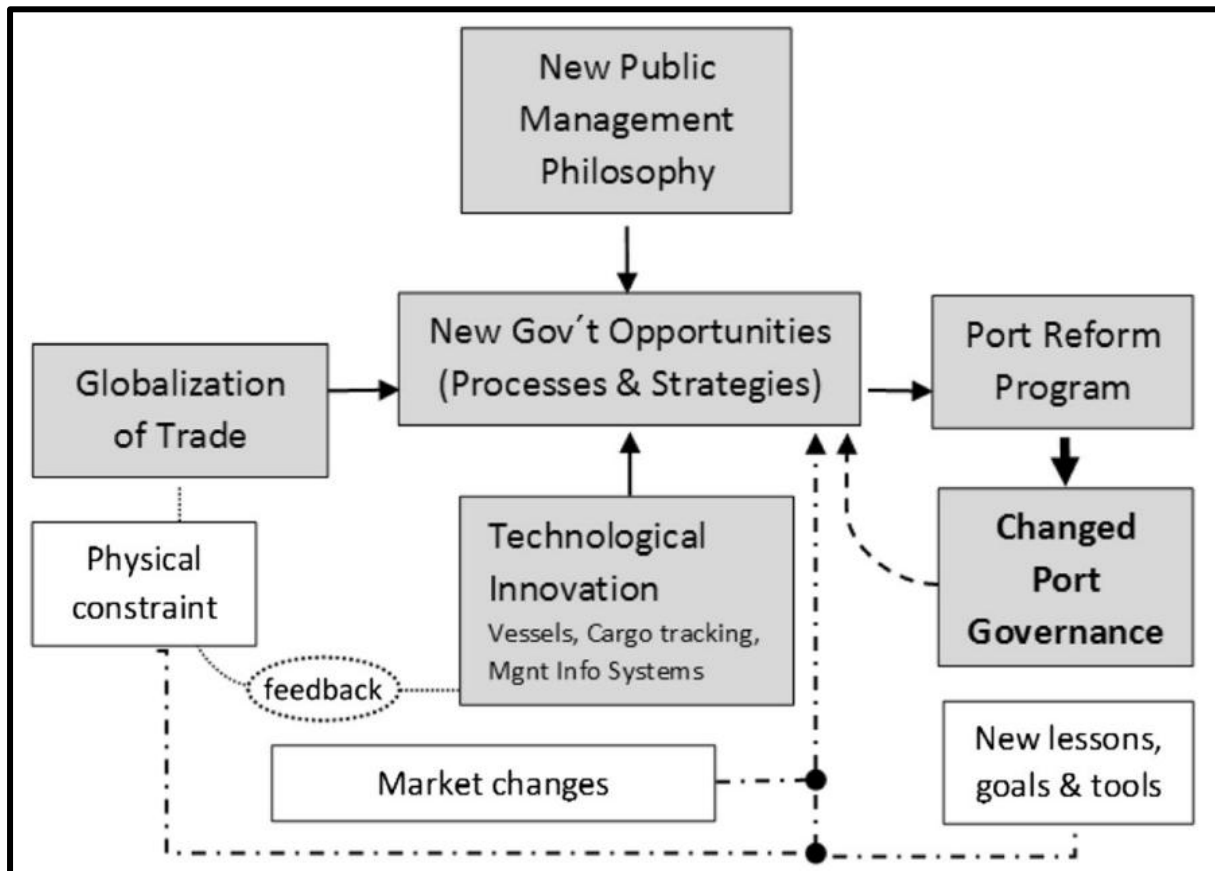
this model has the potential to generate conflicts between smaller operators, as well as between stevedoring companies and port administrators (Brooks and Cullinane 2006).

Thirdly, according to World Bank (2007), the landlord model is the predominant framework for the provision of port services and the allocation of responsibilities between public and private entities. Within this framework, PA maintains ownership of the port land while granting leases for the infrastructure to private operators (Lacoste and Douet 2013; Munim et al. 2019). LSPs are responsible for providing and maintaining their own superstructure, equipment, and stevedoring labour (Brooks and Cullinane 2006). PA's responsibilities include economic regulation, long-term land development, and maintenance of port infrastructure (Munim et al. 2019). However, this model is not without its risks, including the potential for excess capacity in infrastructure and duplication of marketing efforts (Brooks and Pallis 2008; de Langen and Saragiotis 2018).

Lastly, in the private service port model, the government does not involve itself in port activities and instead allows the private sector to take responsibility for all operations (Fawcett 2006; Verhoeven 2010). This model has the advantage of being market-oriented and flexible (Baird and Valentine 2006). However, there are potential drawbacks, including the risk of monopolistic behaviour and diminished public sector influence (Brooks and Cullinane 2006). Additionally, if LSPs do not prioritise community interests, long-term economic policy set by public bodies may be lost (Brooks and Cullinane 2006).

González Laxe et al. (2016) discuss the drivers of port governance and its decision-making processes. Their model is based on the study presented by Brooks and Cullinane (2006). However, González Laxe et al. (2016) argue that the rationale for port governance reform has evolved due to the introduction of new legal and regulatory instruments. These changes have arisen in response to the physical limitations of constructing new facilities in ports and the emergence of new strategic objectives. As such, their model reflects the changing circumstances in port management. This is because the influence of stakeholders in the port sector has been larger in decision-making regarding governance models than in the past (González Laxe et al. 2016).

Figure 2-7: Decision Flows for Port Governance



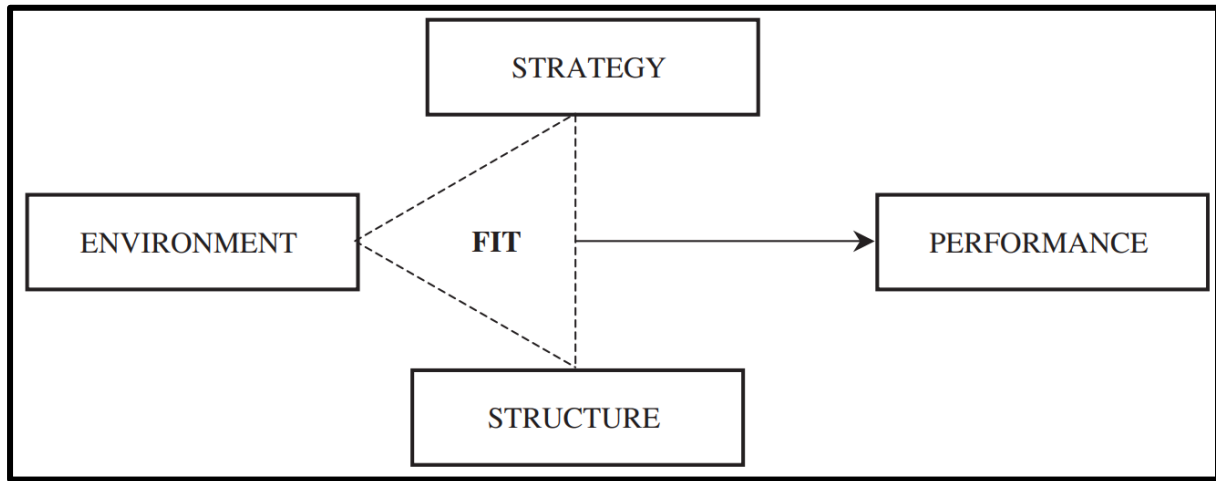
(Source: Lexe et al. 2016, p. 2)

2.2.2. The Matching Framework Theory

The Matching Framework Theory (MFT, hereafter), developed by Baltazar and Brooks (2001), identifies variables and factors in port governance and port management. This theory is underpinned by the principles of NPM, which advocates for devolution as a best practice in the context of port management. This is because port devolution mainly aims to enhance efficiency, responsiveness, and port market competition (Baltazar and Brooks 2006).

According to this theory, the performance of a port is a consequence of combining and aligning an organisation's external operational conditions, strategies, and structures (Baltazar and Brooks 2001; Baltazar and Brooks 2006; Zhang et al. 2019).

Figure 2-8: The Matching Framework



(Source: Baltazar and Brooks 2006, p. 384)

An organisation's external environment comprises the distant environment, industry environment, and operational environment (Baltazar and Brooks 2006). The distant environment consists of external elements that impact all industries and are beyond the direct control of individual organisations (Baltazar and Brooks 2006; Chen et al. 2020). The operating environment, on the other hand, includes factors with which a particular organisation regularly interacts, and which have the greatest influence on it (Baltazar and Brooks 2001; Baltazar and Brooks 2006). Organisations can reduce the degree of uncertainty in their operating environment through the application of strategic measures (Zhang et al. 2019).

Organisational strategy pertains to how an organisation utilises its resources and capabilities to respond to external conditions (Baltazar and Brooks 2006). This strategy encompasses the range of products and services offered, the selection of target markets, and the methods employed to compete (Baltazar and Brooks 2006). Organisations may adopt one of several approaches, including cost-leadership, differentiation, and best-cost (Baltazar and Brooks 2001; Zhang et al. 2019). Products are comprised of both basic and supplemental characteristics (Chen et al. 2020). A cost-leader focuses on delivering basic products efficiently, while a differentiator emphasises offering an expanded range of products

(Baltazar and Brooks 2006). The environment for a differentiator is typically characterised by greater uncertainty than that of a cost-leader (Baltazar and Brooks 2006).

The organisational structure plays a crucial role in shaping the behaviour and performance of individuals within an organisation (Baltazar and Brooks 2001; Baltazar and Brooks 2006). It serves as a fundamental instrument for the implementation of organisational strategies (Chen et al. 2020). As such, centralisation and standardisation are two key structural concepts that warrant consideration by port managers (Baltazar and Brooks 2006). The selection of product-market strategy adopted by an organisation has a direct bearing on the degree of centralisation and standardisation of its structure (Baltazar and Brooks 2001; Baltazar and Brooks 2006). Additionally, the organisation's competitive focus also influences the extent to which its structure is centralised and standardised (Baltazar and Brooks 2006).

In MFT, the term performance refers to the efficiency or effectiveness of the structure (Pallis and Syriopolous 2007; Zhang et al. 2019). An efficiency-focused structure is characterised by low uncertainty, a narrow product-market range, and high structural centralisation. In contrast, an effectiveness-focused structure exhibits high environmental uncertainty and a wide product-market range (Baltazar and Brooks 2006). The performance of a port is generally understood to be the result of the alignment between an organisation's external environment, its strategy, and its structure (Baltazar and Brooks 2001). As the degree of fit increases, performance can be enhanced (Baltazar and Brooks 2006). MFT seeks to optimise economic performance in accordance with specified conditions and objectives (Ogunsiji and Ogunsiji 2011). The selection of an appropriate structure involves a focus on either efficiency or effectiveness; however, this does not necessarily imply that one must be sacrificed for the other (Zhang et al. 2018; Zhang et al. 2019; Chen et al. 2020). Port performance can be analysed in terms of environment, strategy, and structure using the analytical matrix below.

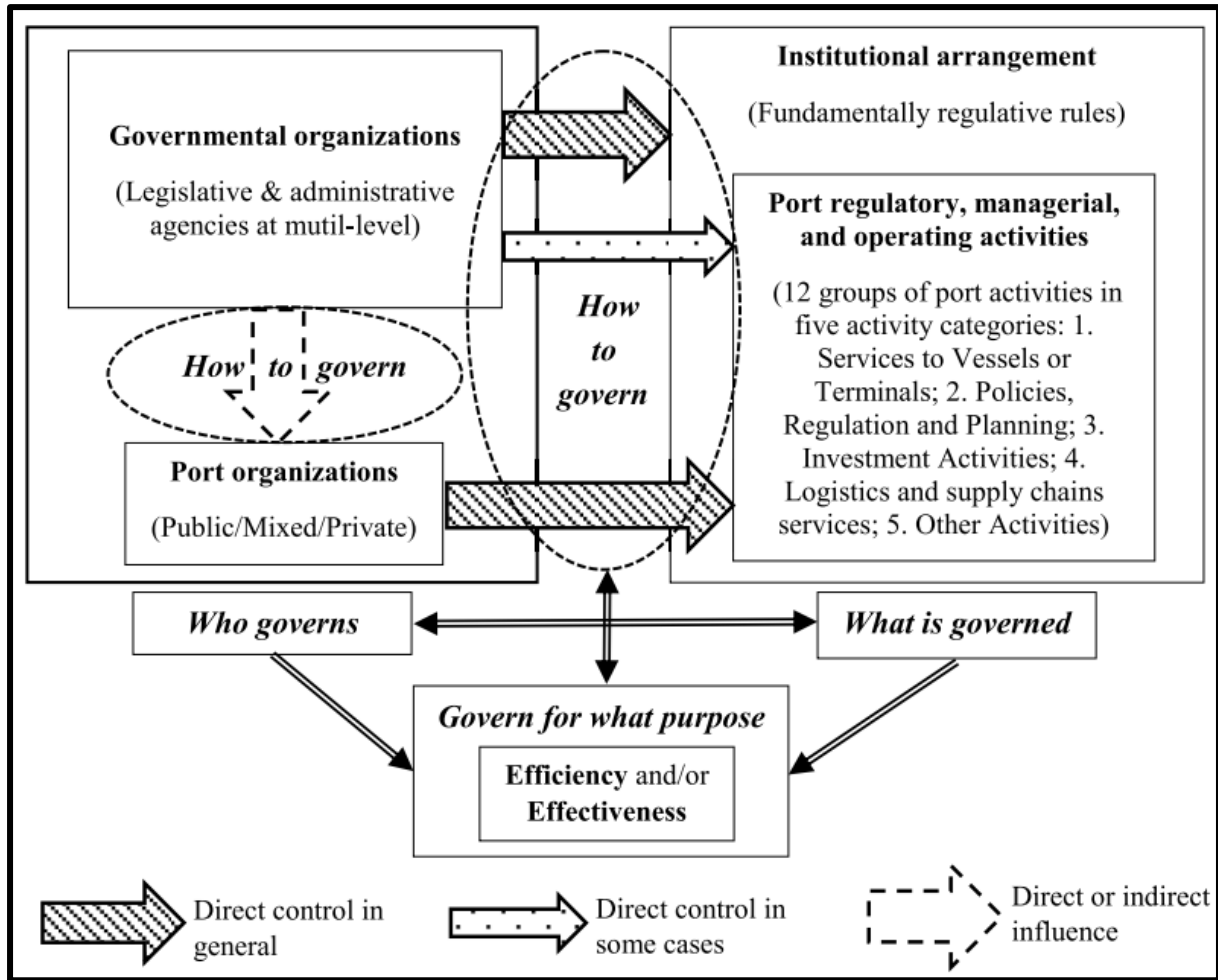
Table 2-8: Alternative Configurations in the Matching Framework

	Efficiency-oriented configuration	Effectiveness-oriented configuration
Environment	Low uncertainty (Low complexity and dynamism)	High uncertainty (High complexity and dynamism)
Strategy	Narrow product market scope Cost leadership approach (Focus on delivery of the basic product or service)	Broad product market scope Differentiation approach (Focus on delivery of augmented products and services)
Structure	Mechanistic (Centralised decision-making characterised by higher standardisation and lower customisation)	Organic (Decentralised decision-making characterised by higher customisation and lower standardisation)

(Source: Baltazar and Brooks 2006, p. 392)

In the context of port governance, Brooks and Pallis (2008) posit that the governance model can be conceptualised as an ‘input,’ while performance can be evaluated as an ‘output’ using MFT. Consequently, MFT can provide valuable insights into the rationale for selecting a specific governance model. Zhang et al. (2019) proposed an expanded framework that addresses four fundamental questions: who governs, what is governed, how to govern, and for what purpose.

Figure 2-9: Governance Framework—Body, Methods, and Purpose



(Source: Zhang et al. 2019, p. 55)

The World Bank (2007) and MFT address the types of port governance models in relation to responsibility and factors influencing the selection of a governance model, respectively. However, a study of Zhang et al. (2019) has significant implications for understanding the interrelationships between these four issues. Their research found that the question of how to govern is connected to both who governs and what is governed (Zhang et al. 2019). These two factors then determine the purpose of governance. Although the ultimate goal of PAs is described as pursuing port efficiency/effectiveness within this framework, it can also be applied and extended to examine the relationship between governance model and performance of PA's CSR initiatives.

2.2.3. Traditional Responsibility of the Port Authority

The way ports are managed and operated depends on who is responsible for the port. There are no international agreements or standards for port ownership, development rights, management rights, or operating rights (Brooks and Pallis 2008; 2012). Instead, the form of port management varies depending on each country's economic conditions and historical and social situations (Dooms et al. 2019; Zhang et al. 2018; Zhang et al. 2019). Generally, there are four categories of port management and operation (ESPO 2016; Cao 2020):

Port Authority (port management specialist agency or public autonomy) ports have both the advantages of national port operation and private port operation (Shinohara and Saika 2018; Brooks and Pallis 2012). Typically, an independent corporation is formed from the central or local government and a port committee deliberates and decides on budgets and other matters (Song and Lee 2017; Notteboom 2006).

National ports are managed directly by the central government according to laws and regulations (Ducruet et al. 2009; Jo and Ducruet 2006). This is effective in terms of the public nature of ports, national port management, and efficient resource allocation for port development (Jo and Ducruet 2006). However, it has the disadvantage of lacking efficiency and regional connectivity in port management and not considering the local nature of ports (Hastings 2016).

Local autonomy (municipal) ports are managed and operated directly by local or city governments (Cheng et al. 2022; Cullinane and Wang 2006). This allows for the establishment of port policies that match regional characteristics and contribute to regional economic revitalisation through connectivity with local government urban plans (Cao 2020; Wang et al. 2004). However, there are limitations in comprehensive port development due to financial investment burdens and a lack of professional personnel (Ng and Pallis 2010).

Private (proprietary) ports are developed and commercially managed and operated by private companies or leased operating rights (Monois 2017; Fawcett 2006). Ports are operated according to company profit goals (Zhang et al. 2019). If they do not provide the best service to port users, they will lose competitiveness (Cheng et al. 2022).

In this context, the port authority is an entity, either public or private, that is legally authorized by national laws or regulations to undertake the administration, development, management, and occasionally operation of port land and infrastructure (Cullinane et al. 2006; Brooks 2004). It is also responsible for coordinating and controlling port operation activities (Verhoeven 2010). Port authorities amalgamate public and private objectives and can be regarded as hybrid or shared value entities (Verhoeven and Vanoutrive 2012). With regard to the form of governance, port authorities' primary objectives are to support economic growth at the local, regional, and national levels, create jobs, make trade easier, increase the volume of goods passing through the port, enhance the value of the port and its companies, generate revenue and profits, connect the port with its surrounding areas, and encourage sustainable practices (Notteboom et al. 2013; Brooks and Pallis 2012; Brooks and Pallis 2008; Pallis and Syriopoulos 2007).

A port authority traditionally fulfils three primary roles: landlord, regulator, and operator (Brooks and Cullinane 2006; Verhoeven 2010; Zhang et al. 2019). As a landlord, PA oversees the management of the port's assets and offers crucial infrastructure like piers and dredged waterways (Pallis 2022). As a regulator, the port authority establishes the planning framework, including setting fees and subcontracting services, and enforces both national and port-specific rules and regulations (Cullinane and Wang 2006). In its role as an operator, the port authority provides daily services to ships and cargo, including pilotage, towage, loading and unloading of goods, and warehousing (Shinohara and Saika 2018). However, since the late 1990s, the business and political landscapes in which ports function have undergone significant changes, resulting in a transformation of their roles and responsibilities (Verhoeven 2010).

2.2.4. Port Authority: A Cluster Manager

In this century, port authorities have evolved into hybrid organisations that extend their influence beyond the management of activities within their jurisdiction (Van der Lugt et al. 2013). They are assuming an expanding role as managers of both the port community and the port cluster, actively involving stakeholders and making investments in areas such as information technology, promotion and marketing, and training and education (de Langen 2006; van der Horst and de Langen 2008; Lam et al. 2013).

Whilst cargo handling remains the core activity of ports, a port cluster is formed by the concentration of related transport, logistics, production, and trade activities in the port zone and surrounding areas (de Langen and Haezendonck 2012; Brooks and Pallis 2008). These activities, centred around a specific economic specialization, develop in each port and benefit all stakeholders through improved competitiveness (de Langen and Haezendonck 2012; de Langen 2006). Port authorities play an active role in enhancing this competitiveness by increasing internal cohesion within the cluster and generating agglomeration effects and competition with the hinterland (Notteboom et al. 2022).

Port clusters consist of numerous firms whose evolution produces externalities such as port marketing, labour inflow, education and training, and hinterland access (Parola et al. 2018; Baccelli et al. 2008). Whilst some of these externalities may be addressed on an ad-hoc basis, most require shared investments to overcome the threat of free-riding and ensure sufficient investment in joint benefits (Brooks 2016). This necessitates collective action, with the port authority serving as the institutional arrangement to address these collective action problems (Notteboom et al. 2009; Notteboom et al. 2013).

At the same time, effective management of stakeholder relationships is crucial for the advancement of the port cluster (Cholomoudis and Pallis 2004; Lam et al. 2013). This involves monitoring key issues, engaging with stakeholders, and implementing strategies (Brooks et al. 2010). Port authorities prioritise stakeholder relations by identifying and categorising various stakeholders, assessing their potential impact on port operations and planning, and managing relationships with the most influential stakeholders (Notteboom et al. 2015; Brooks et al. 2021).

2.2.4.1. Port Authorities in the Republic of Korea

According to the Harbour Act (1967) and the New Port Construction Promotion Act (1996), ports in Republic of Korea can be classified into two categories: international trading ports and coastal ports. There are 31 international trading ports that are regulated by the Ministry of Oceans and Fisheries (MOF), while 23 coastal ports are managed by regional governments. In terms of relevant legislation, the Harbour Act, New Port Construction Promotion Law, and Port Authority Act (2003) fall under the jurisdiction of the Ministry of Oceans and Fisheries (MOF), while the Law of Private Participation in Infrastructure (1994) is under the purview of the Ministry of Strategy and Finance.

In South Korea, four PAs were established between 2003 and 2011 as a result of port reform. These include the Busan Port Authority, established in 2003; the Incheon Port Authority (IPA, hereafter), established in 2005; the Ulsan Port Authority, established in 2007; and the Yeosu-Gwangyang Port Authority, established in 2011 (Song and Lee 2017). According to Baird's (2000) conceptual framework, known as the Port Function Matrix, the governance model in South Korea exhibits a combination of private and public participation. This is referred to as a private/public port (Song and Lee 2017).

Table 2-9: Port Governance Models of Port Authorities in South Korea

Port Governance model	Port Functions		
	Regulator	Landowner	Operator
Public	Public	Public	Public
Public/private	Public	Public	Private
Private/public	Public	Private	Private
Private	Private	Private	Private

(Source: Baird 2000)

The regulatory landscape of ports in South Korea is complex. The Ministry of Oceans and Fisheries in the central government owns ports in Busan, Incheon, Ulsan, and Gwangyang (Song and Lee 2006). However, the Busan Port Authority, IPA, the Ulsan Port Authority, and

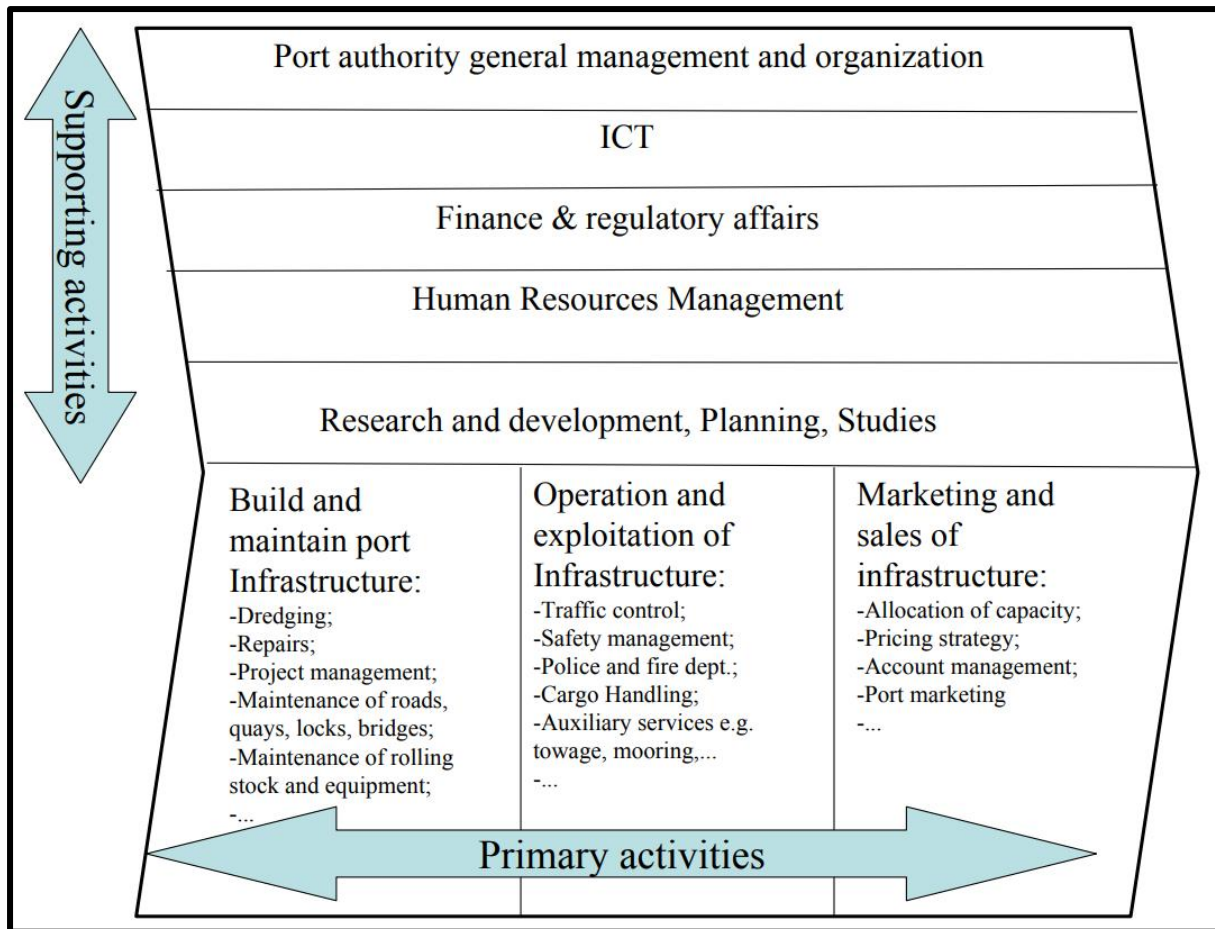
the Yeosu-Gwangyang Port Authority hold the rights for being regulator as semi-private and semi-public organisations (Song and Lee 2017). Additionally, the landlord model incorporates elements of both public and private characteristics. Consequently, the range of stakeholders identified in the port sector could be broader than in purely public or private ports. The study is thus anticipated to gather comprehensive data that can unveil the dynamic interactions among various social actors.

2.2.5. Stakeholder Management in Port Studies

The recognition of the necessity of implementing CSR as a widely accepted organisational strategic plan is closely linked to stakeholder management, as proposed by Freeman (1984). In addition, Burke and Logsdon (1996) contend that recognising stakeholders who contribute to an organisation's mission and strategic objectives, and identifying specific strategies that address stakeholder objectives, are crucial for the successful implementation of CSR strategies. Therefore, correct identification of stakeholders is a milestone with regard to stakeholder management (Sen et al. 2006; Kumar et al. 2016). In context of port sector, discussion of core stakeholders was arising from identified problems – mainly environmental issues – by local communities (Dooms 2019). The composition of the stakeholder map in port governance is contingent upon the port's ownership and governance structure (Brooks and Pallis 2008; Ha et al. 2019; Brooks et al. 2021). For example, in the service port model, concerns arising within the port sector are typically addressed directly to the government (Dooms 2019). Conversely, in the private port model, this responsibility is assumed by the board of directors, who act as representatives of the shareholders (Dooms 2019).

In addition, the value chain of port governance encompasses a range of organisations engaged in a variety of functional activities (de Martino et al. 2020). These activities add value to the organisation's output and play a crucial role in the value-creation process (Pickles 2013). In the absence of an effective governance model, certain value activities would cease to exist, rendering relevant stakeholders insignificant (Dooms 2019).

Figure 2-10: Value Chain of Port Governance



(Source: Doods 2019, p. 68)

Doods (2019) proposes a comprehensive definition and categorisation of stakeholder groups within the port sector, based on an analysis of the port governance model and its associated value chain:

- (1) Internal stakeholders: shareholders, board members, and employees; and
- (2) External stakeholders: customers, suppliers, local communities, governments and regulatory agencies, trade associations, press and media, and Nongovernmental organisations (NGOs).

A diverse range of non-governmental organisations (NGOs) are actively involved in issues pertaining to Corporate Social Responsibility (CSR), with environmental NGOs being

particularly prominent. A notable example is the NGO Solutions for Our Climate, which published a report in 2023 addressing the decarbonisation of South Korea's five major ports. The report examines the current levels of greenhouse gas emissions and offers policy recommendations, including the adoption of Alternative Maritime Power (AMP) in ports and the integration of renewable energy sources.

Considering the escalating conflicts within the realm of seaports, numerous comprehensive investigations have been undertaken pertaining to the management of stakeholders (de Langen 2006; Parola and Maugeri 2013; Jansen et al. 2018; Lawer 2019). The deductions drawn from this body of research indicate two principal components for the identification of stakeholders, as postulated by Dooms (2019): firstly, the incorporation of a spatial dimension into stakeholder management, encompassing an all-encompassing approach to the foreland-port-hinterland and internal viewpoints; and secondly, the consideration of dynamic facets, such as the evolving categorisations of stakeholders and their objectives. Consequently, it is important to determine if the research findings of this thesis align with its components and if there are opportunities to develop them further based on the evidence collected.

2.3. Systematic Literature Review

A systematic literature review (SLR, hereafter) is a rigorous and transparent methodology employed by researchers, scholars, and practitioners to identify, evaluate, and synthesize existing research (Petticrew and Roberts 2006). SLRs adopt an evidence-based approach to generate insights and solutions by focusing on specific knowledge derived from relevant research studies, accomplished through the utilization of search strategies and review questions (Pawson 2002; Petticrew and Roberts, 2008; Denyer et al. 2008; Denyer and Tranfield 2009).

In this thesis, the review questions for the SLR were established prior to the initiation of the review process. This method guaranteed that essential elements of a systematic review, like the criteria for eligibility and the strategies employed for searching, were in harmony with the review inquiries. Appendix A presents a compilation of the reviewed articles resulting from the coding process in the SLR. Consequently, the formulated questions for the SLR are as follows:

- 1. What are the prevailing trends in research on CSR in port sectors?*
- 2. What research gaps or future agendas can be identified from the articles reviewed?*

2.3.1. Article Selection for SLR

2.3.1.1. Search Terms

The systematic review employed the following search terms: 'port governance,' 'corporate social responsibility,' and 'stakeholders in port sectors.' The process of choosing these terms involved a repetitive approach to forming keywords, following the guidelines established by Davarzani et al. (2016), and was influenced by previous studies and literature reviews. The structured keywords used are presented in the following table.

Table 2-10: Overview of Search Strings

Port	AND	CSR	Pillars	AND	Stakeholder			
Port(s)		Corporate social responsibility (-ies; CSR)			Stakeholder(s)			
Port management		Air(s)	Environment		Shareholder(s)			
		Water						
		Marine, maritime, ocean, oceanic						
		Dust(s), dusty, particulate						
		Pollution(s), pollute						
Port authority(-ies)		Emission(s), emissive				Local community(-ies)		
Energy(-ies)								
Resource(s), resourceful								
Seaport(s)		Profit(s), profitability, profitable					Economic	Resident(s), citizen(s)
		Economy(-ies), economic, economical						
		Efficiency(-ies), efficient						
Public port(s)		Value-added	Transport					
		Foreign direct investment (FDI)						
Landlord port(s)		Infrastructure			Manufacturing			
		Business						
		Service(s)						
Corporatised port(s)		Management				Trade		
		Job(s; creation, training)					Media	
		Public						
Private port(s)		Public engagement						Government(s)
		Crime, criminal, criminate	Council(s)					
		Corruption, corruptive, corrupt						
Tool port(s)		Smuggling, smuggle			Trade(labour) union(s)			
	(Border) security(-ies)	NGO(s)						

(Source: Author)

All possible permutations within the three categories were exhaustively examined in a comprehensive manner. To encompass diverse derivatives of the same terms and broaden the scope of research possibilities, an asterisk wildcard was appended to the keywords, based on the study conducted by Gimenez and Tachizawa (2012). For instance, the term "corporate social responsibility" was divided into three separate pillars. Moreover, an advanced search approach was implemented, making use of Boolean operators. The operator 'AND' was used to combine the three main terms, while 'OR' was employed to incorporate synonymous terms (Gu and Lago, 2009).

2.3.1.2. Databases for Literature Searches

Databases play a crucial role in facilitating the retrieval of scholarly articles. Initially, literature searches were conducted using reputable platforms such as Scopus and Science Direct. In order to minimise the possibility of overlooking relevant literature, iterative searches were also performed, following the approach outlined by Barnett-Page and Thomas (2009). A comprehensive search strategy was adopted, encompassing an extensive range of databases (Petticrew and Roberts 2006), including Emerald Insight, Taylor and Francis, and Google Scholar, which are known for their comprehensive and diverse coverage in the fields of business and management (Wong et al. 2015).

Given the interconnected nature of published literature (Srivastava 2007), a meticulous examination of the reference lists of existing reviews was deemed necessary to ensure a more comprehensive landscape of the literature review (Schryen et al. 2015). Thus, in addition to the aforementioned databases, manual reference list scrutiny was undertaken. The combined efforts involving Scopus, Science Direct, Emerald Insight, Taylor and Francis, Google Scholar, and manual reference lists resulted in the retrieval of 62, 895, 85, 253, 817, and 16 articles, respectively. In total, 2128 articles were massed through this comprehensive search process. Following the elimination of duplicates, the number of articles was decreased to 1298.

2.3.1.3. Inclusion and Exclusion Criteria

The rigor of a systematic review is contingent upon the quality of the studies included (Colicchia and Strozzi 2012; Harris et al. 2014). In this thesis, the criteria for including and excluding data were established by following the PRISMA 2020 checklist guidelines provided by Page et al. (2021). As such, this review only considered peer-reviewed articles published in scholarly journals. Discussions on port reform have been ongoing since 1992 (Brooks and Pallis 2008), thus the time frame for this review spans from 1992 to present. Additionally, only papers that were written in English and accessible in their entirety were considered for inclusion. The following table outlines the specific criteria used to determine which papers were included and excluded.

Table 2-11: Eligibility Criteria

Unit	Criteria
1	Title/key words/Abstract: The topic must pertain to both ‘Port Authority’ and ‘Corporate Social Responsibility’.
2	Peer-reviewed articles: Peer-reviewed articles: Only peer-reviewed articles will be included. Gray literature, working papers, commentaries, editorials, book reviews, dissertations, book chapters, and conference proceedings will be excluded (Petticrew and Roberts 2006; Boland et al. 2017).
3	Articles that assess only one feature of a port without considering port authority and CSR will be excluded.

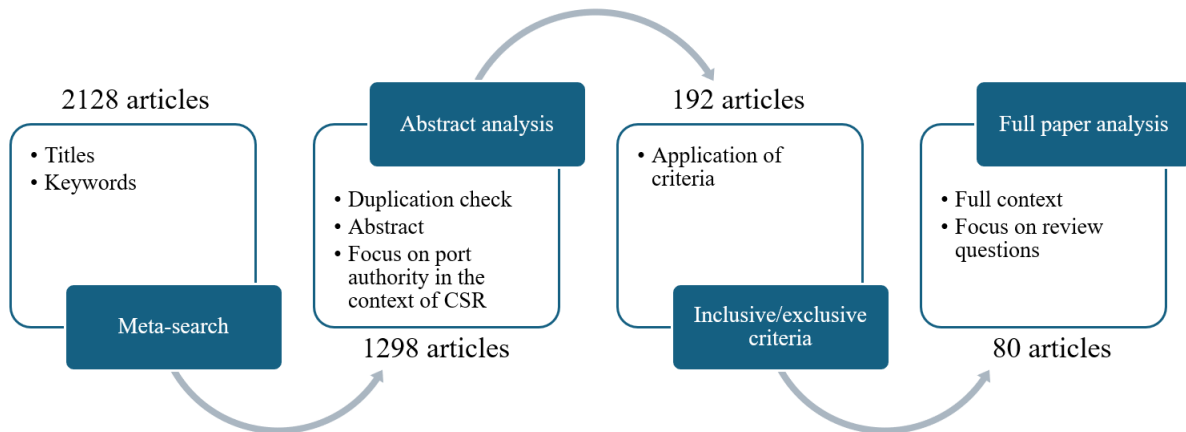
(Source: Author)

2.3.1.4. Article Selection and Evaluation

Patticrew and Roberts (2006) propose utilising a tripartite filtration methodology to enhance the dependability of article selection. The designated search string was used to identify numerous articles that were irrelevant to the review. For instance, articles related to geography, tourism, cruise terminals, and inland transportation were removed from the list after examining their titles and keywords. Similarly, articles with unclear classifications were evaluated based

on their abstracts (Gu and Lago 2009). Inclusion and exclusion criteria were then applied to select studies. The figure below illustrates the filtration process.

Figure 2-11: Procedures for Article Selection and Filtering



(Source: Abidi et al. 2014, cited by Lim et al. 2019 pp.54)

This systematic review examines the intersection of port governance and corporate social responsibility within seaport sectors. Articles pertaining to general supply chain management, international trade, shipping, and climate change were excluded if they did not explicitly address port authority, resulting in a total of 192 articles. The third stage of the inclusion/exclusion criteria necessitated a full paper analysis to ensure alignment with the review questions. The coding criteria outlined in Table 3 (Boland et al. 2017) served as a guiding framework for literature selection. Utilising these criteria, the 192 articles were classified into three categories for quality assessment (Patticrew and Robert 2008).

- (1) List A: comprised studies that focused on both port authority and CSR (46 papers).
- (2) List B: including studies that addressed port authority but made inconsistent references to CSR (104 papers).
- (3) List C: contained studies that concentrated on CSR but made only tangential references to port authority (42 papers).

Articles in Lists B and C were promptly excluded, while those in List A underwent a comprehensive contextual analysis. Consequently, a total of 7 studies were eliminated, resulting in 39 articles that offered pertinent insights pertaining to the review questions. The filtering process led to a significant reduction in the number of reviewed articles, dwindling from an initial pool of 1298 to a final selection of 39 papers. Therefore, the reduction ratio from the original sample size amounted to 97%.

Table 2-12: Coding Criteria

Unit	Criteria	Descriptions
1	Name of the Journal	Classify the article according to the publication in which it has been released, such as a journal.
2	Author's name	Provide the name(s) of the author(s) responsible for writing the article.
3	Quality assessment	Categorize the article based on its rankings in the AJG, CABS ranking, and SNIP impact factor, respectively.
4	Year of Publications	Categorise the article based on the progression of the trend.
5	Region/Country	Determine the classification of the article by identifying the country that the study primarily focuses on, thus categorizing it based on its country of origin.
6	Governance model and CSR	Evaluate whether the author(s) of the article provide a clear definition of the governance model and CSR.
7	Theoretical approach	Assess whether the author(s) of the article present a theoretical framework or perspective
8	Method	Provide an explanation of the research methodology utilized by the author(s) in their study, which includes detailing the specific approach employed, such as case study, modeling, survey, action research, and interviews.
9	Adopted strategy	Recognise the course of action or policy implemented by the author(s) to accomplish their objective.
10	Sample size	Examine the article to determine if the author(s) incorporate data from stakeholders.

Unit	Criteria	Descriptions
11	Analytical tool(s)	Identify the techniques used by the author(s) to analyse the problem or fact.
12	Data collection method	Description of the methodology employed by the author(s) to collect the data required for their research article.
13	Dimensions	Identify whether the author(s) of the article provide any components of port governance building, such as societal base or political competence, and how they are adapted in the article.
14	Findings	Analyse the findings presented in the article and evaluate their relevance to CSR and port governance.
15	Implications	Assess the implications of the article's findings in relation to CSR and port governance - consider both practical and theoretical implications.
16	Future research scopes	Determine if the author(s) suggested any potential avenues for future research regarding the relationship between CSR and port governance.

(Source: Boland et al. 2017)

2.3.2. Descriptive Analysis

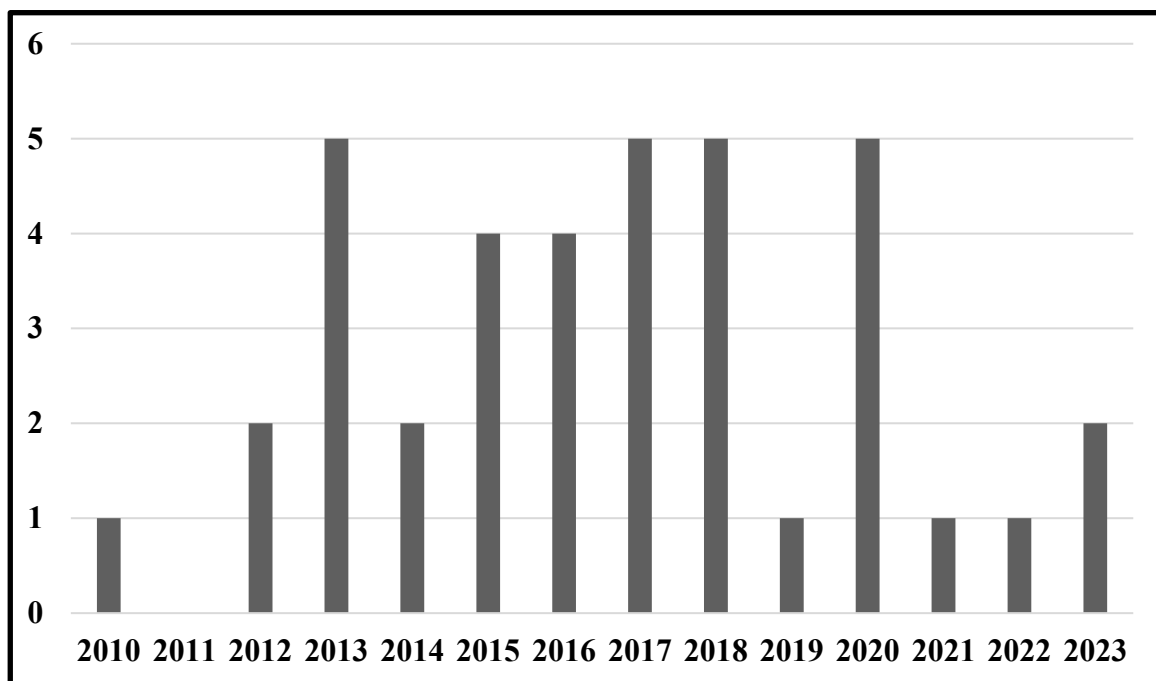
This section presents a descriptive analysis of the articles reviewed for this thesis. The analysis includes an examination of the population on a yearly basis, the geographical scope of the studies, the relevant journals in which they were published, and a classification of the articles based on the TBL framework. Additionally, the research methods and techniques used in those studies are discussed, as well as the elements of CSR in reviewed papers were identified.

2.3.2.1. Number of Reviewed Articles

A total of 34 articles published between 2010 and 2023 were selected for analysis of CSR activities in the port sector, as depicted in Figure 2-12. The year 2013, 2017, 2018, and 2020 had the highest number of published articles with a total of 5. This increase suggests that CSR in the context of port governance is an emerging field of research with strong academic

interest. The growth in the number of published articles may be attributed to the European Commission's 2011 action plan for CSR (European Commission 2011), which encouraged organisations to implement CSR. It should be noted that this selection of articles does not imply that no articles related to PA were published before 2010. The term port governance and PA have been globally emerging since 2004 (Zhang 2018). However, studies prior to 2010 may not have specifically targeted CSR activities of PA, although they may have developed theoretical and conceptual frameworks based on multi-case studies.

Figure 2-12: Distribution of Study Counts by Year



(Source: Author)

2.3.2.2. Geographical Scope

An analysis of the geographical location of reviewed studies reveals that research on CSR in port sectors within the context of port governance has primarily been conducted in European countries (58.97% of the total) and Asian countries (23.08% of the total). Specifically, South Korea (15.38%), Belgium (10.26%), and Italy (7.69%) are leading in this area of research.

The distribution of academic interest can be attributed to the adoption of the landlord model

in governance structure by these countries. In contrast, Bangladesh, Brazil, Canada, China, Cyprus, Denmark, Finland, Indonesia, Ireland, Mexico, Portugal, and Sweden have relatively fewer reviewed papers on this topic.

Figure 2-13: Distribution of Geographical Locations



(Source: Author)

2.3.2.3. Distribution of Reviewed Articles by Journals

Table 2-7 presents the distribution of reviewed articles across 15 academic journals. The studies are evenly distributed amongst these journals. The journals with the highest representation in the research field of port governance and CSR are *Research in Transportation Business & Management* (15.38%), *Maritime Policy & Management* (12.82%), *Sustainability* (7.7%). This analysis suggests that the discipline of transportation and sustainability places significant emphasis on CSR initiatives within the port sector.

Table 2-13: Reviewed Papers by Journal

Journal	No. of articles
Research in Transportation Business & Management	6
Maritime Policy & Management	5
Sustainability	3
International Journal of Logistics Research and Applications	2
The Asian Journal of Shipping and Logistics	2
Transport Policy	2
An International Journal of Research and Policy	1
Asian Journal of Business Environment	1
Energy Policy	1
GeoJournal	1
International Journal of Transport Economics	1
Journal of Open innovation: Technology, Market, and Complexity	1
Journal of Shipping and Trade	1
Logistics	1
Logistics and Transport	1
Marine Economics and Management	1
Marine Policy	1
Marine Pollution Bulletin	1
Ocean & Coastal Management	1
Procedia Environmental Sciences	1
Safety Science	1
Transportation Research part A: policy and practice	1
Transportation Research Part B: Methodological	1
Transportation Research Part E: Logistics and Transportation Review	1
WMU Journal of Maritime Affairs	1
Total	39

(Source: Author)

2.3.2.4. Dimensions of Corporate Social Responsibility

This thesis, and particularly the review chapter, adopts the Triple Bottom Line (TBL) framework (Elkington, 1994; Elkington, 1998). To avoid conflating findings, the review categorises the papers into three distinct categories: (1) economic, (2) social, and (3) environmental. Notably, the justification for adopting the TBL framework is presented prior to a more in-depth analysis of the reviewed articles.

First, TBL facilitates a balanced evaluation of CSR initiatives across economic, social, and environmental dimensions. As Kolk (2016) illustrates, CSR-related research has historically focused on economic and social aspects. However, increasing attention to environmental issues has led to their more active inclusion in discussions since the 21st century. This is especially relevant in the case of ports, an industrial sector that contributes to water pollution through the discharge of toxic substances, heavy metals, and oil into the sea. Furthermore, air pollution caused by shipping is reaching dangerous levels. The Korea National Institute of Environmental Research has reported that emissions from ships account for 21.2% of nitrogen oxides (NO_x), 97% of sulfur oxides (SO_x), 29.0% of particulate matter (PM₁₀), 29.0% of fine particulate matter (PM_{2.5}), and 25.1% of volatile organic compounds (VOC). Notably, emissions of sulfur oxides (SO_x) from ships were found to be approximately 175 times greater than those from cars.

To address these pollution issues, the International Maritime Organization (IMO) recently approved the 2023 Strategy for Reducing Greenhouse Gas Emissions from Ships, which aims to achieve net-zero greenhouse gas emissions in international shipping by 2050. The strategy includes ‘indicative checkpoints,’ targeting a 30% reduction by 2030 and an 80% reduction by 2040 (Solution for Our Climate 2023). Consequently, the inclusion of environmental considerations in CSR research is essential, and TBL provides a balanced approach to exploring these matters.

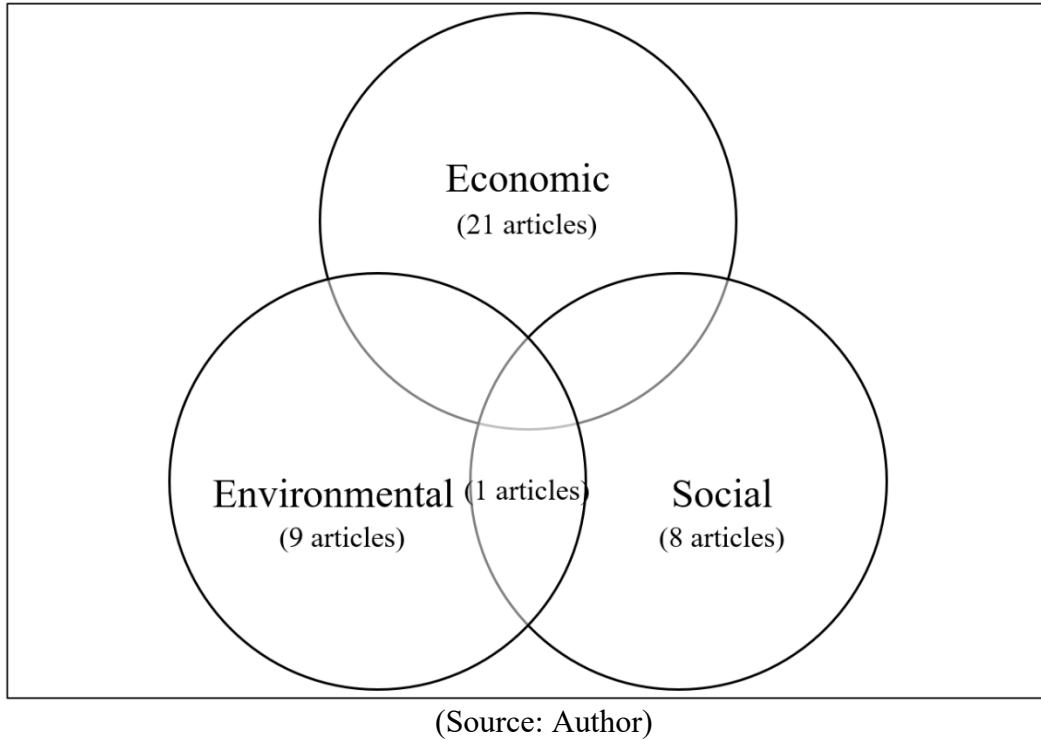
Secondly, the Triple Bottom Line (TBL) framework facilitates the exploration of Corporate Social Responsibility (CSR) initiatives through the lens of sustainability (Vanelslander 2016). Since the emergence of strategic CSR, the perception of CSR has evolved, with an increasing recognition of its role as a key driver of long-term sustainable outcomes, surpassing earlier views that primarily focused on philanthropic activities and cost-based considerations (Porter

and Kramer 2006; 2011). Furthermore, the intersection of CSR and sustainability further reinforces this perspective (Kolk 2016). Bansal (2005) contends that CSR initiatives have traditionally been assessed in the abstract, whereas the TBL framework provides a structured approach that enables the systematic and practical analysis of these initiatives. As such, the practical impact of CSR can be effectively measured through the adoption of the TBL framework. Moreover, the fact that the selected case for this thesis, the Incheon Port Authority, articulates its vision as a ‘sustainable, complex-value port that leads logistics and maritime tourism’⁶ suggests that their CSR initiatives are likely aligned with sustainability. Consequently, the TBL framework proves to be a valuable tool for assessing these initiatives.

In the context of CSR, the adoption of TBL framework encompasses a wide range of topics. Specifically, the economic pillar pertains to organisational performance and efficiency; the social pillar addresses labour issues, contributions to local communities, stakeholder management, and security; while the environmental dimension focuses on carbon emissions, the use of renewable energy, and the efficiency of resource utilisation.

⁶ <https://www.icpa.or.kr/content/view.do?menuKey=2751&contentKey=801>

Figure 2-14: Classification of Reviewed Papers by CSR Categories



Out of the three pillars of CSR, the economic perspective was the most represented with 21 articles. This was followed by the environmental pillar with 9 articles and the social pillar with 8 articles.

2.3.2.5. Synthesis of Identified Elements

Port management, stakeholder management, and green port management were the prominent research areas in the economic, social, and environmental dimensions, respectively. Within the economic dimension, the most frequently discussed aspects included port infrastructure, investment, operating costs/revenue, and cost-efficiency. These important factors significantly contribute to the growth performance of port clusters, as they are closely interconnected with the national and international economies, particularly in terms of facilitating international trade (OECD 2013). Moreover, they have implications for the social dimension through their potential for job creation (Battaso et al. 2013), training opportunities, and improvements in quality of life.

In the social perspective, the most frequently emerged elements were stakeholder management, social participation, and safety. This indicates that many PAs have strengthened communication with stakeholders in local communities to achieve their ultimate goal as a public organisation under the landlord model.

In terms of the environmental pillar, green port management (7 articles) and air pollution (6 articles) were frequently discussed. Green port management aims to achieve both minimised environmental impact and ports' economic interests for sustainable port development.

Table 2-14: Identified Elements of Port Authorities' CSR

Dimension of CSR	Identified elements	Number of articles	Dominant research	%
Economic (11 elements)	Port infrastructure	10	Port management	35%
	Investment	9		
	Port operational efficiency	8		
	Cost-efficiency	7		
	Port services	7		
	Operating costs/revenue	4		
	Port throughput	4		
	Port pricing	4		
	Public-private partnership	3		
	Port digitalisation	2		
	Port development company	1		
Social (9 elements)	Stakeholder management	6	Stakeholder management	100%
	Social participation	3		
	Safety	3		
	Social image	2		
	Public relations	2		
	Security	2		
	Occupational Health	1		

Dimension of CSR	Identified elements	Number of articles	Dominant research	%
	Job creation	1		
	Corporate social performance	1		
Environmental (8 elements)	Green port management	7	Green port management	100%
	Air pollution; emission	6		
	Energy management	3		
	Energy efficiency	2		
	Green port dues	2		
	Green facilities	1		
	Environmental efficiency	1		
	Noise pollution	1		

(Source: Author)

2.4. Discussions on Reviewed Articles

To address the review questions posed, this section is divided into three sub-sections. The first sub-section examines and discusses research trends in port authorities within the context of CSR. In line with the latest classification of elements in CSR studies, this thesis categorises the reviewed articles into economic, environmental, social impacts, and theoretical/conceptual trends.

2.4.1. What Are the Prevailing Trends in Research on CSR in Port Sectors?

This section offers a systematic review of the existing body of knowledge, highlighting key discussions and identifying the potential contributions of this thesis. It analyses the implications and possible limitations of selected articles on an article-by-article basis.

Furthermore, this review process enhances the researcher's theoretical sensitivity regarding CSR initiatives in the port sector.

2.4.1.1. Economic Contribution of CSR

Cheon et al. (2010) conducted a study to assess the impact of port institutional reforms on efficiency gains between 1991 and 2004. They constructed a panel data set for 98 major world ports, which included information on port ownership, corporate structure, and port inputs and outputs. The Malmquist Productivity Index (MPI) model was used to analyse the data. Cheon et al. (2010) found that world ports have achieved efficiency through three primary sources: improved management and optimised operation of container terminals (TEC), adjustment of production scales (SEC), and technological progress (TP). The restructuring of port ownership has contributed to total factor productivity gains through the optimised operation of container terminals, resulting in technical efficiency gains for large ports that have already achieved economies of scale (Cheon et al. 2010).

The transfer of terminal assets and operational functions from government control to specialised entities has allowed for a focus on terminal operations and cargo handling services, promoting intra-port competition between multiple service providers (Cheon et al. 2010). Concessions and leaseholds have attracted new investment from global terminal operators, shipping liners, and private cargo handlers. However, Cheon et al. (2010) did not find that decentralisation and corporatisation at the port authority level have led to higher efficiency gains. Instead, improvements in total factor productivity of world container ports over the last decade have largely resulted from reforms in ownership structure and asset management practices.

Rodriguez-Álvarez and Tovar (2012) conducted an analysis of the impact of regulatory changes on the economic efficiency of Spanish port authorities between 1993 and 2007 utilising a short-run total cost model. Their analysis delineated three legislative periods that influenced port efficiency. The initial period, spanning from 1993 to 1997, was initiated with the implementation of Law 27/1992 and witnessed substantial alterations in terms of economic efficiency for port authorities. These modifications facilitated the transition from a

bureaucratic and centralised ‘service port’ model to a ‘landlord port’ model, resulting in augmented private sector participation and more autonomous management (Rodríguez-Álvarez and Tovar 2012).

The subsequent period, extending from 1998 to 2003, was inaugurated with the enactment of Law 62/1997 and yielded favorable outcomes with more modest efficiency gains. This is congruent with the diminished significance of the reforms during this stage in comparison to the preceding one. Law 62/1997 did not represent as radical a departure from the previous period as it largely followed the same trajectory (Rodríguez-Álvarez and Tovar 2012). Its primary innovation was to permit regional governments to participate in the decision-making bodies of port authorities.

In contrast, the third legislative reform, Law 48/2003, which encompassed the years from 2004 to 2007, appeared to have had a detrimental effect on economic efficiency as it decreased by 2.49% during this period (Rodríguez-Álvarez and Tovar 2012). The most recent reform, Law 33/2010, was implemented in 2010 and aims to enhance the advanced landlord port authorities model by promoting private sector participation in financing and operating port facilities and providing services through public concessions, authorisations, and public works (Rodríguez-Álvarez and Tovar 2012).

In summation, Rodríguez-Álvarez and Tovar (2012) discovered that active participation of private bodies with port authorities enhanced the growth of port efficiency. However, these results are in conflict with those of Cheon et al. (2010), who reached their conclusions utilising data from 98 ports worldwide. The reason for this discrepancy is that Rodríguez-Álvarez and Tovar (2012) based their research on a sample of ports within Spain, resulting in a more lucid demonstration of the effects of domestic laws related to port authorities.

Park and Lim (2013) conducted an analysis of conflicts between stakeholders during the redevelopment of the Incheon inner port. Their framework assessed the degree of difficulty in developing a new berth. According to their findings, stakeholders expressed concerns about finding an alternative berth for cargo handling during the redevelopment process. Park and Lim (2013) approached this issue from a financial perspective, examining the needs of terminal operators at the inner port for new terminal capacity and the responsibility of PA to maintain sustainable business cases within their financial capacity. The results of their study

indicated that constructing an alternative berth would have a negative impact on the financial status of the Incheon Port Authority. However, Park and Lim (2013) did not provide any solutions for resolving these conflicts. Further research is needed to explore stakeholder management in conflicting circumstances.

Carlan et al. (2016) examined the causal relationships between port community systems and port competitiveness. Their findings indicated that participation in a port community system positively impacts competitiveness through the digitalisation of administrative procedures. This digitalisation leads to a reduction in document handling time, expedited information exchange, decreased errors, lower document transmission costs, and enhanced information accuracy (Carlan et al. 2016). However, Carlan et al. (2016) also noted that the mere development of a port community system does not guarantee effectiveness. Rather, participation in the community reduces communication costs through digitalisation (Carlan et al. 2016). As such, if the port authority assumes responsibility for the development and expansion costs of the port community system, it could enhance the competitiveness of port users – including terminal operators, transport operators, and customs brokers – by improving communication between social actors in the port sector (Carlan et al. 2016).

de Langen and van der Lugt (2017) posited that port development falls within the commercial domain and thus, the most appropriate characterisation of PAs is that of a port development company. In their examination of the Netherlands, they discovered that large ports are predominantly owned by the central government, with local governments acting as shareholders (de Langen and van der Lugt 2017). The governance model for smaller ports was either municipal or corporate in nature. Moreover, their findings indicated that the transition to corporate ports resulted in an improvement in financial status and the provision of dividends to shareholders (de Langen and van der Lugt 2017). Consequently, even smaller ports are moving towards more autonomous and commercial structures to facilitate better port development (de Langen and van der Lugt 2017). de Langen and van der Lugt (2017) emphasised that sufficient autonomy - in the form of independent management - is crucial for effective decision-making and competence development within a PA, and is a key strength of the port development company model.

Kotowska et al. (2018) conducted a study examining the policies implemented by PA to promote inland shipping as a means of achieving sustainable port management. The study

found that PA's have developed infrastructure, improved connectivity to the hinterland, and provided information to port users in order to foster inland shipping (Kotowska et al. 2018). Furthermore, Kotowska et al. (2018) reports that PA's frequently collaborated with local and central governments in their efforts. Open communication with port users and stakeholders was identified as a crucial prerequisite for determining strategic objectives, such as the elimination of bottlenecks in hinterland transport. Kotowska et al. (2018) demonstrates that the establishment of intermodal connections between ports and railways/inland shipping can enhance sustainable transport (Kotowska et al. 2018). PA's are pursuing this trend in order to develop the hinterland, as customers seek to reduce costs and intermodal transport presents an attractive option. Consequently, Kotowska et al. (2018) concluded that PA's play a significant role in supporting the development of inland shipping through their distribution networks. However, the effectiveness of measures taken by PA's is contingent upon cooperation with other stakeholders (Kotowska et al. 2018).

Wang and Zhang (2018) introduced the concept of free riding on adaptation investments between PAs and terminal operating companies within a port. They found that PAs tend to invest more in adaptation measures to cope with climate change and natural disasters due to the lower adaptation incentive by terminal operating companies (Wang and Zhang 2018). This relationship contradicts the orthodox view that PAs and terminal operating companies generally cooperate for port development (Wang and Zhang 2018). To update their research implications, Wang and Zhang (2018) suggest discussing intra/inter-port competition and inter-port cooperation among terminal operating companies using a comprehensive model in the context of port adaptation. This is important because port owners make multi-dimensional long-term decisions such as capacity expansion and facilities upgrading.

Andersen et al. (2023) present a political perspective on PA and propose a hybrid operational system designed to protect the financial status of governmental bodies while sharing benefits with individuals and small organisations through job creation. This approach offers strategic advantages in developing markets. However, Andersen et al. (2023) note that politics can be an unpredictable variable in setting port governance models. For instance, inclusive stakeholder management may fail even when there is an existing agreement to improve port efficiency. Furthermore, the inclusion of more stakeholders in port development has been used to improve an organisation's image (Andersen et al. 2023). As such, Andersen et al.

(2023) argue for the necessity of effective stakeholder management to enhance port efficiency and suggest four criteria for selecting stakeholders in the context of port governance: utilization of shared value; respect for diverse values; a humble attitude; and communication in a meaningful way. However, their findings have limited practical implications as they explore the context of port governance in Africa without offering specific suggestions for future action.

López-Morales et al. (2020) assert that diverse CSR initiatives have been identified in the port sectors of Latin America, despite the fact that ports do not explicitly include CSR initiatives in their mission and vision statements. This suggests a lack of alignment and coherence between action and rhetoric. In contrast, the study argues that the incorporation of CSR initiatives into ports' vision and mission significantly enhances business management by reducing transaction costs and improving the organisation's reputation. A notable finding of the study is that regional disparities influence the extent to which CSR initiatives are integrated into the mission and vision of ports. Specifically, ports in Central America and the Caribbean show a more robust incorporation of CSR initiatives, despite these regions being relatively less developed. López-Morales et al. (2020) attribute this to increased pressure from governments and local communities in these regions, which encourage the adoption and implementation of CSR strategies. However, it is important to note that the research is based solely on secondary data, thus overlooking how the missions and visions of ports are formulated and who is responsible for making these decisions.

Hidalgo-Gallego et al. (2022) argue that labour consumption in Spanish ports has historically been insufficient, while capital was overconsumed. They contend that port devolution has improved inefficiency regarding both capital and labour. Furthermore, the study demonstrates a correlation between the use of labour and the involvement of local government in the decision-making processes of port authorities.

Onwuegbuchunam (2018) examines the adoption of the landlord port model and its impact on improving cargo and shipping operations. This improvement is attributed to investments in new facilities and the expertise of terminal operators, which in turn attract customers (Onwuegbuchunam 2018). However, the study does not identify the factors that hinder the optimisation of cargo handling in the event of delays during the loading and unloading processes.

Akinyemi (2016) demonstrates that the participation of the private sector in port industries enhances port efficiency. According to the Cobb–Douglas function, the average port efficiency in Nigeria improved from 59% in 2000 to 75% in 2011. However, high service costs remain one of the major challenges faced by port users. Akinyemi (2016) argues that this issue arises because terminal operators increase costs without government approval, suggesting the need for stronger governmental regulation of the industry.

Baccelli and Morino (2020) examine the influence of PAs on three major obstacles to transport costs: technical, organisational, and infrastructural challenges. Consequently, their research argues that PAs can enhance logistics efficiency by improving relationships with stakeholders and advancing digitalisation within port community systems. However, Baccelli and Morino (2020) also note that the tools suggested by policymakers to facilitate efficient transport between northern and southern Italy had limited positive impact on stakeholders, primarily due to the underdeveloped connectivity between Southern Italian ports and rail networks. Furthermore, they highlight that political support and an appropriate governance model are essential for improving efficiency in the port sector. In other words, the governance model of PAs, along with their interactions with all stakeholders, plays a crucial role in pursuing sustainable goals, mitigating market risks, and emphasising the role of the PA as a port cluster manager.

Panayides et al. (2015) address institutional factors such as regulatory quality, the legal framework and its enforcement, freedom of expression, and ease of doing business in the host country, all of which play a pivotal role in public-private partnerships in the context of ports. However, the 50 countries selected for the study are classified as developing nations. As such, it remains unconvincing whether their findings can be generalised to the context of developed countries (Panayides et al. 2015).

Kim (2016) argues that the partnership between public and private entities enhances the efficiency and productivity of port system management. This study categorises the optimised functions of the public and private sectors: public entities are responsible for the construction, investment, and regulation of the port infrastructure, while private sector entities are involved in the operation and management of the port system (Kim 2016).

Hamzah et al. (2014) assert that the availability of sea transportation can serve as a solution to reduce the economic disparity between urban and rural areas in Indonesia. The study further argues that the successful development of ports requires substantial investment, which can be achieved through a focus on public-private partnerships.

2.4.1.2. CSR in the Environmental Domain

In their multiple case study on energy management in the ports of Hamburg and Genoa, Acciaro et al. (2014) discovered that the Port of Hamburg collaborated with the local council to implement renewable energy strategies. In contrast, PA of Genoa proposed inclusive energy efficiency and environmental strategies. The Port of Hamburg views energy management as a CSR policy to enhance port competitiveness, while the Port of Genoa adopts it due to societal pressure and regulation (Acciaro et al. 2014). However, the realisation of these strategies was hindered by the institutional framework within which the PA operates (Acciaro et al. 2014). Although PAs do not engage in electricity transactions or generation, Acciaro et al. (2014) determined that PAs are under pressure to take a more active approach to facilitating energy efficiency rather than generating electricity. The experiences of Hamburg and Genoa PAs suggest a new role for PAs as regulators of energy management in the port sector (Acciaro et al. 2014). In this role, PAs plan energy consumption in the port sector, regulate and monitor its process, evaluate energy consumption, and impose new policies to improve energy efficiency if needed. PAs implement their traditional roles as landlords while also taking on new roles as energy managers. Froese and Toeter (2013) argue that PAs can influence energy supply by supporting incentives for terminal electrification and adding solar power panels to buildings and warehouses. In particular, smart grids and virtual power plants are achievable in the port sector (Acciaro et al. 2014).

Bergqvist and Egels-Zandén (2012) investigated the potential of green port dues as a mechanism to facilitate the adoption of environmentally sustainable practices within the port sector. Their findings suggest that the successful implementation of eco-friendly transport initiatives is contingent upon the significance of dues as a proportion of overall costs. However, they also observed a disparity in the perception of these dues between private and public ports, with stakeholders in the latter demonstrating a greater willingness to adopt them.

Additionally, they found that PAs operating under a landlord model may adjust dues in response to stakeholder demands and their own CSR initiatives. Bergqvist and Egels-Zandén (2012) contend that well-designed and effectively managed green port dues can serve as a powerful tool for enhancing the overall efficiency of the port sector while mitigating the environmental impact of inland transport. They argue that the current trend towards CSR among shipping companies and transport service providers creates favorable conditions for the implementation of such a system. However, Bergqvist and Egels-Zandén (2012) also maintain that broader regulatory frameworks are necessary to ensure its effective implementation, rather than relying on individual PAs, and to prevent distorted competition within the port sector.

In order to evaluate the environmental efficiency of ports in South Korea, Chang (2013) employed the SBM-DEA model. The input variables selected for this analysis included labour, quay length, terminal scale, and energy consumption. The volume of cargo handled in ports was considered as a desirable output variable, while CO₂ emissions were regarded as an undesirable variable (Chang 2013). This study encompassed 23 ports in Korea. The findings indicated that Korean ports are economically inefficient but environmentally efficient when both economic and environmental performance are taken into account simultaneously (Chang 2013).

Geerts et al. (2017) assert that numerous ports globally have implemented environmentally differentiated port pricing as a strategy. They examine the misalignment between the incentives system and the decision-making and execution processes of these strategies. This pricing approach is widely considered an economic tactic to enhance a port's market position by cultivating a green image (Geerts et al. 2017). The efficacy of this strategy is contingent upon the number of ports that adopt it and the number of shipping companies that acquiesce to it. Nonetheless, Geerts et al. (2017) claim that when the majority of ships adhere to the standards established by ports for pricing, environmentally differentiated port pricing loses its effectiveness as it ceases to be differentiated. In terms of port governance, Geerts et al. (2017) contend that PA with greater autonomy and financial capacity is more inclined to implement environmentally differentiated port pricing. Moreover, this pricing approach is executed as an integral component of PA's overarching CSR strategy, thereby bolstering its competitive

edge by serving as a promotional instrument for establishing a green image (Geerts et al. 2017).

O’Keeffe et al. (2020) found that policy and regulation play a crucial role in environmental management within the port sector. Their research revealed a significant discrepancy in awareness between PA and other port actors concerning infrastructure and climate change. This discrepancy resulted in conflicts between long-term and short-term planning (O’Keeffe et al. 2020). Consequently, it is uncertain whether voluntary CSR initiatives by stakeholders or specific regulations are the primary drivers of this issue.

Acciaro (2015) demonstrates that port authorities recognise corporate responsibility as a key driver of competitive advantage, achieved through the creation of added value within the supply chain, particularly in relation to environmental issues. Drawing on institutional theory, the study argues that environmental regulations lead to enhanced sustainability within ports, with enterprises likely to select sustainable ports as their supply chain partners in the future. In other words, Acciaro (2015) explores how government-imposed environmental regulations contribute to the sustainable development of ports. Furthermore, the study highlights a gap in research concerning the social impacts of ports on local communities, beyond the focus on environmental considerations.

Mahmud et al. (2023) identify the adoption of eco-friendly technologies, such as energy management systems, port-specific environmental policies, environmental incentive and penalty pricing, compliance and certification, and automation and digitalisation, as the primary drivers of green port development. However, the precise impacts of these drivers on ports and the connectivity between green ports and their hinterlands remain open questions, warranting further discussion in future research.

2.4.1.3. Impact on Society Driven by CSR

Bottasso et al. (2013) conducted a study to investigate the impact of port activities on regional employment. Utilising a sample of 560 observations from 10 Western European countries between 2000 and 2006, the study employed the GMM-system developed by Blundell and Bond (1998) to estimate employment. The results demonstrated that port activities have a positive influence on regional employment in the hinterland, with an

estimated increase in cargo volume of up to 1 million tons creating 400-600 jobs for every 1 million labours. However, no correlation was found between port activities and service employment, while bulk cargo had a higher impact on employment (Bottasso et al. 2013).

Notteboom et al. (2015) conducted a qualitative case study on stakeholder management in the Port of Rotterdam. Their research showed that PA's recognition of stakeholders changed over time due to emerging issues in the port sector. For example, in the early 2000s, the development of port infrastructure and port reform – finance and governance - were key issues in Rotterdam, thereby PA paid more attention to shareholders and the financial community at that time. However, Notteboom et al. (2015) also found that topics involving wider groups and interests – such as environment, safety, and security – strengthened ties with local communities and employees. For instance, the importance of shareholders and financial communities decreased by 1% and 3.5%, respectively from 2000 to 2012. In contrast, the importance of local community and societal groups of interest and employees increased by up to 3% and 2%, respectively (Notteboom et al. 2015). At the same time, this increased attention on community-focused activities does not mean that the PA shifted its focus away from CSR. The PA is still a commercial domain that seeks to maximise profits. This is exemplified by the development of Maasvlakte 2⁷. The PA in Rotterdam strictly evaluated plans to expand this area with regard to environmental impact and social issues, but when the plans showed potential, the Port of Rotterdam did not hesitate to select development plans as a landlord (Notteboom et al. 2015). Notteboom et al. (2015)'s research is significant because it provides evidence for the transition of the PA's interest in stakeholder management in a diagrammatic manner.

Parola et al. (2013) conducted an analysis of the communication strategies employed by PAs. Their empirical findings revealed that PAs disclose not only traditional information such as operational and infrastructure data however also innovative content including financial data, shareholder information, and CSR initiatives. Parola et al. (2013) contend that an expanded range of stakeholders necessitates that PAs tailor their communication to the goals and preferences of diverse stakeholder groups. To this end, Parola et al. (2013) developed an

⁷ Maasvlakte 2 is a significant civil engineering project in the Netherlands that serves as an expansion to the Port of Rotterdam (Port of Rotterdam 2010).

index to measure the innovation of PA communication, taking into account factors such as port competitiveness, governance model, and stakeholder management. Their results suggest that larger PAs are more likely to innovate their communication strategies and that ports with publicly characterised PAs and numerous international terminal operators employ innovative disclosure as a means of fostering relationships with local communities engaged in port-related activities.

Antão et al. (2016) conducted a study that highlighted the significance of occupational health, safety, security, and environmental issues in the port sector. The findings of their research indicated that addressing these concerns could lead to a reduction in operational costs and accidents while promoting environmental protection and healthy working conditions. To facilitate the evaluation of these factors, Antão et al. (2016) developed the Occupational Health, Safety, Security (OHSS) indicators. The implementation of this index in the port sector has the potential to enhance data management related to workplace injuries, diseases, and fatalities.

Table 2-15: List of OHSS Indicators

Category	Indicator	Definition
Occupational health	Days lost	The days lost corresponds to the number of full calendar days' where the victim is unfit for work due to an accident at work. The indicator is normalised by dividing it by the Full Time Equivalent value
	Fatal work accidents	This indicator assesses the number of fatalities due to occupational accidents over a period of time. The indicator is normalised by dividing it by the Full Time Equivalent value
	Work related accidents	It assesses the number of work-related accidents over a period of time. The indicator is normalised by dividing it by the Full Time Equivalent value
Safety	Nautical accidents	This indicator assesses the number of nautical accidents in port areas over a period of time. The indicator is normalized by dividing it by the number of port calls
Security	Port security incidents	This indicator assesses the number of Port Security Incidents over a period of time
	Investment in protection	This indicator evaluates the percentage of investment in protection divided by the overall investment of the port over a period of time

(Source: Antão et al. 2016, p. 272)

Four scholarly articles were categorised according to their relevance to social pillars. Bottasso et al. (2013) discovered a positive relationship between increased port activities and the creation of employment opportunities. Notteboom et al. (2015) and Parola et al. (2013) examined the influence of CSR on the management of stakeholders. Notteboom et al. (2015) contended that evolving phenomena within the port sector necessitate that PAs broaden their focus to encompass a more diverse array of stakeholders. For instance, due to concerns related to port infrastructure and finance, PAs have concentrated their efforts on groups

relevant to these issues. However, in light of growing environmental and safety concerns, PAs have recently begun to place greater emphasis on local communities. Parola et al. (2013) found that larger, global PAs are more likely to disclose detailed information about port operations and CSR initiatives and to establish stronger connections with local communities. Prior to the work of Antão et al. (2016), there was no established protocol or standardisation for OHSS and environmental indicators in the port sector. To address this issue, Antão et al. (2016) developed OHSS indicators through interactions with stakeholders in the port sector.

Batalha et al. (2020) employed qualitative methods and gathered data via telephone interviews to explore managers' perceptions of Corporate Social Performance (CSP). The study investigates how port managers conceptualise CSP, considering it in terms of societal development, interactions with the external environment, the social performance matrix, and the development of social processes. Furthermore, the research highlights that seaports approach CSP by integrating both internal perspectives and the formulation of social policies (Batalha et al. 2020). However, a limitation of the study lies in its failure to differentiate between regional variations in the understanding of CSP, as well as the use of a single-case study design, which may limit the generalisability of the findings to other contexts.

Ashirafi et al. (2020) examine corporate sustainability in ports through the lens of stakeholder theory, advocating for multi-stakeholder perspectives. They argue that recognising the factors influencing corporate sustainability in ports is crucial for developing comprehensive action plans that effectively achieve organisational objectives. Furthermore, Ashirafi et al. (2020) highlight the importance of exploring corporate sustainability from the viewpoint of each stakeholder, as well as addressing the pressures for sustainable development from both internal and external stakeholders. However, a limitation of their research is the absence of empirical evidence regarding the prioritisation of development within the port sector.

Oh et al. (2018) developed 27 evaluation matrices for port sustainability using the importance-performance analysis technique. In their study, job creation, job security, security management within the ports, and wastewater disposal were identified as the most critical factors in evaluating the sustainability of Korean ports. Moreover, the study reinforces the argument that ports should contribute to regional economic growth and employment (Oh et al. 2018). A noteworthy limitation of this research is that the participants were exclusively

port managers, thereby omitting the perspectives of other stakeholders, such as local communities and transporters (Oh et al. 2018).

Roh et al. (2023) conceptualised a framework for sustainable port development based on stakeholder theory. Optimised operational planning emerged as the most important factor for sustainable port development, while port managers in Korea appeared to place less emphasis on internal environmental management (Roh et al. 2023). Although the practical implications for port development, as considered by port managers, were discussed, the lack of empirical evidence regarding the port-stakeholder decision-making framework could arguably be seen as a limitation of this research.

Wagner (2017) argues that the participation of stakeholders is a critical factor in the successful implementation of CSR initiatives within the context of the port sector. Furthermore, this study demonstrates that the application of CSR initiatives, suitable as a universal measure for all ports, is impractical. Instead, Wagner (2017) contends that existing knowledge of CSR initiatives can aid in planning, though it must be adapted to suit the regional context. A noteworthy finding of this research is that each stakeholder in ports has a different understanding of the important issues and assigns priorities in varying orders (Wagner 2017).

Sergi (2021a; 2021b) assert that ports, by facilitating global connections, foster an environment that is conducive to illicit activities, including drug trafficking. They further explore the role of police and security forces within this framework. Crime at ports possesses an international dimension, necessitating global cooperation and the sharing of information. Legal responses, coupled with technology-driven monitoring systems, support this cooperation and augment security (Sergi 2021a).

2.4.2. What Research Gaps and Future Agendas Can Be Identified from Reviewed Articles?

A systematic literature review facilitates the confirmation of several key findings. Firstly, the range of stakeholders discussed in the reviewed articles aligns with the categorisation proposed by Doods (2019), which distinguishes between internal and external stakeholders. Internal stakeholders include shareholders, board members, and employees, while external stakeholders comprise customers, suppliers, local communities, governments and regulatory agencies, trade associations, the press and media, and non-governmental organisations (NGOs). This suggests that the categorisation of stakeholders within the context of CSR initiatives in the port sector is widely accepted by various scholars.

Secondly, CSR initiatives in the port sector are predominantly framed within the Triple Bottom Line (TBL) framework in the majority of the reviewed articles. Specifically, the TBL categories—economic, social, and environmental—are broadly accepted, and the sustainability lens has proven useful. In terms of economic aspects, the articles highlight the need for enhanced transparency in sustainability reporting by port authorities to strengthen ties with local communities. Additionally, technological advancements are noted to improve efficiency and reduce costs in logistics. Social aspects discussed in the reviewed articles include the interaction with local communities, which is driven by stakeholder demands, and improvements in the working environment, particularly regarding safety and security. Environmental concerns represent the most extensively discussed area, with key issues including the minimisation of carbon emissions, improvements in energy efficiency, and the development of waste disposal methods to prevent further marine and air pollution, thereby contributing to the achievement of a 'green port.'

Thirdly, the role of the port authority as a port cluster manager and the associated stakeholder management strategies are receiving increasing attention. Empirical studies demonstrate that engagement with stakeholders in the context of CSR is a critical factor in sustainable development. Moreover, the complexity of port clusters gives rise to diverse conflicts of interest between stakeholders, with the port authority being called upon to mediate these conflicts in its role as the cluster manager.

Lastly, it is noteworthy that the majority of the reviewed articles employ case study methodologies. This approach is particularly appropriate, as CSR initiatives are often shaped by stakeholders' demands, in accordance with stakeholder theory, and regional or contextual differences may result in varying CSR practices across ports and countries. The case study method facilitates the connection between theory and real-world phenomena, providing a comprehensive understanding of specific issues, and thus appears to be a rational choice in the context of CSR research.

It is important to discuss how this thesis will contribute to existing knowledge and broaden the scope of research on this topic. In order to distinguish this study from the reviewed literature, three key aspects are considered. Firstly, the articles examined that utilised case study methodologies indicate that their research implications may not be generalisable across different contexts, such as ports and countries. This is due to the fact that stakeholder groups present diverse demands to port authorities, influenced by the prevailing culture and specific circumstances they face. Therefore, it remains questionable to what extent their research findings could yield consistent results in the context of Korea. In this regard, the exploration of PA's CSR initiatives within the Korean context holds significant value. While in-depth research on CSR initiatives in South Korea exists, studies focusing on the role of PA in CSR have received comparatively less attention than those concerning other industries, such as construction. As highlighted in the reviewed articles, PA plays a pivotal role as a manager in port operations. Consequently, this thesis has the potential to contribute to the expansion of the diversity of case studies within the current body of knowledge.

Secondly, this thesis adopts a qualitative approach, employing analytical tool derived from GT. Numerous reviewed articles utilised secondary data, applying statistical analysis within case studies. This approach appeared effective in assessing how CSR initiatives exert a tangible impact on economic, social, and environmental dimensions, as well as in examining stakeholder satisfaction and requirements within the context of CSR. Moreover, it facilitates comparative studies across different ports globally. However, there remains the potential for bias in the data, as it may not fully capture the contextual nuances. For example, bias in data processing was identified during the review process, stemming from the disparate categories of CSR initiatives outlined in the reports provided by PAs. Consequently, grounded theory, as the analytical tool for the data collected in this thesis, offers a more robust exploration of

real-world dynamics in the specific case, grounded in the personal experiences of the research participants.

Thirdly, stakeholder salience theory serves as a key conceptual lens for exploring the Korean context. While many of the reviewed articles emphasised the importance of stakeholder engagement for the success of CSR initiatives, there remains considerable scope for further discussion on the prioritisation and categorisation of stakeholders by PAs within the South Korean context. The articles reviewed, including both thematic and systematic reviews, examined the theoretical foundations of CSR in port studies, with stakeholder theory being widely accepted across various papers. Similarly, studies focusing on the Korean context also addressed the suitability and applicability of stakeholder theory as a theoretical framework. However, the approaches and frameworks adopted in these studies may be insufficient to fully explain PA stakeholder management, as many conclude merely by demonstrating the significance of stakeholders in the context of sustainability within ports.

As port cluster managers, PAs must navigate a range of conflicts of interest among diverse stakeholders. Given the constraints of limited resources, it is crucial to develop a clear strategy for stakeholder management, supported by the prioritisation and categorisation of stakeholders—such as determining who takes precedence. For this reason, the application of stakeholder salience theory in this thesis could offer a more nuanced and realistic explanation of the mechanisms by which PAs categorise and prioritise stakeholders, and how these decisions impact their CSR initiatives.

2.5. Generating Research Questions

The potential contribution of this thesis to existing knowledge can be categorised into two distinct areas: CSR initiatives of Korean PAs and the stakeholder management strategies employed by PAs within the context of South Korea. The differentiated CSR initiatives across regions and the necessity of exploring whether existing literature adequately explains the Korean context have been discussed in the previous section. If existing literature does not fully account for the Korean context, the reasons for the discord in findings and the strengths of adopting stakeholder salience theory to explore the Korean context have also been addressed. For instance, an empirical exploration of PA's CSR and stakeholder management in situations of conflict falls under the category of stakeholder management. Additionally, inquiries pertaining to PA's CSR in the Asian context for commercial purposes, PA's energy management, PA's impact on employment, and occupational health and safety indicators fall under the category of PA's CSR.

Through the economic, environmental, and social pillars of CSR initiatives, existing literature indicates that stakeholder cooperation and participation in the CSR activities of PAs in Korea are emerging areas with considerable potential for further development. For example, key themes within the economic pillar include stakeholder participation and cooperation with PAs; within the social pillar, they encompass communication with stakeholders and management of stakeholder relations; and within the environmental pillar, they focus on the role of PAs as energy managers, which highlights the interactions between PAs and their stakeholders. Consequently, this thesis will concentrate on the dynamics of the relationship and interaction between PAs and their stakeholders. In order to explore this phenomenon, the research questions will be divided into two categories, with the potential contribution of this thesis, as discussed in the previous section, supporting this approach.

The first research question aims to explore PA's current CSR initiatives and the perceptions of its stakeholders, including PA itself. This is necessary as existing literature has predominantly examined CSR within the port sector in relation to other principals, rather than focusing on PA-led CSR initiatives within the context of South Korea. Thus, an in-depth exploration of PA's CSR initiatives is warranted. For example, understanding the CSR initiatives that the Korean PA has implemented is a crucial step towards engaging with the

more convincing knowledge and fostering further discourse. These potential contributions underscore the importance of exploring PA's CSR initiatives at the outset, firstly to comprehend the relationship between the three pillars of CSR, and secondly to assess the stakeholders' understanding and evaluation of the CSR initiatives PA has implemented. Consequently, the first research question is as follows:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

This thesis aims to explore the research findings regarding CSR initiatives of PAs in order to illuminate stakeholders' interpretations of these initiatives based on their experiences. Additionally, it seeks to identify the determinants of CSR planning and implementation from the perspective of PAs. To enhance the explanatory power and predictability of the phenomenon, this thesis will also explore the stakeholder management strategies employed by PAs. Research gaps within the social pillar highlight that while PAs disclose information to the public, the application of this information to the relationship between PAs and stakeholders lacks persuasiveness.

Moreover, considering the nature of CSR initiatives, PAs are required to take into account stakeholders' demands to successfully implement such initiatives. The involvement of stakeholders in CSR initiatives is also a critical factor, as indicated by existing literature. Consequently, the criteria used by PAs to categorise stakeholders may unveil significant factors relating to the objectives of implementing CSR initiatives. Therefore, this thesis formulates the second research question to explore the holistic relationship between PAs and their stakeholders. The second research question is as follows:

RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

This research does not specifically address certain identified research gaps, namely the impact of port devolution, job creation, and marketing effects. While the formulated research questions were designed to explore various aspects of this study within comprehensive boundaries, it is expected that the research findings will naturally contribute to the discussion of the aforementioned research gaps, even if they were not explicitly reflected in the research questions.

The subsequent chapter introduces case study as the chosen research methodology for this thesis and outlines the specific data collection and analysis procedures that will be employed.

Chapter 3

Research Methodology

This chapter delineates the research methodology employed in this study to elicit pertinent findings in response to the research questions (RQs) posited as follows:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

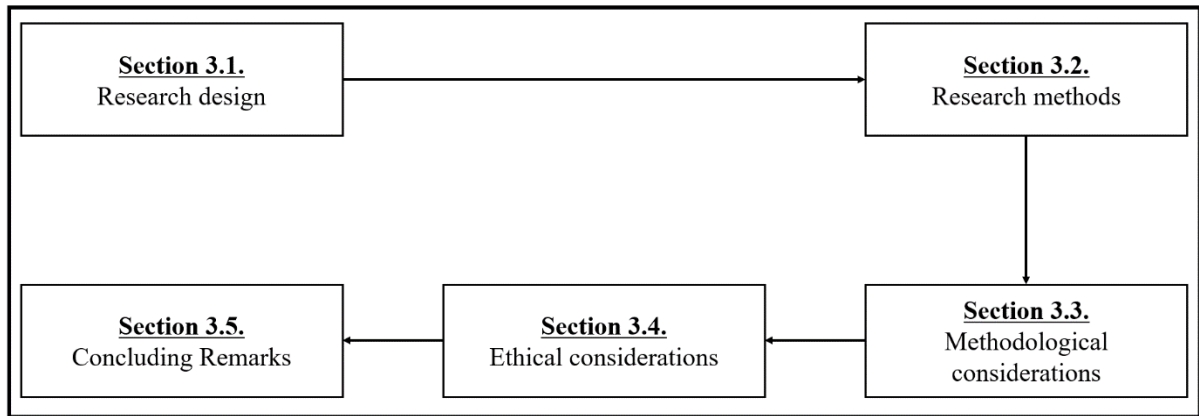
RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

The preceding chapter identified lacunae in extant research based on a comprehensive literature review and explicated how the RQs can facilitate the generation of germane findings pertaining to these gaps. This chapter is structured into five sections. The initial section provides an overview of the research design, encompassing the research philosophy, and approach. The subsequent section elucidates the application of the grounded theory (GT)

as an analytical approach in this thesis and substantiates its aptness for addressing the RQs. The third section delineates the research methods employed for sampling, data collection, and analysis. Sections three and four respectively discuss methodological and ethical considerations. The concluding section provides closing remarks.

Figure 3-1: Outline of Chapter 3



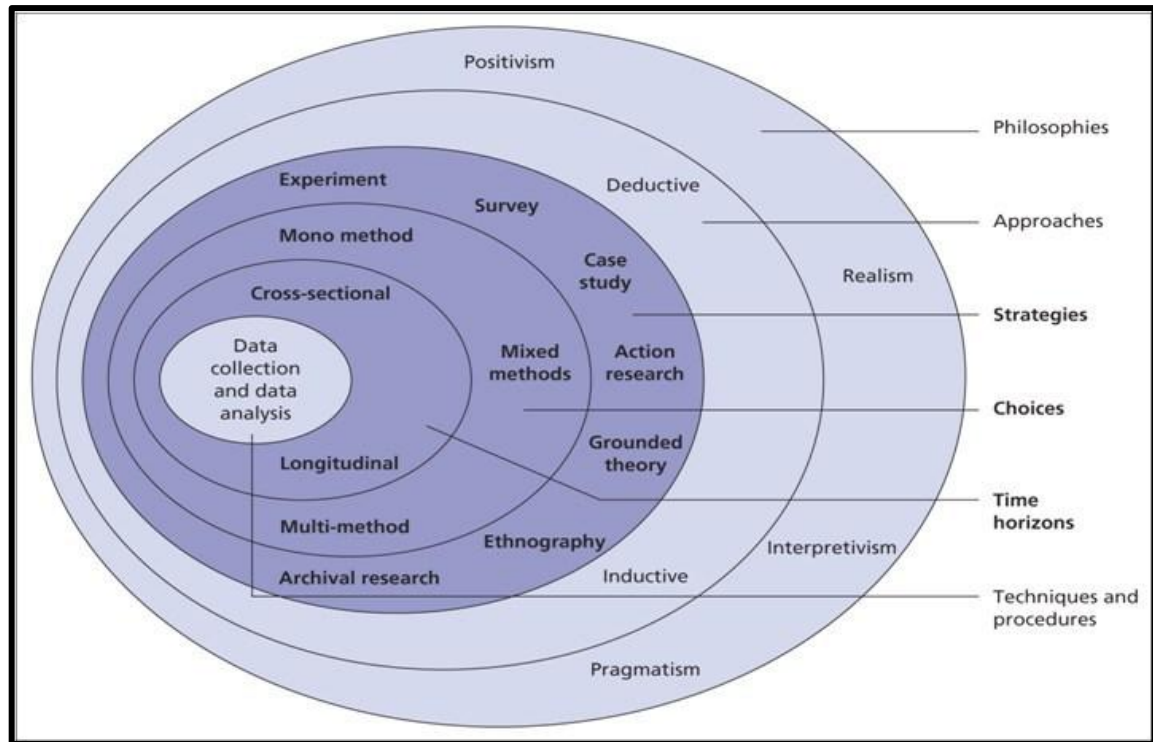
(Source: Author)

3.1. Research Design

A research design constitutes a framework that delineates a strategy for achieving research objectives and provides direction for the implementation of the research (Bryman and Bell 2015). This design necessitates a series of decisions to ascertain the most suitable methods for addressing research questions (Ghauri and Gronhaug 2002; Zikmund et al. 2013).

Typically, a researcher evaluates various techniques for data collection and analysis (Collis and Hussey 2014; Bryman and Bell 2015). This thesis employs the research onion framework (Figure 3-2) proposed by Saunders et al. (2016, p. 108), which elucidates the structure of the thesis from research philosophy to data collection and analysis.

Figure 3-2: Research Onion Framework



(Source: Saunders et al. 2016)

3.1.1. Research Philosophy

A research philosophy encompasses a system of beliefs and ideas pertaining to the generation and development of knowledge (Saunders et al. 2016). It involves the logical progression of formulating new knowledge through a meticulously designed research project (Guba and Lincoln 1994). Research projects within the realm of social science are predicated on ontological, epistemological, and methodological assumptions that provide guidance to researchers in conducting their studies in a systematic manner (Maykut and Morehouse 1994).

Ontologies can be divided into three categories: subjectivism, relativism, and objectivism (Bryman 2016; Merlo and Pravato 2021). Subjectivist ontologies posit that social entities are constructed through the perceptions and actions of social actors, and that objective truth does not exist (Bryman 2016). At first glance, subjectivism and relativism may appear similar; however, there is a fundamental difference between the two. From a relativist perspective, truth and knowledge are intimately linked with society, and the view of a universal truth is

considered to be non-existent in the world (Merlo and Pravato 2021). Conversely, objectivist ontologies assert that reality exists independently of social actors (Bryman 2016). Within the context of this doctoral project, ontology refers to the Corporate Social Responsibility (CSR) in relation to the Port Authority (PA) in Korea and the management of stakeholders from diverse organisations within port sectors.

When it comes to epistemology, there exist diverse philosophical schools of thought in social science research. For instance, positivism, interpretivism, constructivism, pragmatism, and critical realism. Researchers adhering to positivism view the social world as objective and strive to formulate law-like generalisation (Bryman and Bell 2015). They approach social science research in a manner akin to natural science experiments, endeavoring to obtain precise and unambiguous knowledge that can be universally applied (Guba and Lincoln 1994; Crotty 1998). Interpretivism challenges this approach by contending that humans create meanings within their social environment (Saunders et al. 2016). Interpretivists concentrate on the language and meaning of social actions to generate rich, detailed understanding and interpretations of social phenomena (Lincoln and Guba 1985). Critical realism acknowledges the existence of an independent external reality, separate from beliefs and perceptions and subjective experiences and social contexts enable the recognition of this reality (Bryman 2016).

Qualitative research places significant emphasis on methodological assumptions (Creswell 2003). These assumptions ensure coherence between the research objectives, philosophy, questions, and methodology in each chapter of the research (Cresswell 2003; Crotty 2003). Inappropriate combination of these components can compromise the credibility of the research (Husak 2016). This is because the epistemological stance is linked to the theoretical perspective, and the interpretation of social phenomena is intertwined with a critical understanding of the chosen methodology (Husak 2016). This qualitative research adopts ontologically relativism and epistemologically pragmatism.

The research questions formulated in this thesis, based on the research gaps identified in Chapter 2, aim to explore the nature of subjective knowledge. This approach illustrates that relativism serves as the ontological foundation of this thesis. Relativism denies the view of absolute truth and posits that reality can be understood differently from individual perspectives (Lincoln et al. 2018). In the context of this thesis, definitions of CSR initiatives may vary based on individuals' personal experiences, and the affiliation of social actors in the

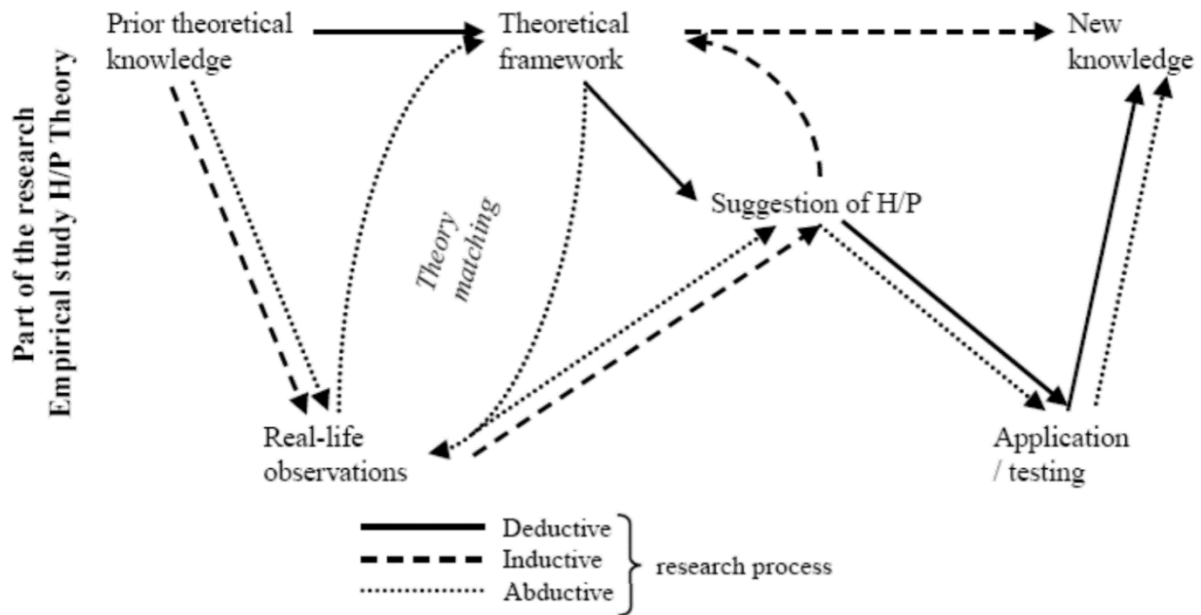
port sector may influence their understanding of CSR initiatives. CSR initiatives encompass various values, including economic, environmental, and social pillars, which may result in multiple interpretations of CSR initiatives by stakeholders of IPA. To explore IPA's CSR initiatives and stakeholder management strategies holistically, the researcher adopts relativism as an ontological position.

Charmaz (2008) argues that constructivist research emphasizes how social actors create realities based on their experiences. However, from a pragmatist standpoint, research is more concerned with how these realities lead to practical outcomes and inform actionable strategies (Morgan 2014). In this context, the process of conducting interviews for data collection is a collaborative effort, where both the researcher and informants contribute to the shared understanding of phenomena, focusing on how these understandings can be applied to real-world challenges. Research Questions 1 and 2, which explore IPA's CSR initiatives and stakeholder management strategies, align with this pragmatist approach by aiming to uncover not just meanings but the practical implications of these interactions for social actors in the port sector. These questions are oriented toward understanding how CSR and stakeholder management are enacted in practice and how these actions influence stakeholders' behaviors and decisions in the port sector. Pragmatism suggests that the researcher's involvement in these processes is not an obstacle but rather an essential part of uncovering actionable insights (Morgan 2014; Lincoln et al. 2018). The researcher's practical experience as a container transport operator in the port sector adds valuable theoretical sensitivity, helping to ground the inquiry in real-world issues while aligning with the findings from the literature review.

3.1.2. Research Approach

According to Saunders et al. (2016), the research approach serves as a framework for the application of theory and the management of the relationship between research and theory (Bryman and Bell 2015). Spens and Kovács (2006) further expounded on the various types of research approaches, stating that deductive, inductive, and abductive reasoning form the foundation of these approaches.

Figure 3-3: Deductive, Inductive, and Abductive Research Approaches



(Source: Spens and Kovács 2006)

Inductive research approach utilises empirical evidence to draw inferences regarding the implications of data in relation to untested theories (Spens and Kovács 2006; Bryman 2016). This approach derives generalised conclusions from specific observations (Gibbs 2018). Conversely, deductive research methodology seeks to test the generalisability of theories (Spens and Kovács 2006; Bryman 2016). This approach draws specific conclusions from general principles (Gibbs 2018) and relies on the logical reasoning that if the premises are true, then the conclusions must also be true (Lye et al. 2006). The abductive approach endeavours to ascertain the most probable explanation by creatively considering all possibilities and verifying hypotheses through observation to determine the most likely interpretation (Charmaz 2008; Lipscomb 2012).

This study employs abductive reasoning within an analytical approach, derived from Grounded Theory (GT), to analyse the collected data. According to Spens and Kovács (2006), the purpose of abductive reasoning is to generate and test theories. In this thesis, data are initially collected and then analysed through a coding process to discover an emergent theory. This theory is then brought back to the testing phase to determine its explanatory power and predictability as a substantive theory.

3.2. Research Methods

3.2.1. Qualitative Case Study

The concept of research design is predominantly utilised in quantitative investigations, as opposed to qualitative endeavours. It delineates the methodology employed to address research inquiries in a systematic and coherent manner (Flick 2018). According to Bryman (2016), the selection of an appropriate research design is contingent upon the nature of the research questions and should facilitate the collection of pertinent data. Yin's (2009) research posits that a case study design is most conducive to providing comprehensive and nuanced insights into this social phenomenon.

A case study design is an appropriate methodology when the phenomenon under investigation is not easily distinguishable from its context (Yin 2003). This approach can be particularly useful when examining specific individuals and their unique circumstances. Yin (2018) asserts that there are numerous classifications of case study design due to the inherent variability of cases. With respect to the number of cases, there are both single-case and multiple-case studies (Saunders et al. 2016). Single-case studies typically involve critical or extreme cases that are relatively representative, whereas multiple-case studies concentrate on replicating each case either literally or theoretically (Yin 2003). Literal replication emphasises the similarities between different cases, while theoretical replication underscores the significance of each case's distinct characteristics (Yin 2018). Furthermore, Poulis et al. (2013) argue that the context plays a pivotal role in case selection. Conducting case study enables of considering multiple dimensions of contexts, such as cultural, industrial, organisational, and geographical contexts, therefore it contributes to secure inclusive sampling, that provides rich information (Poulis et al. 2013). The primary aim of this thesis is to explore CSR initiatives and stakeholder management strategies employed by PAs. In particular, it seeks to explore how PA in South Korea implements CSR initiatives and to explore the diverse perceptions of these initiatives among key port stakeholders. To this end, a single-case study design incorporating the most representative case – a port that demonstrates the most diverse CSR with a wide range of stakeholders – is deemed the most appropriate method for this empirical exploration.

Cases can be classified as either holistic or embedded. A holistic case study considers each case as a single unit of analysis, whereas an embedded case study divides each case into subunits (Yin 2009). It is crucial to recognise that cases are dynamic rather than static. Focusing solely on one level or unit of analysis may compromise data validity and undermine the answers to the initial research questions. Yin (2018) defines the unit of analysis as an entity involved in the case study. In this project, stakeholders within the port sector are identified as units of analysis. Each participant, whether sharing experiences as a port user or a PA staff member, represents an individual unit. A compilation of such instances and the design of case studies will offer a more comprehensive perspective on how individuals in the port industry perceived and put into practice CSR. It will also underscore the importance of the specific case contexts and shed light on the implications of these settings in the chosen case.

3.2.1.1. Case Selection: The Republic of Korea

This subsection discusses the suitability of employing a single-case study design to address the research questions. It justifies why the Republic of Korea serves as the foundational case for this research before selecting a specific port in Korea.

The suitability of a case for employing the case study method is crucial for addressing formulated research questions. Yin (2018) outlines five rationales for single-case designs—critical, extreme/unusual, common, revelatory, and longitudinal cases—which guide the justification of case selection in relation to the research questions.

Firstly, this study adopts Stakeholder Salience Theory as an analytical framework to explore how various stakeholders are prioritised and managed. South Korea represents a particularly pertinent case, as the structured and centralised nature of its port authorities offers a stable foundation for the application and evaluation of the theory within the context of public sector port governance.

Secondly, the Republic of Korea represents an extreme case due to its significant dependence on international trade, distinguishing it in terms of the importance of port authorities and

seaports (Zang and Baimbridge 2012; Lee 2016). Thus, findings from this case are expected to yield profound insights (Yin 2018).

Additionally, within the context of port authorities, South Korea represents a common case. The landlord port governance model predominates globally (World Bank 2007), and all major trading seaports in Korea operate under this model (Song and Lee 2017). Therefore, cases in South Korea hold potential for generalisation—an often-cited critique in case study research—impacting research implications.

Lastly, accessibility to empirical study situations, or revelatory cases, serves as another rationale for case selection (Yin 2018). The significance of conducting this case study lies in the researcher's work experience and established connections with informants at Korean ports, which are expected to provide highly illuminating descriptive data (Yin 2018).

3.2.1.1.1. Capacity and Cargo Volume of Major Ports in Korea

To select the most representative case among Korean ports, this subsection describes the developmental status of five major trading seaports in 2023: Busan, Yeosu/Gwangyang, Ulsan, Incheon, and Pyeongtaek/Dangjin. As Table 3-1 illustrates, the port of Busan showed the highest figure for both capacity and cargo volume, whereas lowest capacity and cargo volume in 2023 was the Port of Ulsan.

Table 3-1: Capacity and Cargo Volume of Major Ports in Korea

	Capacity (2020)	Cargo volume (2023)
Busan	383,354,000 R/T 20,780,000 TEU	434,668,799 R/T 23,153,508 TEU
Yeosu/Gwangyang	177,336,000 R/T 5,400,000 TEU	276,516,394 R/T 1,862,939 TEU
Ulsan	56,735,000 R/T 740,000 TEU	192,541,995 R/T 404,445 TEU
Incheon	96,815,000 R/T 1,120,000 TEU	146,863,650 R/T 3,461,127 TEU
Pyeongtaek/Dangjin	69,383,000 R/T 960,000 TEU	116,607,017 R/T 820,289 TEU

(Source: Port-MIS 2024⁸)

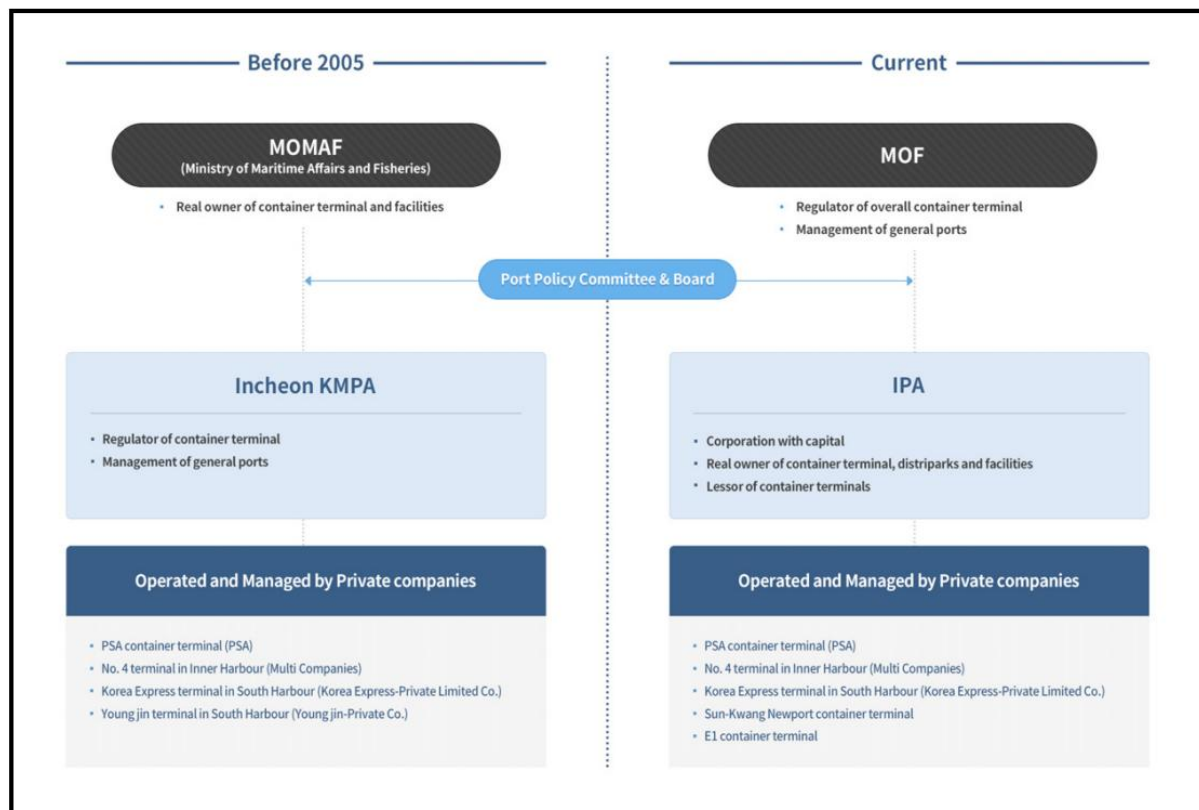
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3.2.1.1.2. Governance Structure of Korean Ports

The public administrator of Korean ports, the Ministry of Oceans and Fisheries (MOF), has the authority to manage 54 international trading seaports and coastal ports (MOF, 2024). In the past, the Korea Maritime and Port Administration (KMPA), under the control of the Ministry of Construction and Transport (MOCT), managed these ports in Korea. To reflect the increased importance of the maritime industry, KMPA was elevated and became an independent ministry, named the Ministry of Maritime Affairs & Fisheries (MOMAF) in 1996. Furthermore, the central government of Korea devolved authority to local authorities and established port authorities in Busan, Incheon, Ulsan, and Yeosu/Gwangyang in 2003, 2005, 2007, and 2011, respectively (Song and Lee, 2017). Figure 3-4 illustrates the changes in port administration at Incheon Port, comparing 2005 with the present time.

Figure 3-4: An Administrator of Incheon Port



(Source: IPA 2016, cited by Song and Lee 2017 pp. 33)

3.2.1.1.3. Port Authority Act and CSR of PA in Korea

Every port authority in Korea was established by the Port Authority Act (Ministry of Government Legislation of Korea 2024). Article 1 of this Act states that the purpose of establishing port authorities is to contribute to the development of the national economy through enhanced efficiency and expertise of port authorities. In accordance with this Act, port authorities in Korea can conduct business in various areas: port security, port management, hinterland development, cruise terminal operations, construction of facilities for renewable energy, and building neighborhood convenience facilities for port users (Ministry of Government Legislation of Korea 2024).

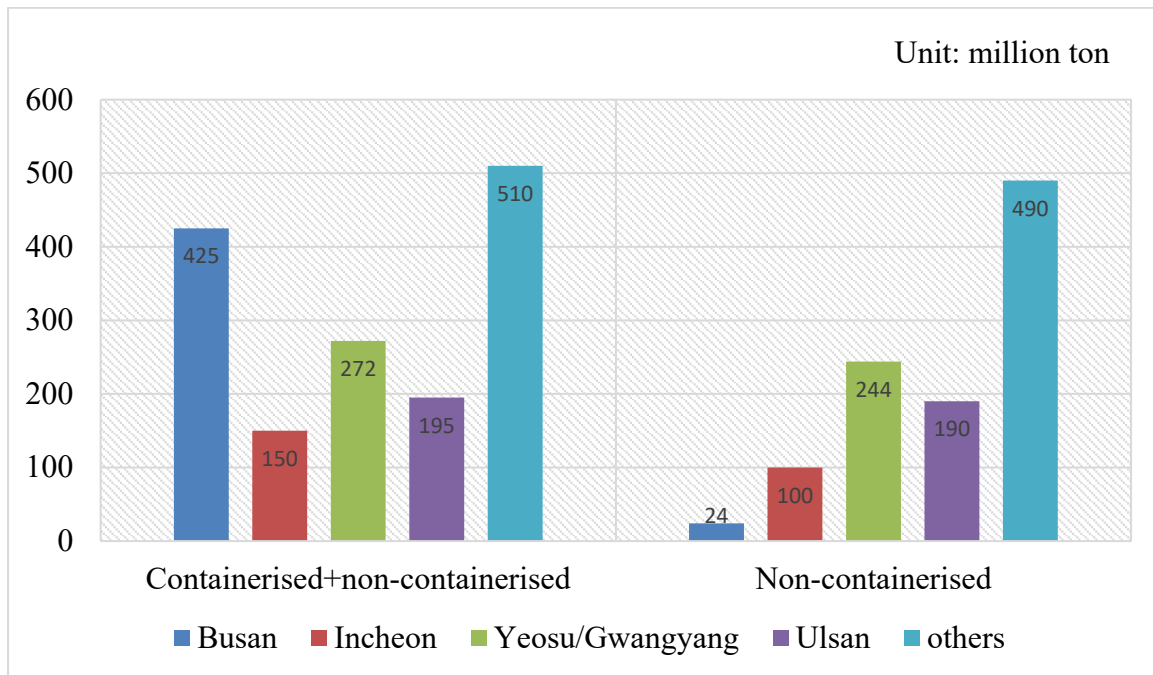
Furthermore, this Act influences port authorities' CSR initiatives due to Articles 8, 21, and 30. Article 8 stipulates that port authorities must obtain the approval of the Minister of Oceans and Fisheries in advance if they plan to implement any activities mentioned above. Similarly, Article 21 mandates that port authorities get approval for planning from the Minister of Oceans and Fisheries in case of construction in the port sector (Ministry of Government Legislation of Korea 2024). Additionally, Article 30 not only specifies that the types of fees port authorities can charge as landlords are decided by presidential decree, but also that the amount of fees charged to port users must be reported to the Ministry of Oceans and Fisheries. Thus, the central government strongly and directly controls port authorities' CSR initiatives, particularly the economic pillar.

3.2.1.2. Case Selection: Incheon Port Authority

The selection of this case study is based on two factors. Firstly, despite the Port of Busan being the nation's preeminent port and ranking 6th globally in 2021 (World Shipping Council 2023), its governance structure is analogous to that of the Incheon Port Authority (IPA), according to Song and Lee (2017). However, the volume of cargo handled in Incheon justifies the criticality of this single-case study and establishes the Port of Incheon as a representative case within the context of Port Authority's CSR. Due to railway development in South Korea and strategic initiatives undertaken by the Port of Busan, Busan has achieved global recognition as a transshipment port (Park and An 2022). In 2022, over 90% and 53%

of cargo handled in Busan were containers and for transshipment, respectively (Busan Port Authority 2022). As a result, businesses in Busan's hinterland predominantly deal with goods that can be exported and imported in containers. In contrast, approximately 62% of cargo handled in the Port of Incheon in the same year was bulk cargo (Incheon Port Authority 2022).

Figure 3-5: Cargo Volume at Major Ports in Korea in 2022



(Source: Busan Port Authority 2022)

This indicates that the Incheon port manages a balanced range of goods between containerised and non-containerised types. According to IPA (2022), major cargos in port of Incheon include LNG, sand, crude oil, vehicles, cement, steel, corns, chemical products, and hardwood. For example, in 2023, the combined weight of the top 10 commodities at Busan Port accounted for 83% of the total, whereas at Incheon Port, it comprised 76% (Port-Mis 2024). Conversely, the ten commodities with the lowest proportions constituted 1.3% of the total throughput at Busan Port and 2.3% at Incheon Port. Refer to Table 3-2 for a detailed breakdown of cargo volumes by item in 2023 at both ports.

Additionally, in Busan Port, container cargo makes up 94.4% of the total throughput (Busan Port Authority 2022). This highlights Incheon Port's management of goods with a more evenly distributed portfolio. This characteristic potentially enables Incheon Port to accommodate a broader range of stakeholder perspectives. This fact renders Incheon a more suitable case for identifying CSR-related phenomena.

Table 3-2: Cargo Volume by Item in Korea, 2023 (Unit: 1,000 ton)

	Busan	Incheon
Meat	4,713	95
Crustaceans	6,036	116
Grains	2,549	4,113
Flour products	929	227
Other animal and plant-based products	15,867	1,744
Animal and vegetable fats	1,256	331
Sugars	1,205	1,299
Processed foods, beverages, etc.	19,014	2,420
Cement	2,766	5,065
Sand	1,086	1,478
Anthracite	0	4
Bituminous coal	33	9,315
Iron ore	273	52
Other mineral products	5,589	3,493
Crude oil	49	9,481
Petroleum products	8,880	16,837
Natural gas	177	26,396
Fertilizer	1,064	260
Chemical products	29,046	4,334
Plastics and rubber products	48,246	3,672
Leather goods	2,941	1,723
Tmber	719	963
Charcoal and cork	16,412	3,063
Textile products for weaving, etc.	78,838	17,263
Scrap metal	1,542	1,235
Steel products, etc.	26,556	6,220
Non-ferrous metals and their products	15,118	1,411
Machinery, parts, etc.	38,918	3,086
Electrical equipment components, etc.	27,016	5,739
Vehicles, parts, etc.	27,316	8,726
Aircraft, marine parts, etc.	1,117	49
Others	49,399	6,655
Total	434761	146865

(Source: Port-Mis 2024)

A relatively more balanced importance of cargo at the ports implies more diverse stakeholders and necessitates stronger ties with local communities for political and administrative purposes regarding more diverse CSR programs than a simplified domain (Yin 2003). This is because, diverse stakeholders have a greater impact on CSR involvement when investor safeguards and board management are comparatively inadequate (Jo et al. 2016). In the same manner, Harjoto et al. (2014) not only demonstrate that factors such as gender, tenure, and expertise diversity play pivotal roles in shaping organisations' CSR initiatives but also that their empirical findings support stakeholder theory. Moreover, diversity enhances CSR performance by bolstering CSR capabilities. Similarly, Tanimoto (2019) argues that multi-stakeholder initiatives overcome both voluntary and mandatory CSR requirements and promote CSR standards while improving stakeholder engagement. Most research influenced by stakeholder theory supports this argument, as discussed in Chapter 2.

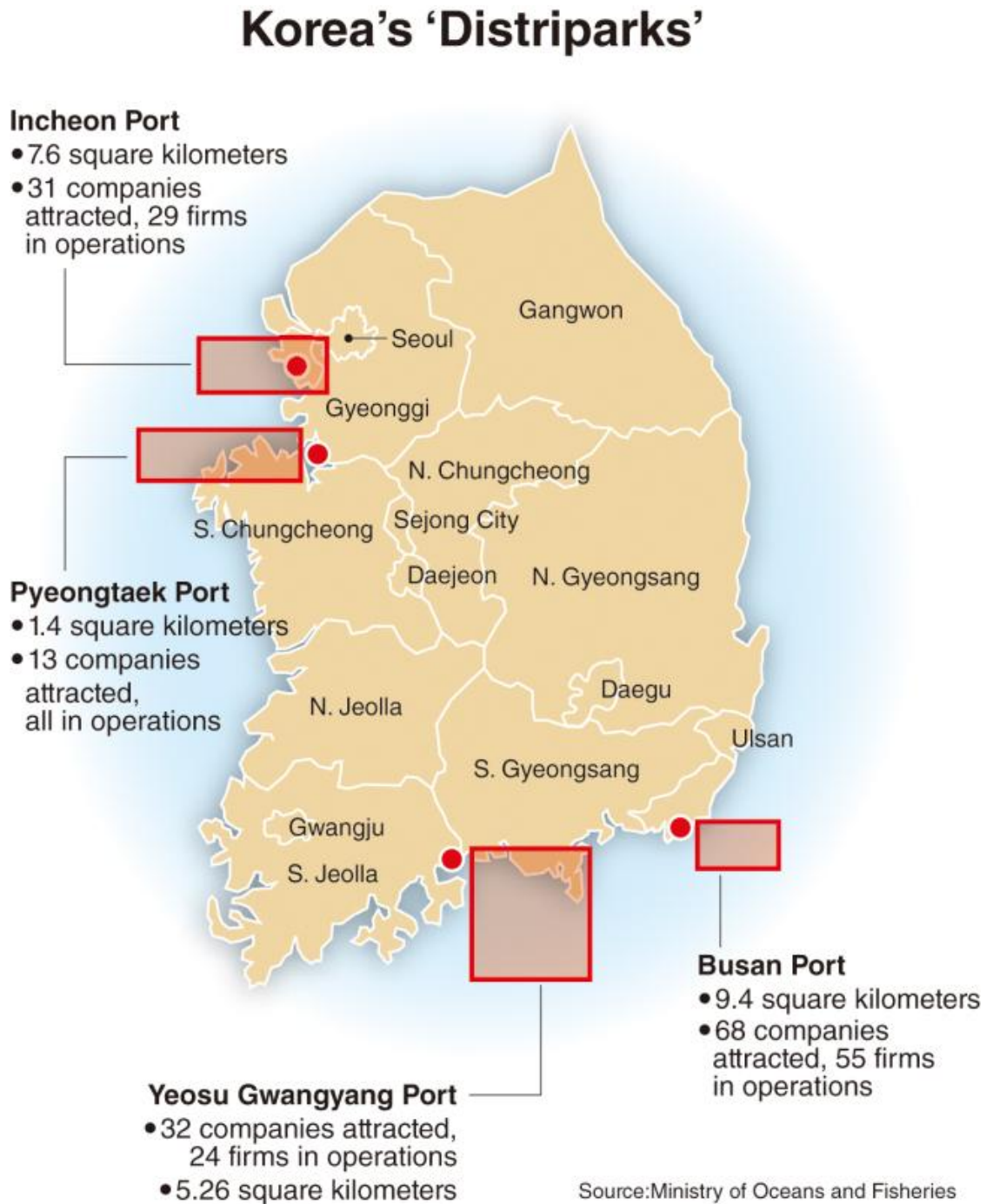
The case of IPA's CSR therefore enhances explanatory power and predictability based on a comprehensive understanding of the dynamic and complicated phenomenon of how IPA selects and implements CSR to respond to various stakeholders' demands and expectations. Consequently, a comparative study between the Ports of Busan and Incheon may not be necessary. This study posits that the insights gleaned from the IPA case study are either identical or more comprehensive than those from the Port of Busan, due to similarities in governance models and the broader range of businesses. This research design is supported by a study conducted by Dyer et al. (1991), which argues that a single case study produces a more inclusive and robust theory than multiple case studies, i.e., a critical case.

The Port of Incheon, situated in Incheon Metropolitan City, is one of Korea's largest trade ports, along with the Port of Busan. It serves as a primary gateway port for Seoul, the capital city of South Korea. The Port of Incheon comprises four ports: North Port, Outer Harbour, Inner Harbour, and South Port, with the capacity to accommodate up to 126 vessels simultaneously (IPA 2022).

North Port is responsible for handling industrial raw materials such as timber and iron, as well as miscellaneous goods (IPA 2022). Inner Harbour handles containers, automobiles, grains, and miscellaneous goods. South Port accommodates small and medium-sized container ships with a capacity of up to 3,000 TEU (IPA 2022). The New Port in Songdo is

designed to handle large container lines with a depth of 14 meters, which is being increased to 16 meters (IPA 2022).

Figure 3-6: The Location of Incheon Port



(Source: Korea's Ministry of Oceans and Fisheries, cited by Bae 2015)

On 11 July 2005, IPA was established in accordance with the Port Authority Act, which was enacted on 29 May 2003 (All Public Information In-One [ALIO]⁹ 2023a). According to ALIO (2023), the roles and functions of the IPA include the development, management, and operation of port facilities; the redevelopment of the port sector; investigation and research related to the port sector; provision of welfare facilities for port users; and exchanges between South and North Korean ports.

IPA is a state-owned enterprise established with a capital of 5,000 billion South Korean won (ALIO 2023b). Its main shareholders include both governmental and non-governmental organisations. Among the governmental shareholders, Korea's Ministry of Economy and Finance holds 59.21% of the shares, with a paid-in capital of 1,213 billion South Korean won, while the Ministry of Oceans and Fisheries (MOF) holds 21.16% of the shares, with a paid-in capital of 437 billion South Korean won (ALIO 2023b). In terms of non-governmental shareholders, Korea Ocean Business Corporation holds 12.69% of the shares, with a paid-in capital of 262 billion South Korean won, while Korea Development Bank and The Export-Import Bank of Korea each hold 3.32% of the shares, with a paid-in capital of 69 billion South Korean won each (ALIO 2023b). In total, the central government owns 80.37% of IPA's shares. It is also worth noting that the central government of Korea is the largest shareholder in each of IPA's three non-governmental shareholders (ALIO 2023b).

3.2.2. Sampling Strategies

The selection of sampling strategies is contingent upon the specific objectives and scope of a given research project. Flick (2018) posits that qualitative sampling methods are typically informal and non-standardised, affording researchers a degree of flexibility. Given the focus of this study on comprehensively exploring CSR-related phenomena within the port sector, it is imperative to engage with a diverse array of participants in order to generate findings that are comparable across multiple contexts.

⁹ The All Public Information In-One (ALIO) system was established by Korea's Ministry of Economy and Finance with the aim of providing citizens with information on the business status of state-owned enterprises (ALIO 2023c).

The sample size for this study comprises 35 research participants, selected through the implementation of sampling strategies from December 2021 to May 2022. In this study, initial participants were selected based on their organisational affiliations and areas of business activity. The initial recruitment criteria, which were broadly defined, became increasingly specific through the process of theoretical sampling, which commenced with data collection. Snowball sampling was employed through recommendations from research participants who were pre-selected via purposive sampling.

Purposive sampling criteria for this study included organisational affiliation and experience pertaining to PA's CSR activities. Parola et al. (2016) categorise PA's stakeholders into three groups: traffic and investments, policy and regulations, and public relations. Port users are classified within the traffic and investments group, governmental institutions fall within the policy and regulations group, and employees and labour unions are situated within the public relations group. Accordingly, this study recruited port users, PA employees, and academic scholars as participants.

Experience pertaining to PA's CSR activities was deemed to be the most salient criterion in the sampling strategies employed in this study and was determined through careful consideration during the process of theoretical sampling. In the initial stages, an abstract criterion stipulating that any individual or organisation with experience of PA's CSR activities was eligible for inclusion was employed. However, this criterion was established prior to the development of the researcher's theoretical sensitivity and its ambiguity was revealed through pilot interviews with 3 informants. As a result, it became essential to investigate the intriguing issues and conflicts within the port industry through comprehensive interviews. Consequently, interviewees who had worked in the port industry for less than five years were excluded from the final shortlist of research participants. Participants were recruited continuously until theoretical saturation of diverse phenomena was achieved.

A total of 35 participants were recruited for this study through theoretical sampling and review by the Cardiff Business School Research Ethics Committee (SREC). The sample included 10 staff members from PA, 8 truck drivers, 4 academics, 2 bulk transport operators, 2 container transport operators, 2 port workers in the loading and unloading industry, 2 manufacturers involved in export/import activities, 2 employees of a shipping company, 2 terminal operators, and 1 customs broker who also serves on PA's CSR committee. The demographic information of the participants is presented below.

Table 3-3: Research Participants

Identification Number	Affiliation	Career in the Port
P01 ¹⁰	Trucker	22 years
P02	Terminal operator	10 years
P03	Trucker	5 years
P04	Port worker (loading-unloading)	19 years
P05	Container transport operator	6 years
P06	Terminal operator	7 years
P07	Trucker	31 years
P08	Trucker	8 years
P09	Trucker	14 years
P10	Bulk transport operator	5 years
P11	Trucker	8 years
P12	Port worker (loading-unloading)	9 years
P13	Trucker	16 years
P14	Trucker	7 years
P15	Bulk transport operator	7 years
P16	Shipping company	11 years
P17	Container transport operator	6 years
P18	Shipping company	8 years
P19	Manufacturer (export/import)	30 years
P20	Manufacturer (export/import)	17 years
P21	PA	9 years
P22	PA	12 years
P23	PA	6 years
P24	PA	10 years
P25	PA	5 years
P26	PA	15 years
P27	PA	11 years
P28	PA	7 years
P29	PA	8 years
P30	PA	5 years
P31	Scholar	14 years
P32	Scholar	22 years
P33	Scholar	6 years
P34	Scholar	15 years
P35	Customs broker	7 years

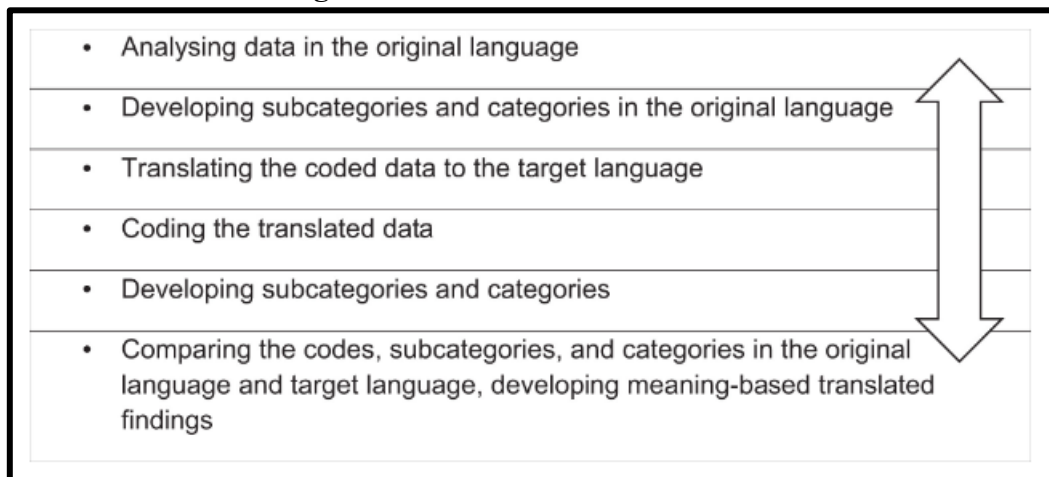
(Source: Author)

¹⁰ Participants whose identification numbers are displayed in bold were selected for follow-up interviews to gather more detailed information.

3.2.3. Translation Method

The research participants for this thesis were Korean, and the researcher conducting the interviews was also Korean. As a result, all interviews were conducted in Korean. This necessitated the translation of the participants' responses into written English for the purposes of this doctoral project. To accomplish this, the translation method developed by Ho et al. (2019) was employed. This method involves a six-phase process: analyzing data in a foreign language; identifying categories and subcategories in the foreign language; coding translated data from the foreign language to English; identifying categories and subcategories in English; and discovering meaning-centered translation through comparison of the two approaches.

Figure 3-7: The Translation Method



(Source: Ho et al. 2019)

In order to gain a holistic understanding of the participants' lived experiences, this study analysed the collected data line by line (Strauss and Corbin 1990; Strauss and Corbin 1998). The use of memoing techniques facilitated constant comparison analysis with the data (Corbin and Strauss 2008). However, during the process of translating identified categories into English, linguistic differences arose when attempting to describe certain concepts. This led to the adoption of a meaning-centered translation approach (Ho et al. 2019). As such, this thesis employs in vivo coding, which utilises the actual spoken words of interviewees

(Yudhistir 2022). For example, “outsourcing’s outsourcing,” as spoken by P07 in Section 5.1.1.1, refers to in vivo coding. To prevent loss of meaning during translation, this research captures cultural nuances (Ho et al. 2019) through comparison of original transcripts and translated texts.

3.2.4. Data Collection

Data collection for this research was conducted from December 2021 to May 2022 utilising semi-structured interviews. As noted by Saunders et al. (2016), interviews facilitate personalised contact and engender trust in comparison to questionnaires. Additionally, participants are generally more amenable to expending time discussing the research topic. Given the intricacies of this thesis, the questions addressed in the data collection process are extensive, multifaceted, and vary between cases. Consequently, the interview method is most suitable for obtaining a comprehensive and nuanced set of data to understand individual experiences in various contexts.

Semi-structured interviews enable the elicitation of interpretations and perceptions of CSR from the vantage points of stakeholders and PAs in Korea. A significant advantage of semistructured interviews is their capacity to uncover unanticipated data that may not have been considered during the planning stage (Saunders et al. 2016; Flick 2018). Furthermore, semistructured interviews provide a degree of control by allowing researchers to conduct interviews based on a list of topics (Saunders et al. 2016). This can be particularly advantageous when interviewees may be reticent to divulge their stories in detail during the initial stages of the interview (Bryman 2016; Saunders et al. 2016).

A total of 43 interviews were conducted, comprising 35 initial interviews and 8 follow-up interviews. After conducting 35 initial interviews, the researcher recognized that the collected data had not reached theoretical saturation and that more data was needed to critically investigate the research topic. As a result, the researcher selected 8 participants based on their rich experiences, which were discovered during the initial interviews, and conducted additional interviews. Data obtained from these follow-up interviews is indicated with the added word ‘Int’ after the participant number in Chapters 4 and 5. The duration of each interview varied from 60 to 90 minutes, contingent upon the circumstances. All informants agreed to have their interviews audio recorded and provided their consent by signing a form

(Appendix H). The initial data collection phase spanned three months from December 2021 to March 2022. Follow-up interviews were conducted in May 2022, one month subsequent to the initial interviews. This interval provided the researcher with sufficient time to analyse the data collected during the first phase and formulate questions for the follow-up interviews.

For the purpose of this study, online interviews were conducted utilising video conferencing technology within a digital environment. The researcher disseminated a secure link via Zoom to participants in order to facilitate the video interviews. The decision to employ video interviews was informed by two primary considerations. Firstly, video interviews have been shown to facilitate self-disclosure among participants. Research has demonstrated that individuals are more likely to disclose personal opinions in online communication as compared to face-to-face interactions (McKenna and Bargh 1998). Walther (1996) posits that individuals exhibit a preference for online communication in contexts where societal diffusion is present, as opposed to in-person interaction. The second rationale for conducting online interviews pertains to the period of data collection - from December 2021 to May 2022. In light of the ongoing COVID-19 pandemic, social distancing measures and the use of masks both indoors and outdoors were strongly recommended in South Korea as a means of mitigating the spread of the coronavirus disease. As such, conducting in-person interviews could have posed a significant risk to the safety and health of participants. Furthermore, the utilisation of video conferencing technology for data collection represents an important tool for enabling qualitative research in the context of social distancing and pandemic conditions (Lobe et al. 2020).

Table 3-4: Interview Agenda¹¹

1. Opening questions
<ul style="list-style-type: none">• For how many years have you worked in the port sector?• What are your specific roles and responsibilities within this organisation?• Can you provide your own definition of CSR?
2. List of Questions for port authority's stakeholders
2.1. Identification of CSR Activities
<ul style="list-style-type: none">• What are the main CSR practices implemented by the port authority in your experience?<ul style="list-style-type: none">◦ How would you describe your opinion of the port authority's CSR practices?◦ What were the main requests from the port authority for cooperation in their CSR practices?• What challenges do you foresee in future cooperation between the port authority and its stakeholders in the context of CSR?<ul style="list-style-type: none">◦ To what extent is a digitalised port community system considered important in your organisation?• Which specific requests or CSR practices have had an impact on responses?
2.2. Engagement with Stakeholders
<ul style="list-style-type: none">• How would you characterise the relationship between your organisation and PA?<ul style="list-style-type: none">◦ In your opinion, is the current level of communication between your organisation and PA sufficient to achieve shared goals for CSR practices? If not, what specific factors could be improved?• How has your organisation responded to the requests that you have mentioned?<ul style="list-style-type: none">◦ Does your organisation prefer to engage in independent CSR practices or to cooperate with PA?

¹¹ The interview agenda and semi-structured questions were not provided to the participants but were prepared solely for the researcher. During the actual interviews, spoken language was used for questioning.

3. List of questions for port authority's employees

3.1. Factors Influencing Decision-Making on CSR Activities

- What are the factors that influence the selection of CSR activities?
- What criteria are used to prioritise CSR practices in order of importance?
 - Can you explain the decision-making process for selecting CSR activities in more detail?
- What are the factors that influence the selection of CSR activities?
- What criteria are used to prioritise CSR practices in order of importance?
 - Can you explain the decision-making process for selecting CSR activities in more detail?

3.2. Classification of Stakeholders

- What are the factors that influence the classification of stakeholders?
- How important is the classification of stakeholders in your organisation?

3.3. Stakeholder Management Strategy

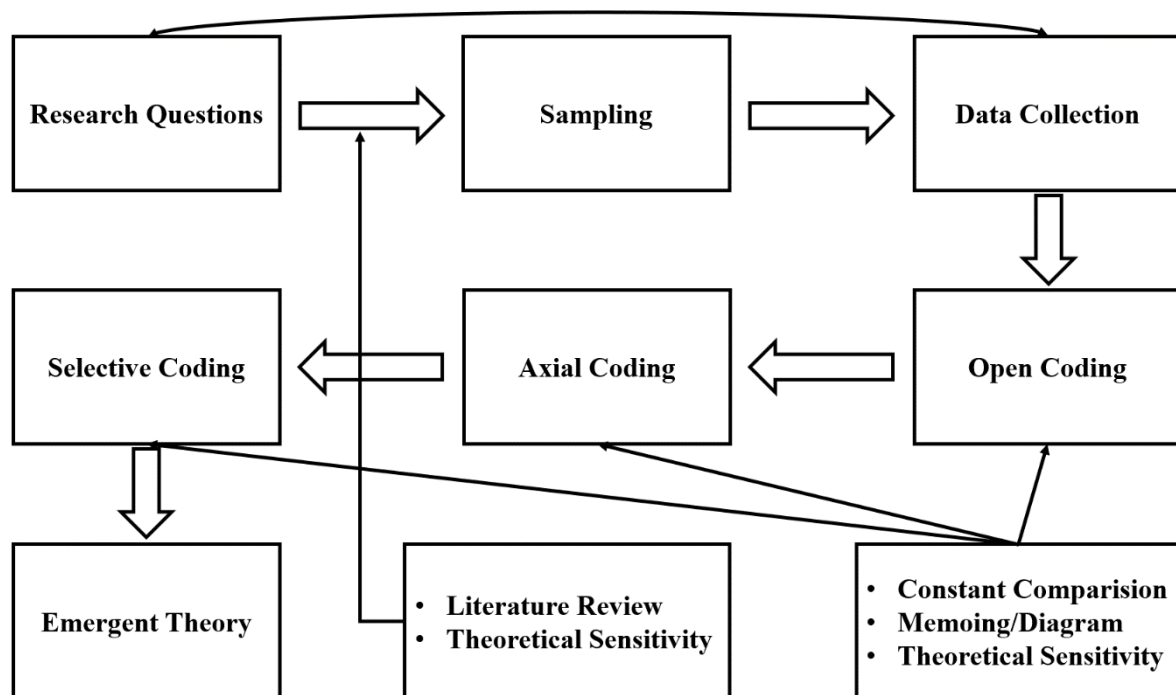
- Can you characterise the nature of the relationship between your organisation and its stakeholders?
- Does your organisation prioritise strategies that maximise the impact of independent CSR practices or those that enhance cooperation with stakeholders within the port sector?
- How would you describe your organisation's approach to managing its stakeholders?
- What factors influence the selection of stakeholder management strategies?
- Who is primarily responsible for determining which stakeholder management strategies to employ?
- How does your organisation respond to conflicts that arise between stakeholders?
- In your opinion, are the current stakeholder management strategies effective in satisfying stakeholder needs? If not, what additional strategies are being considered for implementation?

(Source: Author)

3.2.5. Data Analysis

This thesis employs an analytical approach, derived from the Straussian GT, as systematically developed by Strauss and Corbin (1990; 1998). This approach was selected due to its suitability for the research objectives. The research aims to systematically explore the CSR initiatives and stakeholder management strategies implemented by PAs. The Straussian GT approach formulates a substantive theory by rigorous analytical tool - analysing research participants' experiences across diverse conditions, action/interaction strategies, and consequences. As such, it is well-suited to achieving the research objectives of this thesis. Figure 3-8 depicts the implementation of an analysis derived from grounded theory in this thesis.

Figure 3-8: Implementation of an Analysis Derived from Grounded Theory



(Source: Strauss and Corbin 1990; Strauss and Corbin 1998)

In Grounded Theory (GT), the theorising process begins with conceptualisation (Strauss and Corbin 1998). Conceptualisation involves organising concepts according to their properties and dimensions (Strauss and Corbin 1998). Through conceptualisation, the theorising process formulates concepts intuitively and connects them in a logical, systematic, and explanatory

manner using diagrams (Strauss and Corbin 1998; Corbin and Strauss 2008). The theorising process in GT is commonly characterised by inductive reasoning, where a theory is generated from the data. However, the process of data analysis addresses that abduction reasoning is at the core of the theorising process, which involves interactions between an inductive approach, where concepts, properties, and dimensions are derived from data, and a deductive approach, where hypotheses concerning the relationships between concepts are established (Strauss and Corbin 1998). A theorising process based on abduction provides explanatory power and predictability regarding a specific research topic, as well as high-level conceptual abstraction (Charmaz 2000; Charmaz 2006).

3.2.5.1. Open Coding

Open coding is the initial step in GT for generating a theory. It is also referred to as initial coding and has different variations in GT (Glaser 1992; Glaser 1998; Charmaz 2000; Charmaz 2006). The objective of open coding is to reveal the meaning of a phenomenon from the text (Glaser and Strauss 1967). In other words, open coding is a process of identifying specific concepts – codes, subcategories, categories, and core categories – and discovering the properties and dimensions of these concepts (Strauss and Corbin 1990).

In GT, a category refers to a representative concept of a phenomenon. A phenomenon, as an analytical concept generated from data, focuses on the problems, issues, and central events of research participants (Strauss and Corbin 1990; Strauss and Corbin 1998). A property refers to the characteristics, definitions, and meanings of a category, while a dimension is the range of change regarding the property of a category (Strauss and Corbin 1990). A dimension grants concreteness to categories and modifies a theory (Strauss and Corbin 1997).

Open coding is an analytical tool that facilitates micro-analysis (Strauss and Corbin 1998). As an analytical tool, it refers to the techniques researchers use to facilitate the coding process (Glaser and Strauss 1967; Strauss and Corbin 1990). Micro-analysis generates specific concepts, subcategories, and categories, and proposes conceptual relationships through the analysis of units of words, lines, sentences, and paragraphs based on raw data (Strauss and Corbin 1998). The main objects of micro-analysis are the actual events and actions of

research participants, as well as the interactions and reflexivity between data and researchers that occur during the data collection and analysis process (Strauss and Corbin 1998).

Open coding identifies categories through comparative analysis between events, objects, and theoretical comparisons (Strauss and Corbin 1998). Comparative analysis is a method used to identify similarities and differences in the properties of categories and then classify them (Strauss and Corbin 1998; Corbin and Strauss 2008). Theoretical comparison is a method used to discover a specific category by comparing it with similar concepts when the dimension and property of the category are unclear (Strauss and Corbin 1998).

3.2.5.2. Axial Coding

Axial coding systematically connects categories and subcategories, centred around the axis of the central phenomenon. Strauss and Corbin (1990; 1998) conceptualise the phenomenon by integrating the structure and processes surrounding the central phenomenon into an analytical tool, known as the coding paradigm. In this process, the structure refers to the conditional context of the category that presents the central phenomenon, while processes refer to the chronological process of action/interaction of research participants – including personnel, organisations, and local communities – that develops over time in relation to the central phenomenon (Strauss and Corbin 1998).

The rationale for connecting structure to processes in axial coding is that structure and conditions provide circumstances and background information concerning problems, events, and conflicts associated with the central phenomenon (Strauss and Corbin 1990). Therefore, the purpose of axial coding is twofold: firstly, to recombine data that was disintegrated during open coding; and secondly, to analyse data in an intensive and concurrent manner by centering on a single concept or category (Strauss 1987).

To understand axial coding, it is necessary to examine the fundamental components of the coding paradigm. Strauss and Corbin (1990; 1998) identify causal conditions, contextual conditions, central phenomena, intervening conditions, action/interaction strategies, and consequences as the components that comprise the coding paradigm.

Conditions – including causal, contextual, and intervening conditions – provide a conceptual framework for answering the questions of ‘why’, ‘where’, and ‘when’ (Strauss and Corbin

1990). These conditions form the structure (macro conditions) and circumstances (micro conditions) surrounding the central phenomenon (Strauss and Corbin 1990). The purpose of examining these conditions is to understand the complex structures and circumstances involved in the problems of phenomena and events (Strauss and Corbin 1990).

The central phenomenon is the answer to the question ‘what happened here?’ (Strauss and Corbin 1990) It refers to actions, language, and events that research participants use to resolve problems (Strauss and Corbin 1990; Strauss and Corbin 1998). Action/interaction strategies provide a conceptual means of answering ‘who’ and ‘how’ by examining the strategies and routines that research participants use under specific conditions to deal with problems and events related to the central phenomenon (Strauss and Corbin 1990). These action/interaction strategies can take various forms depending on how participants define their situation and provide meaning (Strauss and Corbin 1998). The consequence is the result of action/interaction strategies regarding the central phenomenon and answers the question ‘what happened’ (Strauss and Corbin 1990). By examining consequences, researchers can create relational statements by connecting phenomena to categories of conditions, action/interaction strategies, and consequences (Strauss and Corbin 1998).

3.2.5.3. Selective Coding

Selective coding is the final analytical phase in GT and aims for theoretical saturation, where no new dimensions or properties are discovered, through the integration of categories (Strauss and Corbin 1990; Strauss and Corbin 1998; Corbin and Strauss 2008). As a result, data is transformed into an abstract theory (Strauss and Corbin 1998). Specifically, the accumulated analytic memos, diagrams, and categories generated through open and axial coding contribute to the generation of a core category (Strauss and Corbin 1990; Strauss and Corbin 1998). In this manner, the most significant task at the stage of selective coding is to create a core category (Strauss and Corbin 1990; Strauss and Corbin 1998), which represents the central topic of the research and abstracts the research subject into a combination of words.

Diverse grounded theorists, such as Straussian, Glaserian, and Constructivist, take different stances with regard to the method used to discover or generate a core category in selective

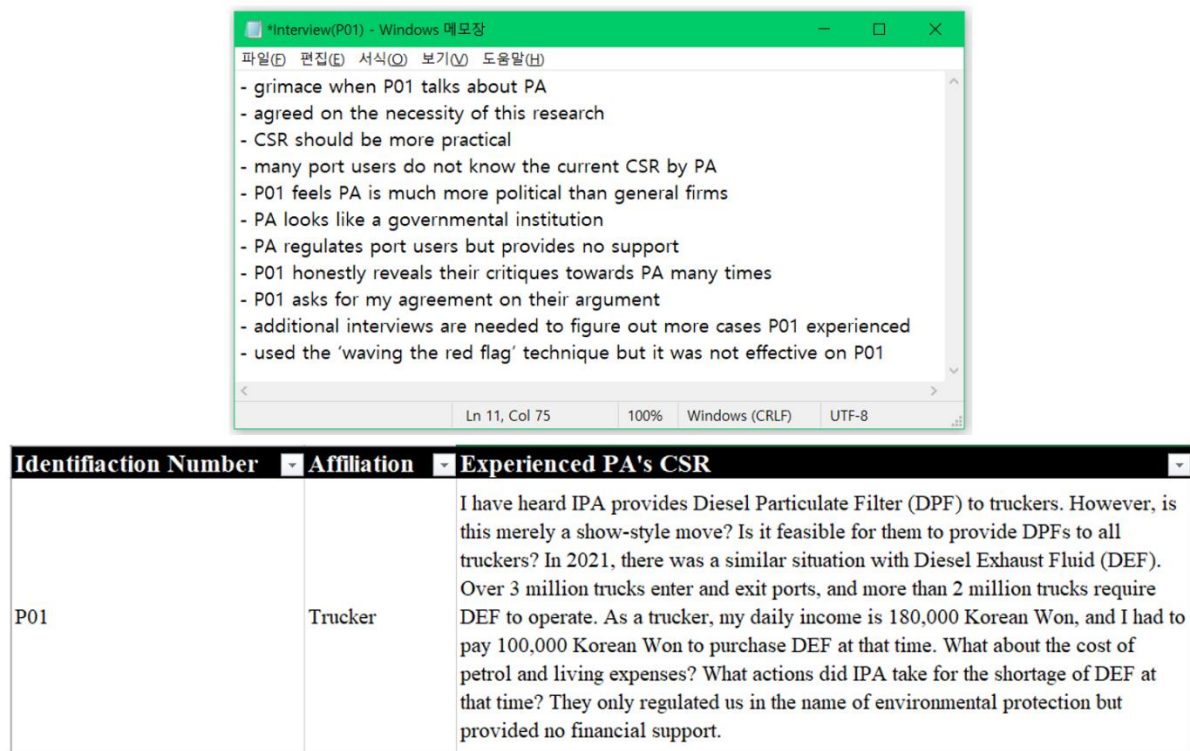
coding. Classic GT argues that a core category can be discovered among existing categories identified in open and axial coding (Glaser and Strauss 1967), while it can also be generated through abstract words and paragraphs created by researchers (Strauss and Corbin 1990; Strauss and Corbin 1998). Therefore, Classic GT claims that a substantive theory can be discovered from collected data and identified concepts (Glaser and Strauss 1967), while researchers' constant conceptual abstraction and interpretation generates a theory (Strauss and Corbin 1990; Strauss and Corbin 1998). Straussian GT, which this thesis adopts, allows for researchers' subjective interpretation and selection (Corbin and Strauss 2008).

Strauss and Corbin (1998) and Corbin and Strauss (2008) propose four techniques for conducting selective coding. The first technique, known as the 'storyline,' involves describing the problems faced by research participants in a narrative manner (Strauss and Corbin 1998). The second technique involves rewriting a story using categories generated through open and axial coding, thereby enhancing descriptive statements and constructing links between categories (Strauss and Corbin 1998). The third technique involves establishing new relationships between concepts and categories using diagrams (Strauss and Corbin 1998; Corbin Strauss 2008). This allows researchers to visualise the conceptual relationships between categories and facilitates the simplification and abstraction of data (Strauss and Corbin 1998; Corbin Strauss 2008). The fourth technique, known as memoing, involves examining and organising the relationships between concepts through memo writing (Corbin and Strauss 2008). Memos serve as a storage of concepts and provide a constant record of the analysis process, including critical evidence for the integration and abstraction of categories (Corbin and Strauss 2008).

This thesis employs all of these techniques. Chapter 4 applies the second technique during the selective coding phase, while Chapter 5 employs the storyline technique during the selective coding stage. Both chapters include diagrams derived from pre-identified categories through open and axial coding. Furthermore, memoing is conducted throughout the data collection and theorisation phases. Memo writing was conducted on a laptop during non-contact interviews. The researcher observed participants' non-verbal expressions and documented key incidents and opinions in a Windows text file. Curiosities were investigated, follow-up questions were expanded upon, and analytical insights were recorded in the memo. Subsequent to the interviews, the memo was refined and entered into a Microsoft Excel file

along with participants' identification numbers. Memo writing took an important role in formulating more profound questions for subsequent interviews (Corbin and Strauss 2008).

Figure 3-9: An Example of Memoing in Data Collection



(Source: Author)

3.2.5.4. The Use of NVivo Software

In the contemporary field of social studies, there is a trend towards utilising computer software to facilitate research. Such software provides a formal and structured approach to managing and analysing research data (Silver and Lewins 2014). This thesis employed QSR Nvivo 12, a widely-used software programme, for several reasons:

Firstly, the university provides a free-to-use license for Nvivo 12. PhD students are able to install the software on their personal laptops and receive regular updates from the software developer, QSR. Additionally, the university's IT service department is available to assist

researchers with internet access and technical issues, allowing seamless use of the software without technological concerns.

Secondly, Nvivo 12 boasts a modern and user-friendly interface for coding data and displaying it without barriers. The software is capable of storing text, audio, and video data, allowing researchers to consolidate all interview recordings and transcripts in one location. However, it is important to note that security issues may arise; thus, it is imperative for researchers to regularly save their Nvivo 12 files and store them on USB drives as well.

Thirdly, Nvivo 12 has the ability to generate visualised conceptual frameworks. Researchers can complete the data analysis process within the software and export a draft conceptual or theoretical framework.

3.3. Methodological Considerations

Despite the growing trend in academia to assess the impact of CSR implementation and port reform, there is a dearth of research on prioritisation and categorisation of stakeholders in PA's CSR (Brooks and Pallis 2008; de Langen 2009). This oversight is significant because stakeholder participation is fundamental to the nature of CSR (Doom 2019). An analytical tool derived from GT is appropriate for the critical analysis undertaken in this study. GT is an exploratory research approach that does not rely on pre-existing concepts or theories (Strauss 1987), making it suitable for this thesis' critical approach, which focuses on the actual experiences and language of PA and their stakeholders in the relatively underexplored context of PA's CSR.

The case study approach is well-suited to the research objectives of this thesis. This study gathers experiential data through interviews to understand individuals' perceptions of PA's corporate social responsibility (CSR) and the criteria used by PA to select CSR initiatives, as well as the prioritisation of certain stakeholder groups. The case study focuses on the scope of the research, discussing the significance of the case context and the implications of the setting, particularly in the selected case of South Korea and the Port of Incheon in this thesis.

An analytical approach, derived from GT is appropriate for the environment of this thesis. The research site for exploring CSR and stakeholder management is the port. Ports are

locations with affordances that enable diverse interactions among participants (Dooms 2019). These affordances are particularly pronounced between participants and PA, as well as amongst participants themselves. Hence, an analytical tool derived from GT is well-suited for researching this structural context because its theoretical perspective is rooted in symbolic interactionism, and it reports on aspects of interactions as the final outcome (Strauss and Corbin 1998; Charmaz 2006; Birks and Mill 2015). Furthermore, GT employs systematic analysis techniques that differ from other qualitative approaches, which can enhance understanding of the mechanisms that reveal the experiences of PA and their stakeholders in diverse contexts.

Specifically, GT advocates concentrating on the notion of theoretical sensitivity to augment the credibility of the research (Strauss and Corbin 1990; Strauss and Corbin 1998). The term theoretical sensitivity denotes a qualitative researcher's aptitude to differentiate between relevant and non-relevant data and comprehend the collected data (Glaser and Strauss 1967; Glaser 1978; Strauss and Corbin 1998; Charmaz and Thornberg 2021). A literature review, professional and personal experiences, and an elaboration of the analysis process can enhance theoretical sensitivity (Glaser and Strauss 1967).

In this thesis, the researcher undertook several measures to increase theoretical sensitivity and credibility. Firstly, the researcher familiarised themselves with the context of the research by visiting IPA and the Port of Incheon and observing actual practices in the port. Secondly, the researcher studied the methodology comprehensively by attending GT-related qualitative research workshops and seminars as well as a seminar on the use of Nvivo held by the Doctoral Academy at Cardiff University. These training sessions facilitated the proper application of analytical approach, derived from GT. Thirdly, this study conducted member checking to analyse data in preventing distortion of meaning. Member checking entails securing participants' agreement on research outcomes - an emergent theory from this thesis - by presenting them with an interpretation of the research and observing their reactions (Glesne 2006). To implement this process, the researcher discussed developing categories in follow-up interviews with participants.

3.4. Ethical Considerations

Research ethics represents a critical component of contemporary social inquiry, with an increasing number of regulations governing both the subject matter and methodologies employed in research (Saunders et al. 2016). Ethical considerations inform the code of conduct throughout the research process, from the development of research questions to the project's final stages. It is imperative to ensure that no individual experiences embarrassment, harm, or other material disadvantages as a result of their participation (Bryman 2016). A comprehensive understanding of research ethics and a strong commitment to integrity are essential for conducting ethical social research. This entails respecting the lived experiences of individuals without resorting to prejudice or stereotypical assumptions.

This thesis adhered to the following key principles in conducting ethical research:

- (1) Participants will not be subjected to physical, psychological, or reputational harm at any stage of the research;
- (2) All participants will be anonymised and assigned alphabetical codes;
- (3) Interviews will only be conducted with the full consent of interviewees regarding the nature of the research and the specific research questions (Appendix G and H);
- (4) Interview data will be stored on a secure drive following each interview and transferred to a USB drive with password protection upon completion of fieldwork;
- (5) All interview transcripts and other personal information will be destroyed following the conclusion of this programme (i.e., PhD and subsequent academic publications); and
- (6) Research participants will retain the right to withdraw from the project at any time.

An ethics application was submitted to the University's ethics committee (Appendix B), which evaluated the risks and ethical considerations associated with this study. The researcher had completed both online and offline training workshops on conducting social research and adhering to ethical procedures (Appendix I). The ethics committee approved the research project on the condition that, due to the Covid-19 pandemic, the researcher would only conduct interviews online.

3.5. Concluding Remarks

This chapter delineates the methodological approach employed to address the research question posited in Chapter 2. The ontological and epistemological foundations of this thesis are relativism and pragmatism, respectively. The abductive approach was adopted as it facilitates the generation of robust theorisation and theory testing.

The rationale for the application of case study design and GT-derived analytical tool in relation to the research questions is explicated. The selection of IPA as a case study is justified on the basis that it can furnish rich and comprehensive data within the context of PA's CSR. IPA boasts the most diverse array of stakeholder groups in South Korea, and qualitative research prioritises the theorisation of social phenomena over numerical generalisation.

The sampling strategies employed are also elucidated. A total of 35 participants were recruited through purposive and theoretical sampling strategies. The informants primarily comprised port users and PA staff, with the exception of four scholars and one customs broker.

The efficacy and appropriateness of semi-structured interviews as a data collection method for this study are discussed. Semi-structured interviews were deemed suitable as they afford participants the latitude to share their experiences while simultaneously allowing the researcher to exercise a degree of control over the direction of the conversation.

The data analysis process entailed the utilisation of traditional Straussian GT-derived approaches, namely open coding, axial coding, and selective coding. This chapter also addresses another salient issue: methodological considerations and research ethics. In order to adopt GT-derived analysis technique and enhance the credibility of this thesis, it was incumbent upon the researcher to develop theoretical sensitivity. Ethical procedures are rigorously adhered to in accordance with university regulations while recognising the role of research participants.

The subsequent chapter presents the findings in response to the first research question: investigation of IPA's CSR initiative.

Chapter 4

Analysis of the Port Authority's Corporate Social Responsibility

This chapter presents a synthesis of the key findings derived from the research data to address the first research question concerning the understanding of corporate social responsibility (CSR) among port authorities in South Korea. The primary objective of this chapter is to identify and analyse participants' perceptions regarding the implementation and development of CSR initiatives by the port authority of South Korea.

Interview transcripts were translated from Korean into English and meticulously analysed in order to generate a substantive explanatory theory. Quotations referenced in this chapter were selected based on their relevance to the topic and their frequency within the data. Every effort has been made to preserve the original wording of the participants; however, minor edits were made to remove irrelevant content, hesitations, and repetitions.

To fulfil the research objectives and address existing gaps in the literature, this thesis initially formulated two research questions, the first of which is addressed in this chapter. These research questions are as follows:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

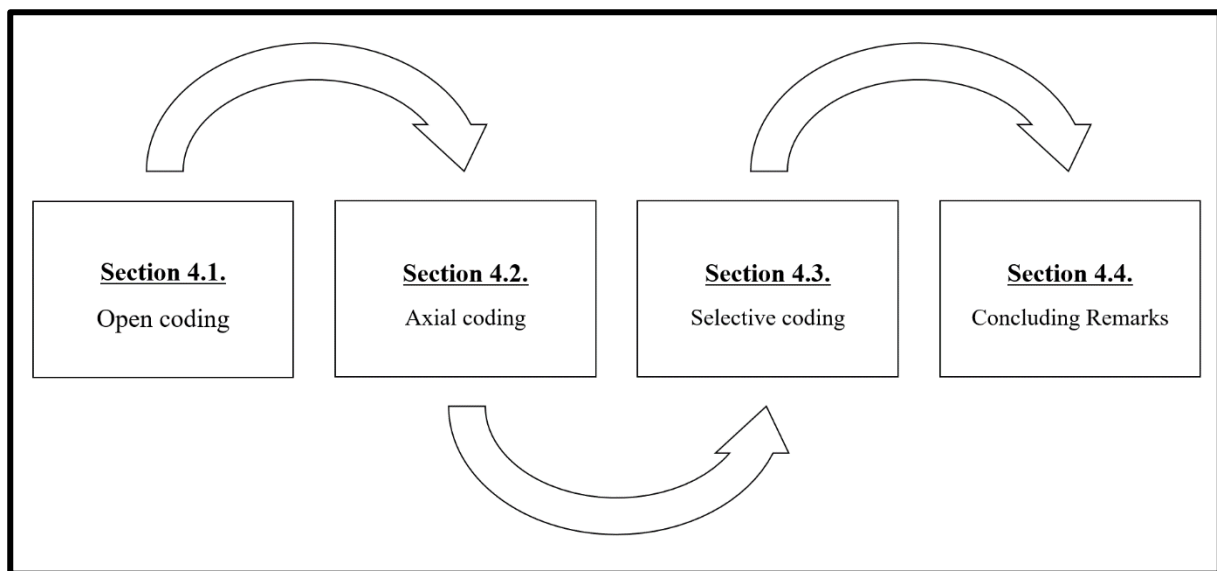
RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

Chapter 4. Analysis of the Port Authority's Corporate Social Responsibility

This chapter is divided into four sections. The first section discusses the process of open coding and explores participants' perceptions of the port authority's CSR, based on their observations and experiences. It also examines the key factors influencing the Incheon Port Authority's (IPA) selection of CSR initiatives. The second section focuses on axial coding, identifying the relationships between categories and subcategories. The third section addresses selective coding, in which a core category is selected and systematically related to other categories.

Figure 4-1: Outline of Chapter 4



(Source: Author)

4.1. Open Coding

The open coding process yielded 16 distinct concepts, which were subsequently organised into five sub-categories. These subcategories were then grouped into two overarching categories.

Table 4-1: Results from Open Coding for Research Question 1 (RQ1)

Concept	Subcategory	Category
LNG tug boat	Environmentally-related CSR initiatives	Identification of IPA’s CSR initiatives
Alternative Maritime Power Supply (AMP)		
Solar power plant		
Diesel Particulate Filter (DPF)		
Job creation	CSR’s social impact	
Investment for startups		
Gender equality in promotion		
Trade union		
Port infrastructure	Economic contribution by CSR	
Port operations		
Smart port		
Civil complaints	Expectations of local community	Factors influencing the selection of CSR initiatives
Responsibility		
Political pressure	National policies of the central government	
Income-led growth policy		
2050 Carbon neutrality		

(Source: Author)

4.1.1. Identification of Port Authority's CSR

The first category, referred to as 'identification of port authority's CSR', encompasses four sub-categories: environmentally-related CSR, the social impact of CSR, and economic contribution by CSR. To guarantee the widest range of responses, interviews were conducted using open-ended questions. The data from these interviews were analysed to address the following research question:

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

All participants (P01–P35) demonstrated an understanding of the CSR practices implemented by the Incheon Port Authority (IPA) and offered their own perspectives on the definition of CSR. This understanding appeared to be a significant factor in how participants defined and derived meaning from the port authority's CSR efforts:

"I have been working at the Port of Incheon for over 15 years and have observed many environmental problems, including PM_{2.5}¹². These issues cannot be solved by individuals or corporations alone. We need a coordinated effort to tackle them. To me, IPA's CSR efforts should not only involve asking for cooperation from port users and addressing specific issues, but also providing guidelines that indicate what we should do. Yes. Consensus. This is my definition of the port authority's CSR. (P03)"

¹² Particulate Matter (PM) refers to small particles of dust that are too small to be noticed and can float into the atmosphere. PM consists of ion components such as nitrate (NO₃⁻), ammonium ion (NH₄⁺), sulphate (SO₄²⁻), carbon compounds, and metallic compounds (Lee et al. 2013). PM_{2.5} refers to airborne particulates with a diameter smaller than 2.5µm (United States Environmental Protection Agency 2023). PM_{2.5} is classified as a Group 1 carcinogen and can cause various respiratory problems while also affecting the body's immune system (World Health Organisation 2021).

Participant P03 argued that the definition of PA's CSR involves proposing specific guidelines for stakeholders and facilitating consensus-building within the context of CSR. However, six individuals (P21–P23, P25, P28–P29) from the IPA expressed concerns regarding the scope of CSR expected from the organisation. They emphasised that additional public funding would be necessary to meet the expectations set by local communities. In this context, P22 offered the following definition of the PA's CSR:

“I am aware that IPA is a state-owned company. So, IPA ought to have more ambitious CSR plans for public values. However, IPA has a limited budget. Additionally, all stakeholders have different needs and expectations for IPA's CSR efforts, which are often too broad. It is impossible for IPA to satisfy all needs in Incheon. If port users have specific needs, they can contact the local council or politicians. We then incorporate these needs into our CSR efforts. That is all we can do - nothing more, nothing less. We act as a mediator. This is my definition of the port authority's CSR. (P22)”

P22 described PA as a mediator. At first glance, the definitions provided by P03 and P22 appear similar—both view PA as a coordinating entity. However, their perspectives differ subtly. P03, as one of the port users, believes that PA's CSR efforts should be proactive and directive. In contrast, P22 adopts a more passive stance, advocating for a limited scope of responsibility on the part of the port authority. It is therefore important to further examine the port authority's CSR efforts through the CSR categories outlined below, in order to understand the factors contributing to these differing viewpoints.

4.1.1.1. Environmentally-Related CSR

With regard to environmentally-related CSR, participants were divided into two distinct groups: PA staff and other port users. Specifically, PA staff exhibited a strong awareness of the CSR initiatives undertaken by PA and their environmental impact on Incheon. Conversely, port users demonstrated a more limited understanding of PA's existing environmental CSR initiatives. Table 4-2 provides a preliminary summary of the findings presented in this section on participants' views concerning environmentally-related CSR.

Table 4-2: Participant Responses Related to Environmental CSR Activities¹³

	LNG tugboat	AMP	Solar power plant	DPF
P01				○
P02	○			○
P03				○
P04	○	○		○
P05				○
P06	○	○		
P07				○
P08				○
P09				○
P10		○		
P11				○
P12	○	○		
P13				○
P14				○
P15		○		
P16		○		○
P17	○	○		○
P18	○			○
P19	○			
P20	○			
P21	○	○	○	○
P22	○	○	○	○
P23	○	○	○	○
P24	○	○	○	○
P25		○	○	
P26	○	○	○	○
P27		○	○	
P28	○	○	○	○
P29	○	○	○	○
P30	○	○	○	○
P31		○	○	
P32				○
P33	○			
P34				○
P35			○	○

(Source: Author)

¹³ The symbol ○ indicates that the interviewees have demonstrated an understanding of the topic.

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“Carbon neutrality and renewable energy are two primary topics in CSR efforts related to the environment. We align our efforts with those of the central government and believe that this is a consistent policy. The central government aims to reduce greenhouse gas emissions by 37% against 2030 BAU¹⁴, and we play an important role in achieving this goal. This is because increased trade volume has significantly contributed to the growth of greenhouse gas emissions. (P29)”

In response to inquiries regarding their environmentally-focused CSR initiatives, 80% of IPA staff members (P21–P24, P26, P28–P30) provided detailed accounts of relevant activities. Consequently, follow-up contact was initiated with selected participants (P21–P22, P24, P29) to gain further insight into their specific practices related to greenhouse gas emissions.

“In 2021, IPA built an LNG¹⁵ tug boat that is expected to significantly reduce emissions compared to diesel-based tug boats. Specifically, reductions of up to 90.2% for nitrogen oxide, 100% for sulfur oxide, 24.3% for carbon dioxide, and 94% for PM10 are anticipated (P22-Int1)”

“IPA operates three power supply units for large vessels, also known as Alternative Maritime Power Supply (AMP). These units are a form of green infrastructure that reduces the emission of air pollutants in ports. This is achieved by stopping engine operation when the

¹⁴ Business As Usual (BAU) refers to an estimate of the total amount of greenhouse gases that would be emitted if no artificial measures were taken to reduce emissions (Korea's Ministry of Foreign Affairs 2021). For example, 2030 BAU represents an estimate of the total amount of greenhouse gases that would be emitted in 2030 if no artificial reduction efforts were made.

¹⁵ LNG is natural gas that has been cooled down to a liquid state. It is mainly composed of methane and some ethane. Natural gas is often seen as the least harmful fossil fuel for the environment because it emits the least CO₂ per energy unit. When natural gas is burned, it releases about 30% less CO₂ than petroleum and about 45% less than coal (United States Energy Information Administration 2012).

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ship is docked at the pier and connecting shore power to the ship to supply power. In 2021, the port of Incheon reduced greenhouse gas emissions by 230 tonnes of CO₂ through the use of these power supply units. (P29-Int1)”

P29 continued their reflection by discussing the implications of renewable energy at the Port of Incheon, which they believed contributed meaningfully to the port's environmental efforts:

“In 2021, an eco-friendly power grid was established by constructing solar power generation facilities in Incheon Inner Harbor and Outer Harbor. These facilities utilised floating solar power generation modules on the water surface through the sluice gates that control the water level. IPA produced a total of 3.2GWh of electricity in 2021, an increase of 0.95GWh compared to 2020. This was achieved through the expansion of facilities such as IPA No. 2 Solar Power Plant and Offshore Solar Power Plant. Additionally, the construction of Incheon Port Renewable Energy Integrated Management System is expected to increase energy generation efficiency by more than 6%. (P29)”

With regard to the environmental impact of CSR, it is evident that IPA has made efforts to reduce greenhouse gas emissions and has substantiated these achievements with quantifiable data. However, other port users have expressed critical views concerning the IPA's CSR initiatives.

“I have heard IPA provides Diesel Particulate Filter (DPF) to truckers. However, is this merely a token gesture? Is it feasible for them to provide DPFs to all truckers? In 2021, there was a similar situation with Diesel Exhaust Fluid (DEF)¹⁶. Over 3 million trucks enter and

¹⁶ DEF is a liquid solution that helps reduce air pollution from diesel engines. It is used in a Selective Catalytic Reduction (SCR) system to lower the amount of nitrogen oxides in diesel exhaust emissions (ISO 22241-4:2019). In 2015, South Korea introduced a regulation requiring the use of DEF to control emissions in diesel cars, affecting 40% of registered vehicles (Ryu and Cho 2021).

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exit ports, and more than 2 million trucks require DEF to operate. As a trucker, my daily income is 180,000 Korean Won, and I had to pay 100,000 Korean Won to purchase DEF at that time. What about the cost of petrol and living expenses? What actions did IPA take for the shortage of DEF at that time? They only regulated us in the name of environmental protection but provided no financial support. (P01)''

Not only P01, but also seven truckers (P03, P07–P09, P11, P13–P14) expressed concern that the IPA's CSR efforts are not realistically facilitating the transition to a green port, particularly with regard to diesel exhaust fluid (DEF) issues. These participants asserted that they are also key stakeholders in the IPA's green port transition. Consequently, it appears that while the IPA's CSR has had a positive impact on certain groups, other stakeholders remain less favourable in their assessments. Similarly, a container transport operator, P05, argued:

''During the day, a truck may have to wait anywhere from thirty minutes to two hours to enter the port. However, this does not mean that truckers can simply switch off their engines and rest. They must maintain their engines, which can cause pollution from idling trucks. This waiting time is often due to inefficient loading and unloading processes at the port. Improving these fundamental functions could not only increase efficiency but also reduce pollution. Why then, is there not more focus on improving these fundamental functions? (P05)''

Regarding environmentally related CSR, IPA staff demonstrated a macro-level understanding. For example, participants P22 and P29 evaluated the suitability of IPA's CSR initiatives by comparing them in relation to central government policies, supported by statistical data. Conversely, port users such as P01 and P05 argued that these initiatives were not notably effective at the micro-level, based on their personal experiences. Table 4-1 indicates that the majority of IPA staff (P21–P30) recognised a broad range of environmentally focused CSR activities implemented by the IPA. In contrast, stakeholders appeared to have a more comprehensive understanding of those CSR initiatives that were directly related to their specific roles and responsibilities.

4.1.1.2. Social Impact of CSR

The perception of the social impact of IPA's CSR initiatives can be categorised into two distinct groups: IPA staff and their stakeholders. Among IPA staff, two subgroups with differing views emerged. Six interviewees (P21–P23, P26, P29–P30) emphasised IPA's systematic efforts to contribute to local communities. In contrast, four informants (P24–P25, P27–P28) either demonstrated limited understanding of CSR initiatives addressing social issues or reported minimal awareness of them, with the exception of trade union-related matters. Meanwhile, most participants from outside the IPA reported experiencing little impact on their lives as a result of IPA's CSR initiatives. Identified concepts such as job creation, investment in start-up enterprises, fostering gender equality in promotion, work-life balance, and cooperation with the trade union serve as primary examples of IPA's CSR efforts. Table 4-3 provides a preliminary summary of the findings discussed in this section concerning the social impact of CSR, as reported by participants.

Table 4-3: Participant Responses on the Social Impact of CSR Initiatives

	Job creation	Investment for startups	Gender equality in promotion	Trade union
P01				
P02				○
P03				○
P04				
P05				
P06				○
P07				○
P08				○
P09				
P10				○
P11				○
P12				
P13				○
P14				○
P15				
P16				○
P17				
P18				
P19		○		○
P20				○
P21	○		○	○
P22	○		○	○
P23	○		○	○
P24		○	○	○
P25			○	○
P26	○		○	○
P27		○	○	○
P28			○	○
P29	○	○	○	○
P30	○		○	○
P31				○
P32				
P33				○
P34		○	○	
P35				

(Source: Author)

4.1.1.2.1. Job-Related CSR Initiative

Job creation yields several social benefits: reduced crime, alleviated poverty, and a strengthened social safety net (United Nations 2024). When inquired about the implementation of a structured system for CSR pertaining to employment-related matters, the participants provided the following responses:

“Since 2017, IPA has established a dedicated organisation for job creation and introduced an unprecedented internship programme amongst public institutions. Additionally, it has formed the first in-house venture task force team amongst port-related public enterprises to create better jobs over a period of five years. As a result of these innovative strategies, a total of 17,018 jobs were created. In 2021, IPA further strengthened the foundation inclusive job safety net to alleviate the worsening employment situation in the entire port industry due to the continued spread of COVID-19. (P30)”

“The IPA has created jobs in private sectors that are associated with our core business areas. These areas include the introduction of various types of employment, the construction of ports, terminal operations, and the contracting out of port facilities. (P21)”

“IPA is discovering promising startups in the port logistics field and supporting them with business funds and rental fees that early-stage startups may experience. IPA has promoted support that can provide practical help for the growth of enterprises, such as data collection. By supporting customised growth strategies, such as securing sales channels and attracting investment for promising startups, a total of 36 jobs have been created. (P26)”

These responses indicate that IPA has established goals and procedures conducive to job creation. To figure out apparent contribution, follow-up contacts are implemented targeted informants who mentioned IPA's job-related system.

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“The direction of inclusive job creation has two aspects: flexible working time and expansion of port infrastructures. Firstly, with regards to the topic of working hours, we hired 15 new employees. Due to changes in two-shift rosters and child-care leave, staff at permanent positions were able to have shorter working hours and their replacement generated more jobs. Secondly, around 1,000 personnel were hired for the construction and maintenance of the hinterland at Incheon South Port. (P21-Int1)”

“Outsourcing... security services? IPA has recently employed approximately 80 individuals to reinforce regular patrol and enhance security measures. Additionally, IPA has outsourced the development of systems for IT services to improve their technological capabilities. (P21-Int1)”

“I believe that the cold chain system is a significant concern for IPA. It represents our next-generation growth power and has the potential to attract investment from large corporations. Around 200 engineers and logistics experts could find employment opportunities at Incheon port as a result of this investment. (P29-Int1)”

Through additional interviews, participants indicated that IPA has contributed to job creation. However, some interviewees within the IPA expressed concerns regarding this contribution.

“I understand that my company has a responsibility to care for local communities and allocate a portion of our budget towards their well-being. While this sounds good in theory, I question the true impact of our actions. For example, we provide initial support funds to foster startup businesses. However, I wonder why we need to help businesses such as smart safety helmets and e-commerce. Our CSR efforts seem broad, despite our limited financial resources. In my opinion, IPA should focus on its core functions related to ports and our CSR efforts should align with this focus. Customers do not choose our port because of our involvement in helmet and e-commerce initiatives. These should be the result of other businesses' CSR efforts, not ours. (P27)”

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“I do not believe that we can create jobs. The number of employees at IPA is approximately 200, which is relatively small for an organisation. If we were able to contribute to job creation, it would likely be due to public funding from the central government rather than our own efforts. (P24)”

General concerns among informants include uncertainty regarding the direction of job-related CSR and the tangible impact of implemented CSR initiatives on society. For example, four participants from the IPA and its stakeholders—primarily logistics service providers (LSPs)—reported that CSR is unlikely to hold significant importance within the local community of Incheon city.

“Although CSR is required for all state-owned corporations, it may not be specialised for the logistics field. IPA's CSR may be helpful for other businesses but not for port-related industries. (P19)”

More specifically, some participants reported that they have never witnessed or experienced IPA's CSR practices firsthand. One scholar argued that the current governance structure of IPA is ill-suited to reflecting the diverse values within society through CSR, potentially resulting in fragmented or disharmonious job creation initiatives.

“Port authorities are in a complicated position as they act as regulators while also needing to support port users. In cases where there are contrasting needs between business sectors and governance issues, port authorities may prefer to comply with the central government or local politicians who have a more direct impact on IPA staff. As a result, it is less likely that stakeholders' wishes will be addressed, leading to governance issues. (P34)”

4.1.1.2.2. Gender Equality in Promotion

Participants P23, P29, and P30 claimed that IPA has established a training system for female managers and promoted a gender-equal organisational culture to lay the foundation for the development of female executives. Furthermore, they emphasised that increasing the proportion of female supervisors is a significant priority for all public enterprises. However, P29 also expressed concern that there is subtle pressure from the central government to expedite this change, which may lead to unintended reverse discrimination.

“According to a news outlet, the percentage of female board members in Korea is one of the lowest amongst OECD countries¹⁷. This may be even more pronounced in ports, which have traditionally been regarded as male-dominated workplaces. However, in 2021, the IPA increased the number of female supervisors and their ratio amongst total supervisors exceeded 17%. This change is expected to bring more diverse voices to the decision-making process. (P23)”

“IPA offers an internal training programme for its female staff, which is referred to as the ‘Academy.’ Within the Academy, a mentor-mentee system has been established to help individuals develop the skills and abilities that are expected of them by the IPA. Furthermore, the IPA provides support to female staff members who wish to pursue degree programs at universities. (P30)”

Two informants reported that IPA's CSR specifically targeted the development of female supervisors through internal programmes and external educational opportunities. However, one participant expressed scepticism regarding the political motivations underpinning this initiative and raised concerns about its potential unintended consequences.

¹⁷ After conducting the interview, the researcher double-checked the accuracy of the information provided by the informants. According to the OECD (2021), the ratio of female board members in Korea was 16.3%, ranking 35th out of 36 countries.

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“I have concerns about the potential impact of radical change. For example, employees who are promoted to supervisor level are typically in their 40s or 50s and have extensive experience. However, what percentage of women in this age group attended university when they graduated from high school? The experiences of younger generations are different, with similar percentages of men and women pursuing higher education. As a result, the ratio of female managers or board members is likely to increase naturally over time. My concern is that unproven staff may be promoted due to a quota system, rather than based on their abilities. I believe that true equality means being promoted based on merit, regardless of gender. In a system that prioritises quotas, there may be cases where a male staff member who has performed well is not promoted, while a female staff member with worse performance is promoted. This could result in reverse discrimination. (P29)”

When asked about the specific motivation behind the initiative to increase the number of female supervisors within the organisation, P29 offered their personal perspective on the matter:

“I think the central government plays a significant role in this issue. The current president pledged to implement policies promoting gender inclusivity during his campaign and subsequently received a substantial number of votes from female voters. To fulfill his pledge, public organisations can serve as good targets since he cannot compel private sectors to join his approach. As long as politicians have the power to appoint the head of IPA, IPA cannot be free from political pressure. In my view, the IPA is akin to a marionette, although this is a considerably aggressive evaluation. (P29)”

The opinions expressed by P29 were found to be inconsistent with the positive experiences reported by a group of female interviewees. In light of this discrepancy, additional follow-up interviews were conducted to explore and gather contrasting perspectives from P23 and P30.

“Both female and male employees are able to apply for parental leave for up to three years.

The percentage of male employees who applied for parental leave increased by 150% compared to last year. I believe that the IPA mitigates factors that may contribute to perceived reverse discrimination. Therefore, I believe that this company is moving in the right direction.

(P23-Int1)”

4.1.1.2.3. Cooperation with the Trade Union

Of the 35 interviewees, 24 indicated that IPA has implemented a labour–management relationship strategy prioritising mutual trust and cooperation. The remaining 11 participants reported that they had neither experienced this strategy nor possessed a clear understanding of it. Four informants (P21, P22, P26, and P29) explained that strategies of IPA focuses on addressing current challenges through the establishment of a cooperative framework and the enhancement of communication channels. These participants also noted that consultative bodies have been formed for each implementation task to support these objectives, and efforts are ongoing to reform the system through continued dialogue between labour and management.

“We have improved our communication channel with the trade union. For example, matters such as promotion, working environment (including safety), salary, and annual leave are all important from the trade union’s perspective. IPA has understood this well and has organised regular joint labour-management meetings to announce the number of people who will receive promotions in advance. Furthermore, the IPA operates an online bulletin board to guarantee anonymity and accessibility, thereby allowing all staff members to freely raise issues. (P22)”

“In the past, the environment surrounding Incheon port was much more dangerous. However, since IPA and the trade union agreed to strengthen legal compliance in terms of safety and health, the port has truly developed. As a result, there have been no reports of negligent accidents in my memory. (P06)”

During the course of this research, interviews were conducted with various informants, including IPA staff and other stakeholders. The vast majority of these individuals expressed highly favourable opinions regarding their experiences of cooperation with the trade union. Among the 11 interviewees, none reported any negative aspects of this collaboration. It is important to note, however, that these participants were not closely involved with this specific area and, as such, may have lacked relevant experiences to share.

4.1.1.3. Economic Contribution of CSR

According to interviews with participants P22–P30, 90% of those employed by IPA reported that the organisation contributes to the development of the national economy. This is achieved through the promotion of port infrastructure construction and maintenance, port operations, port logistics, and port informatisation projects intended to enhance port competitiveness. By expanding shipping routes and service networks, as well as developing smart ports utilising fourth industrial revolution technologies, Incheon Port is being established as a logistics hub in the Yellow Sea region. Consequently, three primary practices were identified from the interviews: port infrastructure, port operations, and smart port development. Table 4-4 provides an initial summary of the findings presented in this section regarding economic contributions, as reported by participants.

Table 4-4: Participant Responses on the Economic Contributions of CSR

	Port infrastructure	Port operations	Smart port
P01	○		
P02	○	○	
P03		○	
P04	○	○	
P05		○	
P06	○		
P07	○	○	
P08	○	○	
P09			○
P10		○	
P11	○	○	
P12	○	○	
P13	○		
P14	○		
P15	○	○	
P16	○		
P17			○
P18			
P19		○	
P20			
P21		○	
P22		○	○
P23	○	○	○
P24	○		○
P25	○	○	○
P26			○
P27	○	○	○
P28	○	○	○
P29	○	○	○
P30	○	○	○
P31			
P32	○		○
P33		○	
P34		○	○
P35	○		

(Source: Author)

4.1.1.3.1. Port Infrastructure

Participants reported that IPA convened a total of ten emergency response meetings, beginning in May 2021, aimed at improving the flow environment in response to the ongoing global supply chain crisis and deteriorating productivity at the port. P24 explained that the emergency response team, comprising operational managers and external experts, conducted field surveys and analysed operational processes to identify both short- and long-term improvements across various areas, including the sea, wharf, gate, and hinterland. Participants P23–P25 and P27–P30 concluded that IPA had addressed operational obstacles by reducing waiting times for port entry, increasing cargo handling capacity, minimising congestion, and alleviating yard shortages, thereby mitigating logistical bottlenecks.

“In the past, pilotage had to be suspended during inclement weather due to the lack of large pilot boats and the additional costs involved. However, IPA introduced and implemented a special calling system, which was the first of its kind domestically. This system targeted 22 shipping companies and 36 ships. As a result, the yearly financial loss of shipping companies was reduced by 16.3 billion Korean won¹⁸ and the yearly waiting time for port entry decreased by 303 hours. (P27)”

“In terms of wharf, demurrage is often caused by supply chain crises. Therefore, IPA has provided two additional berths and expanded the modernisation of loading and unloading facilities. Furthermore, a new container terminal will be available from 2026. We look forward to seeing these measures improve cargo control capacities and prevent an increase in demurrage rates. (P24)”

¹⁸ This is equivalent to approximately one million Pound sterling.

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“The gate was so crowded that truckers experienced difficulties entering and exiting. To address this issue, IPA developed a contactless shipping out application via smartphone. This led to a reduction in the average runtime for the entry and exit of container cargo from 19.4 minutes in 2020 to 17.1 minutes in 2021. (P29)”

“Hinterland was always a challenge for us due to the lack of storage yards, which caused delays in the shipment of second-hand cars for export. To address these issues, the IPA implemented an incentive scheme in May 2020 and secured an additional 210,000 m² of yard space. This allowed our stakeholders to build a specialised export cluster for second-hand cars. As a result, the cargo volume for second-hand cars via Incheon's inner port increased by 143.84% between 2020 and 2021. Additionally, the number of cargo vessels entering the port of Incheon for these cars grew by 231.73% during the same period. (P23)”

Participants from IPA illustrated the extent to which the organisation's infrastructure efforts have created economic value, supported by statistical evidence. Similarly, interviewees from LSP groups reported improvements in their productivity and efficiency that aligned with IPA's initiatives. Notably, respondents from the transport sector (P11–P16) expressed the most positive views.

“I had to wait for the lorries to enter the ports. Entry through the gate necessitates additional procedures, including security checks for truckers and sealed containers. This process wastes time for businesses. Furthermore, I was afraid of being infected by Covid-19 because I would not be able to earn money if I contracted the virus. The non-contact entrance was therefore an innovative development for both safety against disease and cargo handling. I appreciate the efforts of IPA. (P14)”

Meanwhile, during a follow-up interview, a customs broker (P35) argued that the timely expansion of the yard has made a significant contribution to both the national and regional economies, particularly in relation to car exports.

“Due to a shortage of semiconductors, the global second-hand car market was rapidly expanded. Incheon is traditionally regarded as one of the largest used car markets in South Korea. IPA capitalised on this opportunity, and exporters at Incheon were able to generate significant profits due to the expanded yard. (P35)”

4.1.1.3.2. Port Operations

Interviewees working for IPA reported that, despite the ongoing spread of COVID-19 and rapid changes within the global port industry, IPA has maintained stable operations based on sustained growth. The primary strategies involved attracting six new shipping routes and maintaining 66 regular container service routes, spanning intra-Asia, America, Africa, and Russia. In other words, existing routes were stabilised while potential exit routes were closely managed. Participants P21–P23, P25, and P27–P30 clearly indicated that Incheon Port's container volume increased by approximately 80,000 TEU, or 2.5%, between 2020 and 2021. Similarly, container volumes for imports and exports rose by 4.1% and 2.0%, respectively, compared with 2020.

“In response to the closure of major ports in Vietnam and Mainland China due to the resurgence of COVID-19, a trend of rerouting through Incheon Port and a deepening shortage of ships has occurred. IPA has deployed route marketing through analysis of changes in ship capacity by shipping company. (P25)”

P27 provided further details on the reasons behind shipping companies' hesitancy to use Incheon Port, as well as the route marketing strategies implemented by IPA to address these concerns.

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“Freight charges to Incheon Port were relatively lower, resulting in approximately 20% of ships bypassing our port. In response, we monitored newly constructed ships and targeted feeder class ships¹⁹. We also persuaded shipping companies to use Incheon port, as new ships do not have established routes yet. (P27)”

Participants P22, P23, P28, and P30 described how IPA is enhancing risk management by diversifying its focus across specific routes and expanding new routes to accommodate fluctuating demand during the COVID-19 pandemic. The IPA's efforts to develop these new routes are informed by the participants' own experiences.

“We reduced the fees of using port facilities on targeted routes between Incheon and Africa. A total of 4.6 billion Korean Won was invested in this project, and we believe that we have successfully revitalised this route. Cargo volumes between Incheon and Africa showed remarkable growth of 147.8% in 2021. (P28)”

“Russia's situation was distinct from other cases. Our goal was to emphasise the use of intermodal transport via railways from Russia to Europe. As a result, IPA was able to alleviate the shortage of ships and even achieve growth in cargo volumes, 138.6% compared to 2020. (P23)”

“Exports to the US market play a significant role in Korea's economy. As such, stabilising relations with the US was a priority. An investment of 2 billion Korean won was made to attract consignors, resulting in a 29.3% increase in cargo volume. (P30)”

¹⁹ Ships belonging to this class are generally smaller than 3,000 TEU.

4.1.1.3.3. Smart Port

The IPA is progressing with the development of core technologies to digitalise Incheon Port. According to interviewees (P22–P30), infrastructure innovation, big data analytics, and improvements in logistics warehouse operations have been identified as primary tasks for the digitalisation of the three operational areas of the port: maritime, port, and hinterland. Specifically, P24, P26, and P29 argued that autonomous navigation vessels, smart containers, logistics warehouse robots, and drone-based inventory inspection are key technologies that must be prioritised for early development. P26 highlighted that the IPA expects port digitalisation to generate new business opportunities valued at approximately 200 billion Korean won.

“Autonomous navigation vessels would enable the integration of ship-port management and reduce the number of accidents on the ocean. (P24)”

“Smart containers facilitate remote cargo management and provide more accurate location information. The expected error range is also improved from 37 metres to 3 metres. (P26)”

“Logistics warehouse robots refer to unmanned picking robots. These robots can be helpful in minimising investment in facilities for small and medium-sized logistics enterprises. (P29)”

“Drone-based inventory inspection refers to the use of autonomous mobile technology for the automatic recognition of cargo. This technology allows for more efficient and accurate tracking of inventory. (P29)”

P26 and P29 emphasised that IPA's goal is to establish a practical research and development process in collaboration with stakeholders. To this end, the IPA first conducted technology demand research using contactless surveys and in-depth interviews with 128 port users. Based on the identification of pressing issues, IPA subsequently designed its research and development initiatives. Finally, the IPA recruited over 100 external experts through university–industry collaborations to align advanced technologies with problem-solving efforts.

4.1.2. Factors Influencing the Port Authority's Selection of CSR Initiatives

To capture a comprehensive range of responses, interviews were conducted using open-ended questions. The data collected were then analysed to address the following research question:

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

Table 4-5 presents a preliminary summary of the findings discussed in the section regarding factors influencing the selection of CSR by participants.

Table 4-5: Participant Responses on Factors Influencing CSR Selection

	Expectations of local community	The central government
P01	<input type="radio"/>	<input type="radio"/>
P02	<input type="radio"/>	<input type="radio"/>
P03		
P04	<input type="radio"/>	
P05	<input type="radio"/>	
P06		<input type="radio"/>
P07	<input type="radio"/>	
P08	<input type="radio"/>	
P09	<input type="radio"/>	
P10		
P11		<input type="radio"/>
P12	<input type="radio"/>	
P13		
P14	<input type="radio"/>	
P15	<input type="radio"/>	<input type="radio"/>
P16	<input type="radio"/>	
P17	<input type="radio"/>	
P18		
P19		
P20	<input type="radio"/>	<input type="radio"/>
P21	<input type="radio"/>	<input type="radio"/>
P22	<input type="radio"/>	<input type="radio"/>
P23	<input type="radio"/>	
P24	<input type="radio"/>	<input type="radio"/>
P25	<input type="radio"/>	
P26		<input type="radio"/>
P27		<input type="radio"/>
P28		<input type="radio"/>
P29	<input type="radio"/>	<input type="radio"/>
P30	<input type="radio"/>	<input type="radio"/>
P31		
P32	<input type="radio"/>	
P33	<input type="radio"/>	<input type="radio"/>
P34	<input type="radio"/>	
P35		<input type="radio"/>

(Source: Author)

4.1.2.1. Expectations from Local community

According to responses from both IPA staff and stakeholders, the primary focus of IPA's CSR initiatives is to meet the expectations of the local community. These expectations encompass environmental, social, and economic objectives, reflecting the traditional pillars of CSR.

Firstly, the majority of participants argued that environmental concerns raised by local residents are a key motivation. The Port of Incheon has historically handled substantial volumes of bulk cargo, including grain, hardwood, vehicles, and steel products. Additionally, several factories operate within the port's hinterland, engaging in manufacturing activities to facilitate smooth import and export processes. However, these operations have given rise to various issues such as unpleasant odours, wastewater discharge, noise, and air pollution. In response to complaints from local residents, IPA and other relevant authorities have been compelled to address these civil concerns.

“Addressing civil complaints is among our most pressing and challenging responsibilities. Although handling them can be stressful, it is imperative that we resolve these issues promptly to maintain focus on other tasks. (P25)”

“The Korean system is unique in that it regulates public company workers like us under the Civil Service Act²⁰. Despite not being public officers, civilians expect these workers to behave as such and take responsibility. (P24)”

²⁰ According to Article 33 of the Civil Service Act, there are certain disqualifications for employment.

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“When I worked at the Incheon inner port, I was instructed by IPA to use a dustproof device while loading and unloading hardwood. IPA staff explained that residents from the Cheongna area²¹ had lodged a complaint about wind-blown dust. (P04)”

“One day, while delivering a container from Incheon North port to Incheon inner port, I detected an offensive odour emanating from a nearby factory. Believing it to be the responsibility of the district office and the IPA to monitor such issues, I promptly reported the incident to both organisations. (P09)”

Secondly, participants from IPA reported that the organisation prioritises communication with the local community, with their CSR initiatives reflecting this engagement through various social contributions. These efforts include providing open spaces within the inner port for public use, creating landmarks, and supporting socially disadvantaged groups by fostering a culture of charitable giving.

“We have opened our information hall, which includes a meeting room and study room for local residents. This space is available for free use. The convenience of use has been enhanced through the Naver reservation system²². (P30)”

“IPA constructed and inaugurated several amenities for the public use, including a photo zone and an observatory. It is our hope that these facilities will become iconic landmarks of Incheon. (P23)”

²¹ Cheongna is a representative bed town in Incheon City with a population of over 110,000 (Statistics Korea 2022). It is located 10 kilometres north of Incheon Inner Port.

²² Naver is a search engine in Korea that also serves as a platform for e-commerce and reservations.

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“In response to the prolonged difficulties faced by socially disadvantaged groups due to the COVID-19 pandemic, the ‘Incheon Port Hope Sharing Week’ was selected as a means of providing support. A QR code was established on the Naver HappyBean platform, which is the largest public interest platform in Korea. This allowed individuals, including employees of IPA, to make mobile donations through the IPA corporate page and electronic collection box. The funds raised, totalling 11.5 million Korean won, were distributed amongst three public interest organisations located near Incheon Port. (P26)”

“In an effort to combat the effects of COVID-19 in the local community, IPA has distributed 1,000 lunch boxes to socially disadvantaged groups through the Incheon Social Welfare Council in Incheon Metropolitan City. Additionally, IPA has produced a sharing box containing social enterprise products such as health food, cold protection gear, and quarantine supplies. These boxes were delivered to 300 vulnerable households in the local community to provide support during these challenging times. (P26)”

Thirdly, interviewees demonstrated that IPA has established a foundation for sustainable local economic revitalisation by fostering local startups and supporting social enterprises. Participants noted that the economic impact of IPA's CSR initiatives is not solely aimed at maximising the organisation's profit but also at supporting local businesses to create a positive feedback loop. This cycle involves the expansion of stakeholders' businesses, which in turn leads to increased cargo volumes utilising the Port of Incheon. Furthermore, IPA's stakeholders expressed that the organisation had responded positively to their requests, including the provision of funding, thereby making a favourable impact.

“IPA has allocated a total of 330 million Korean won in funding to 17 corporations. Of this amount, 200 million Korean won was distributed as interest-free loans to four enterprises, whilst the remaining 130 million Korean won was provided as pro bono support to 13 organisations. On average, the sales of these corporations have increased by 69% this year. (P21)”

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“In order to support R&D in Incheon port, IPA has selected six enterprises and provided each organisation with 20 million Korean won. One of these enterprises has developed a robot that assists with oil spills in the ocean and is currently patent pending. (P28)”

“IPA has established a resource recycling economy in collaboration with a specialised social enterprise to address the issue of marine pollution caused by industrial waste and plastic from ships. As part of this initiative, one company converts plastic into thread, which is then used by another firm to manufacture clothing. This process is expected to have a positive impact on the local economy in Incheon (P35).”

4.1.2.2. Correspondence with Policies of the Central Government

Some staff members at the IPA have expressed concerns that certain selected CSR initiatives may be influenced by political considerations. However, they remain uncertain as to whether these initiatives have a genuine impact. Participants argued that the IPA's social and environmental CSR efforts exemplify these concerns. They explained how the Income-led growth policy²³ and 2050 carbon neutrality²⁴ have influenced the selection and prioritisation of the IPA's CSR initiatives.

"I believe that the IPA is too heavily controlled by the central government. The former government requested financial independence for the IPA, but the new government has requested that more employees be hired. Contradictory! It is uncertain what the next government will ask of us. (P22) "

²³ The income-led growth theory aims to increase the disposable income and purchasing power of workers and households significantly (Sung and Park 2019). This theory proposes transforming Korea's current economic structure, which is heavily dependent on export-oriented companies, into a household-centred and wage-centred structure (Lee 2021). According to this theory, an increase in household wages and income will lead to increased consumption and economic growth and the Moon Jae-in administration adopted it as an economic agenda (Na 2022).

The wage-led growth theory originated within the context of underconsumption theory in the 19th century (Nam 2019). It developed with the help of the principle of effective demand developed by Keynes and Kalecki. Modern theoretical discussions on wage-led demand are based on academic reports by Lawson (1981), Dutt (1984), and Bowles and Marglin (1990).

²⁴ On 28th October, 2020, President Moon Jae-In announced a plan 2050 carbon neutrality in the National Assembly. This plan was subsequently legislated on 24th September, 2021.

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When questioned about the apparent contradiction regarding further employment, P22 stated:

“I understand that the government has a need to validate their policy in preparation for the upcoming election. As a result of the Income-led growth policy, businesses are hesitant to increase their workforce due to concerns over rising labour costs. This burden then falls upon state-owned companies, who are compelled to hire additional employees despite not requiring additional labour. This will inevitably lead to a deterioration of their financial condition. Subsequently, the government may demand financial independence from these companies once again. In this regard, IPA can be considered a political victim. (P22)”

In the context of employment issues, one stakeholder from LSP groups criticised IPA, expressing concerns regarding service quality.

“I have heard that IPA now hires high school graduates. The port operates on a 24/7 basis in a real-time industry. IPA requires employees who are capable of performing their duties immediately. I am not convinced that high school graduates have acquired the necessary skills and knowledge to work in the port. This raises questions about IPA's motives for hiring high school graduates. Is it an attempt to reduce unemployment of this country or to lower labour costs? I am concerned that this approach may result in a decline in service quality. (P11)”

Meanwhile, P21, P27, and P29 articulated unfavourable perspectives concerning IPA's environmental CSR initiatives.

“Despite Korea's commitment to attaining 2050 carbon neutrality, IPA's strategies for realising this objective appear to be hasty and inadequate. For instance, IPA has professed its support for green mobility however has only procured two electric motorbikes. I queried the efficacy of these two bicycles in achieving carbon neutrality. I reckon that current CSR efforts related to carbon neutrality may be more of a political maneuver, influenced by pressure from the central government. (P29)”

Overall, the majority of participants indicated that the expectations of the local community, alongside political alignment with the central government, are the primary factors influencing the selection of IPA's CSR initiatives. However, a critical comment from a member of IPA's CSR committee (P35), based on his experiences, underscores the need for this research to explore IPA's stakeholder management (Research Question 2) in relation to their CSR activities. P35's reflections on his involvement with the CSR committee are presented below.

"I was assigned to participate in several meetings regarding IPA's CSR. During these meetings, I noticed a lack of mechanisms for incorporating stakeholder feedback. My understanding of IPA's CSR was limited, and I was not given the opportunity to voice my thoughts on the IPA's approach to CSR. The committee had already established its future plans and members, including myself, acquiesced without much deliberation. It appears that their CSR strategy is based on their own research and possibly the expectations of stakeholders. However, if this is the case, the necessity of this committee is called into question. (P35)"

4.2. Axial Coding

Axial coding analysis reveals that the underlying causal condition is IPA's blueprint for implementing CSR both within and beyond the Port of Incheon. The central phenomenon produced two primary observations. Firstly, IPA employees and stakeholders hold conflicting understandings of IPA's CSR implementation. Nonetheless, both groups expressed reservations regarding the effectiveness of these CSR endeavours. Secondly, external factors, notably governmental pressure, exert significant influence over IPA's selection of CSR initiatives.

Contextual conditions encompass varying conceptualisations of CSR among participants. IPA personnel plan and evaluate their CSR efforts on a national scale, whereas stakeholders' knowledge tends to be limited to their respective fields and personal experiences. Consequently, stakeholders typically perceive IPA's CSR at a micro level; for instance,

truckers are primarily aware of IPA's CSR within the transport sector. The value attributed to IPA's CSR thus varies across different industrial categories.

Regarding intervening conditions, IPA is striving to develop more pragmatic CSR initiatives through engagement with local residents. However, stakeholders have a limited understanding of how their input informs the selection of these initiatives.

The action and interaction strategy revealed a decoupling between IPA and its stakeholders in relation to CSR practices. Specifically, external factors influencing IPA's selection of CSR initiatives have led to a reduced positive impact on the local community. In an effort to address this issue, IPA has instituted regular meetings with stakeholders to incorporate their perspectives into the development of CSR strategies.

In summary, axial coding confirmed that IPA's CSR approach is overly broad and lacks the specificity required to meet the diverse needs of its stakeholders effectively. This subjectivity has, in turn, limited the impact of CSR initiatives for both the organisation and its stakeholders.

4.2.1. Causal Condition

The IPA has developed its own roadmap to implement CSR both within and beyond the Port of Incheon. This CSR strategy is structured around three key pillars: environmental, social, and economic.

In relation to environmental issues, IPA is committed to minimising greenhouse gas and fine dust emissions, with the ultimate aim of achieving carbon neutrality. To support these goals, the IPA has replaced petrol-powered tugboats with LNG-fuelled vessels and constructed power plants to generate renewable energy.

In terms of social impact, IPA has created employment opportunities, increased the proportion of female supervisors, strengthened cooperation with trade unions, and invested in local start-ups in Incheon to promote regional development.

From an economic perspective, IPA supports research and development activities within Incheon. Through these efforts, the organisation has succeeded in enhancing profitability for both itself and its stakeholders. Moreover, during the COVID-19 pandemic, IPA effectively

maintained existing shipping routes and expanded new ones, thereby supporting the smooth operation of import and export activities.

4.2.2. Central Phenomenon

The first central phenomenon identified through axial coding was that IPA staff and stakeholders possess a broadly similar level of understanding regarding the organisation's CSR practices. While IPA staff demonstrated only minor differences in their comprehension across all CSR areas, stakeholders exhibited greater variation based on their specific experiences with IPA's CSR. For instance, LSPs involved in loading and unloading were well-informed about environment-related CSR, whereas truck drivers had a deeper understanding of CSR initiatives within the transport sector. This suggests that IPA's CSR is perceived subjectively, with stakeholder evaluations differing depending on their roles and interactions with the organisation.

The second central phenomenon confirmed was that external factors—particularly local community expectations and directives from the central government—significantly influence the selection of CSR initiatives. IPA staff expressed concerns about the organisation's political positioning, especially in relation to employment-related matters. Most IPA interviewees cited the company's efforts toward carbon neutrality as one of its key CSR achievements. However, disclosures from an IPA staff member and a member of the IPA's CSR committee (as part of the investigation into Research Question 1a) revealed that certain CSR initiatives were adopted without internal or external consultation. Instead, these initiatives were accepted uncritically in response to central government guidelines.

4.2.3. Contextual Condition

The contextual conditions surrounding CSR encompass a range of conceptualisations among participants. Personnel within IPA plan and evaluate their CSR initiatives on a national scale in alignment with national policies. Conversely, stakeholders possess knowledge that is limited to their specific fields and personal experiences. Consequently, stakeholders tend to understand IPA's CSR on a more micro level; for instance, truckers are cognisant of IPA's

CSR within the context of transportation. The value ascribed to IPA's CSR therefore varies across different industrial categories.

4.2.4. Intervening Condition

IPA is striving to develop more pragmatic CSR initiatives through engagement with local residents. To achieve this goal, IPA has established a set of criteria to review core stakeholders by areas and industries. This will help IPA to identify the most relevant stakeholders and their needs.

Furthermore, IPA is eager to expand communication channels and tailor them based on stakeholders' characteristics, including business area and the size of the organisation. This approach aims to strengthen ties with stakeholders by providing them with more personalised and relevant information.

However, stakeholders possess limited understanding of how their input informs the selection of CSR initiatives. This can lead to confusion and frustration amongst stakeholders who may feel that their voices are not being heard.

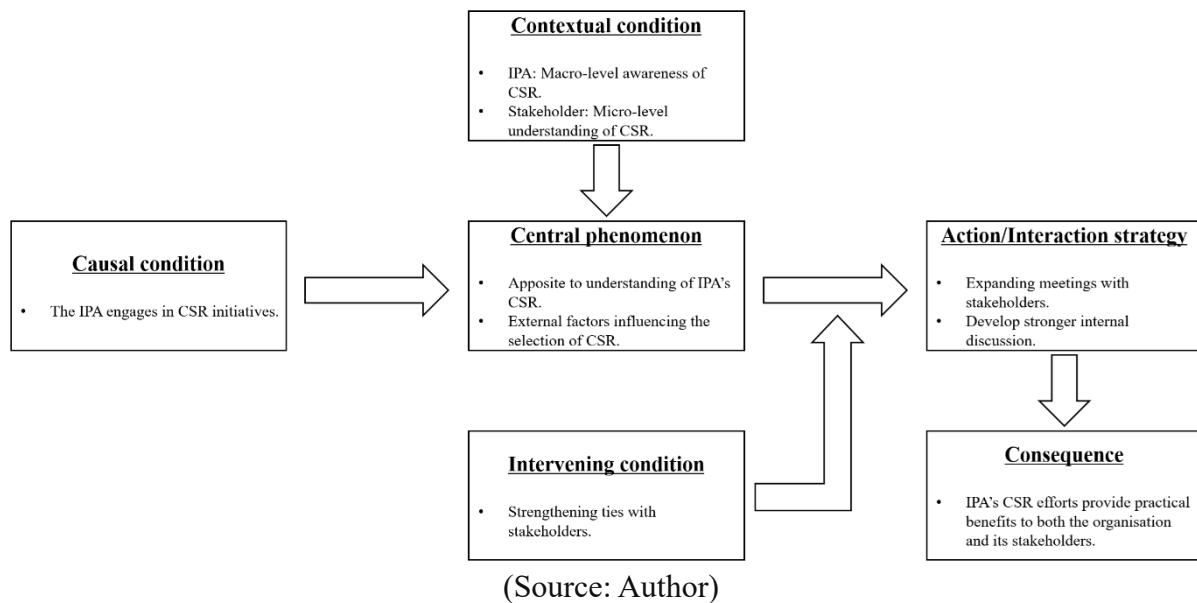
Additionally, some interviewees from LSPs replied that IPA's efforts are more of a bother than providing any practical support. This feedback suggests that IPA may need to review its approach to ensure that its CSR initiatives are truly beneficial to all parties involved.

4.2.5. Action/Interaction Strategy

The analysis of the action and interaction strategy employed by IPA revealed a disconnect between the organisation and its stakeholders with regards to the planning and execution of CSR initiatives. External factors influencing IPA's selection of CSR initiatives have resulted in a reduced positive impact on the local community. Despite some positive feedback, stakeholders within the logistics industry are unlikely to view IPA's CSR efforts favourably. This can be attributed to deficiencies in the process by which IPA solicits and incorporates diverse opinions from its stakeholders. Consequently, IPA's action strategy appears to be ineffective in achieving pragmatic CSR.

To address this issue, participants from IPA proposed an interaction strategy that involves two key steps. Firstly, IPA should establish an internal process for evaluating the effectiveness of requests from the central government within the context of Incheon. Secondly, IPA should increase the frequency of meetings with stakeholders to better incorporate their perspectives on CSR initiatives.

Figure 4-2: Paradigm Model Illustrating the Relationships Among CSR Themes



4.3. Selective Coding

In the final stage of grounded theory, known as selective coding, the emerging theory is refined and developed through a process of integration. This involves summarising concepts and establishing categories by continuously comparing cases. The initial step is to identify the central or core category, which encapsulates the main theme of the research and integrates all relevant factors in line with the study's objectives. In essence, it provides a theoretical answer to the research questions.

Since the announcement of its CSR plans, IPA staff have been investigating the significance of CSR and formulating strategies to meet organisational objectives. Representatives from IPA reported that the organisation has contributed to the local community across social, economic, and environmental domains—supported by both statistical evidence and practical

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initiatives. However, IPA's stakeholders remain sceptical of these claims, as many have not experienced the direct impact of CSR. Some stakeholders also indicated that IPA's CSR initiatives are increasingly influenced by actors from non-logistics sectors.

Stakeholders expressed a willingness to engage with and benefit from CSR initiatives if they were perceived as practical and relevant. However, they argued that the scope of IPA's CSR is too broad to be effective, resulting in benefits that are too dispersed to be impactful. As a result, CSR outcomes appear subjective, with only a limited group—often outside the logistics sector—experiencing any tangible advantages. This has contributed to a growing decoupling between IPA and its stakeholders, leaving some feeling excluded from the decision-making process regarding CSR selection.

While IPA staff were able to provide detailed accounts of CSR initiatives, supported by statistical data, they seldom offered neutral or critical reflections on the actual impact of these efforts. When selecting CSR initiatives, staff reported having to balance central government directives with the expectations of the local community. IPA is subject to significant regulatory oversight by the central government, which imposes clear limitations on the organisation's autonomy in CSR planning. As a result, government requests are typically prioritised.

Moreover, the process for capturing the diverse needs of the Incheon community lacks transparency and credibility. While IPA staff claimed to have compiled a comprehensive list of CSR initiatives based on residents' demands, stakeholders reported that these initiatives did not align with their actual needs or expectations. This disconnect points to shortcomings in the communication and consultation processes between IPA and its stakeholders—an issue that will be examined in greater detail in subsequent chapters.

4.4. Concluding Remarks

This chapter delved into the CSR of IPA and the primary factors that influenced the selection of CSR. This resulted in the identification of six subcategories:

- (1) Environmental aspects of CSR: LNG tug boat, AMP, solar power plant, DPF;
- (2) Social aspects of CSR: Job creation, investment, promotion of female supervisors, and collaboration with trade unions;
- (3) Economic aspects of CSR: Port infrastructure, port operations, and smart port;
- (4) Expectations of the local community: This encompasses all the above pillars; however, stakeholders felt that it may not have a significant impact on their lives and that they are detached from the selection of CSR;
- (5) Alignment with the central government's policies: The income-led growth policy associated with increased employment and realistic planning for carbon neutrality; and
- (6) Decoupling between IPA's CSR and its stakeholder's expectations.

The identification and analysis of CSR serve as an essential and valuable foundation for studying how IPA and stakeholders participated in the process of establishing and implementing CSR in South Korea. Specifically, it determines which CSR should be promoted and how IPA should promote it. Given the proposed CSR, it is challenging to assess the communication between IPA and their stakeholders because participants reported a decoupling situation. Since IPA's stakeholder management is examined, it is more feasible to provide a comprehensive view of IPA's CSR.

Based on the aforementioned findings, it is imperative to thoroughly investigate the stakeholder management strategies and practices extensively utilised by port authorities. The discoveries presented in this chapter will be amalgamated with the forthcoming chapter's findings to develop a substantive theory.

Chapter 5

Analysis of the Port Authority's Stakeholder Management

The previous chapter described an emergent theory in relation to the first research question. This chapter presents a synthesis of the key findings derived from the research data to address the second research question concerning the Incheon Port Authority (IPA)'s stakeholder management strategies in the context of Corporate Social Responsibility (CSR). The primary objective of this chapter is to identify and analyse the prioritisation and categorisation criteria used by IPA towards its stakeholders, their communication with stakeholders, and the topics and issues that arise from these communications.

To accomplish the research objectives and bridge existing research gaps, this thesis initially formulated two research questions that are addressed in this chapter. These research questions are as follows:

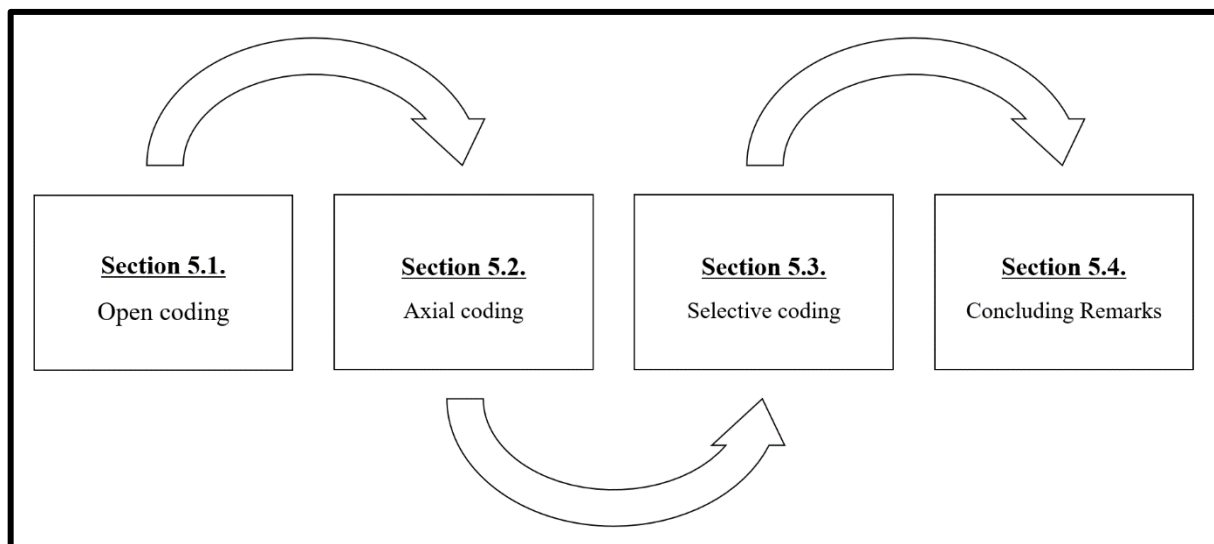
RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

This chapter is divided into four sections. The first section discusses open coding and examines IPA's categorisation of stakeholders and the key factors that influence its prioritisation and categorisation of stakeholders in the context of CSR. It also investigates IPA's stakeholder management strategies, including communication and how it addresses issues raised by stakeholders. The second section focuses on axial coding and identifies relationships between categories and subcategories. The third section addresses selective coding, where a core category is chosen and systematically related to other categories. The outcome of selective coding is illustrated through a theorising diagram to present an emergent theory. The results from these sections will be analysed in Chapter 6 to develop a comprehensive theory.

Figure 5-1: Outline of Chapter 5



(Source: Author)

5.1. Open Coding

The open coding process yielded 26 distinct concepts, which were subsequently organised into eleven subcategories. These subcategories were then grouped into five overarching categories. The following sections describe the categories that were identified through the process of open coding.

Table 5-1: Results from Open Coding for Research Question 2 (RQ2)

Concept	Subcategory	Category		
Consignors	Port users	Discerned stakeholders		
Freight forwarders				
Shipping companies				
Terminal operators				
Transport firms				
Loading and unloading enterprises				
Port worker’s trade union				
Board members	IPA’s employees	Discerned stakeholders		
Staff members				
Trade union				
Central government	Governmental entities		Discerned stakeholders	
Local government				
Local citizens	Local community			Discerned stakeholders
Socially disadvantaged groups				
Stakeholders’ efficacy	Sustainable management	Prioritisation and categorisation of stakeholders		
Stakeholder’s importance				
Meetings with loading and unloading, shipping, and transport companies	Regular meetings and conferences	Stakeholder management strategies		
Conferences with Terminal operator firms				
Anonymous bulletin board	Social media platform			
Proactive information disclosure	Information disclosure			
Reactive information disclosure				
Redevelopment of 8th pier	Participation in regional issues is required	Governance model		
Development of detours				
Supporting local businesses				

Concept	Subcategory	Category
The use of public piers	Enhancement of logistics flow	Emergent Concerns in stakeholder management
Ownership of Incheon port	Port reform	

(Source: Author)

5.1.1. Discerned Stakeholders of the Port Authority

The first category, referred to as ‘discerned stakeholders of the port authority,’ comprises four subcategories: port users, port authority employees, governmental entities, and the local community. All participants (P01-P35) demonstrated their understanding of the categorised stakeholders in relation to IPA’s CSR.

5.1.1.1. Port Users

During the open coding process, consignors, freight forwarders, shipping companies, terminal operators, transport, loading and unloading enterprises, and port workers were identified as port users. Table 5-2 provides an initial summary of the results presented in the section on participants’ recognition of port users as IPA stakeholders.

Table 5-2: Participant Responses by Category of Port Users²⁵

	Consignors	Freight forwarders	Shipping companies	Terminal operators	Transport	Loading and unloading enterprises	Port worker's trade union
P01			○	○		○	
P02			○	○	○	○	○
P03			○	○		○	
P04			○	○	○	○	○
P05	○	○	○	○	○	○	○
P06		○	○	○	○	○	○
P07			○	○		○	
P08			○	○		○	
P09	○		○	○		○	○
P10	○	○	○	○	○	○	○
P11	○		○	○		○	
P12			○	○	○	○	
P13		○	○	○		○	○
P14			○	○	○	○	
P15	○	○	○	○	○	○	○
P16		○	○	○	○	○	
P17	○	○	○	○	○	○	○
P18		○	○	○	○	○	○
P19	○	○	○	○	○	○	
P20	○	○	○	○	○	○	
P21	○	○	○	○	○	○	○
P22		○	○	○	○	○	○
P23		○	○	○	○	○	○
P24		○	○	○	○	○	○
P25		○	○	○	○	○	○
P26	○	○	○	○	○	○	○
P27		○	○	○	○	○	○
P28		○	○	○	○	○	○
P29	○	○	○	○	○	○	○
P30		○	○	○	○	○	○
P31	○	○	○	○	○	○	○
P32	○		○	○	○	○	○
P33		○	○	○	○	○	○
P34	○	○	○	○	○	○	
P35			○	○	○	○	

(Source: Author)

²⁵ The symbol ○ indicates that the interviewees have demonstrated an understanding of the topic.

Chapter 5. Analysis of the Port Authority's Stakeholder Management

Among the various participants, shipping companies, terminal operators, and loading and unloading firms are acknowledged as stakeholders of IPA.

“The core stakeholders of IPA are port users, who are our primary customers. However, terminal operators and shipping companies hold relatively greater importance due to the direct link between their businesses and IPA’s profitability. (P30)”

P30 explained that lease fees for piers constitute a significant portion of IPA’s profit. However, in their view, other logistics entities—such as transport companies and loading and unloading firms—are not as critical as terminal operators and shipping companies. When asked to elaborate, P30 added:

“Indeed, they are also our stakeholders, but most of them are third-party logistics providers. They earn money from the Port of Incheon, but it does not directly connect to our profit. It is a matter of priority. (P30)”

Another IPA staff member identified a wider range of stakeholders, notably including freight forwarders.

“I believe that IPA should expand its range of stakeholders. For instance, if freight forwarders design logistics routes that do not use Incheon port, we lose money. Consider this scenario: a manufacturer in Incheon sends containers via transport service providers to Busan port. Freight forwarders may seem to be overlooked by IPA, but they are crucial to our business. (P24)”

Concurrently, the majority of IPA staff referred to all categories of port users outlined in Table 5-1. Nevertheless, consigners were mentioned less frequently. P26 offered the following explanation:

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“This is because consigners in Korea rely on third-party logistics providers and freight forwarders. On a larger scale, they are IPA's stakeholders, but I don't think they are the ones who decide to use Incheon port. Consigners ask logistics service providers to find the most optimised logistics flow and do not care about anything beyond that. This is why IPA prioritises stakeholders based on how deeply they are connected to our business. (P26)”

Contrary to common assumptions, truck drivers and port workers reject the notion that they are stakeholders of IPA. Interviews indicate that this perspective primarily stems from their employment arrangements.

“I am not involved with the IPA. I am a member of the Port Workers' Trade Union. Port workers do not belong to logistics companies or the IPA; we belong to the trade union. The Port Workers' Trade Union functions both as a trade union and as an enterprise. (P12)”

The notion of a trade union assuming the role of an enterprise may appear unfamiliar within the conventional understanding of trade unions. To explore this context in greater depth, a follow-up inquiry was conducted:

“Members of the trade union do not enter into contracts with logistics companies. Only the Port Workers' Trade Union has the right to conduct loading and unloading operations and allocate labour to ports and piers. For example, if a loading and unloading company needs 50 people for tomorrow's task, they contact the trade union. The trade union then selects 50 members and sends them to the work site. In this process, neither the IPA nor logistics enterprises can interfere in the selection. It is within the independent power of the trade union. (P12-Int1)”

Furthermore, another port worker provided an explanation for the existence of this custom in Korea and articulated a perspective that conflicted with that of P12:

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“In the past, logistics companies could hire port workers directly. However, ships do not arrive at Incheon port every day for work. As a result, logistics firms began hiring day workers instead of permanent positions to save on labour costs on days when there were no ships or work available. What happened then? If there was no work at the port, we couldn't make any money. The trade union gained exclusive authority to provide labor in the port sector as a result of strikes and protests. When P12 said that we are not stakeholders of the IPA, he may have meant that we are hostile towards the IPA and businesses in the port sector rather than being their stakeholders, with the aim of achieving a symbiotic relationship. However, based on my experiences, regardless of whether we are hostile towards IPA or not, as long as the trade union and IPA interact with each other, we are considered stakeholders of IPA. (P04)”

Truck drivers also contend that they are not stakeholders of IPA, asserting that their status as either self-employed individuals or employees of logistics service providers positions them as third-tier suppliers, without a direct relationship to IPA.

“I drive my own truck under contract with a transport company. When they have containers that need to be delivered, they notify me of the pickup location and destination. I am paid based on the number of kilometers I drive. I have never interacted or worked with anyone from the IPA, which is why I do not consider myself to be one of their stakeholders. (P13)”

Another driver, who is employed by a logistics company, provided the following explanation:

“I am just a driver. I drive a truck owned by my company and am paid based on the number of kilometers I drive. I even have to pay back part of my salary as dues for the truck. When I encounter an issue at the port, I call the transport operators and they handle it. In my opinion, transport operators are stakeholders of the IPA, but not me. It's like a tertiary level of outsourcing (P07).”

Overall, the staff at the PA exhibited a thorough understanding of their stakeholders. However, stakeholders themselves reported that their individual experiences influenced how they perceived stakeholder identification within IPA. These contributing factors will be explored in the second thematic category: the prioritisation and categorisation of stakeholders.

5.1.1.2. Employees of Incheon Port Authority

The staff at IPA demonstrated self-awareness by recognising themselves as stakeholders of the organisation. This is primarily because they are directly involved in decision-making processes related to CSR and are also affected by CSR initiatives as local residents of Incheon city. Table 5-3 presents a preliminary summary of the findings discussed in this section regarding the recognition of IPA employees as stakeholders by the participants.

Table 5-3: Participant Responses by Category of IPA Employees

	Board members	Staff	Trade union
P01	○	○	○
P02	○	○	
P03	○	○	
P04	○	○	
P05	○	○	
P06	○	○	
P07	○	○	
P08	○	○	○
P09	○	○	○
P10	○	○	○
P11	○	○	
P12	○	○	
P13	○	○	○
P14	○	○	
P15	○	○	○
P16	○	○	○
P17	○	○	○
P18	○	○	
P19	○	○	
P20	○	○	○
P21	○	○	○
P22	○	○	○
P23	○	○	○
P24	○	○	○
P25	○	○	○
P26	○	○	○
P27	○	○	○
P28	○	○	○
P29	○	○	○
P30	○	○	○
P31	○	○	○
P32	○	○	○
P33	○	○	○
P34	○	○	○
P35	○	○	○

(Source: Author)

A staff member at the IPA highlighted that the organisation has its own trade union representing the interests of IPA staff, including matters such as salary and working conditions. Consequently, the IPA's trade union was identified as distinct from the trade union representing port workers.

“Aren't all employees of IPA considered stakeholders? While there are varying levels of involvement in decision-making based on position, with board members having more power than others in organising CSR initiatives, all employees report on necessary factors that should be reflected in our CSR. As residents, we also experience the influence of CSR initiatives firsthand. For example, since IPA has taken measures to address fine dust pollution, I have personally noticed an improvement in air quality and find it easier to breathe. (P27)”

“The staff at IPA have their own trade union to represent their concerns within the port sector. As such, this internal organisation within IPA should be considered a stakeholder. (P25)”

All IPA employees, academics, and customs agents affiliated with IPA referenced the organisation's trade union. In contrast, feedback from other port users indicated less frequent recognition of IPA's trade union, suggesting limited awareness within this group.

5.1.1.3. Governmental Entities

All informants working at IPA (P21–30) identified both central and local governments as their stakeholders. The prioritisation and categorisation criteria for stakeholders in this context will be explored in the following section. Table 5-4 provides an initial summary of the findings presented in the section on participants' recognition of governmental entities as stakeholders of IPA.

Table 5-4: Participant Responses from Governmental Entities

	Central government	Local government
P01	○	○
P02	○	○
P03	○	○
P04	○	
P05	○	
P06	○	
P07	○	○
P08	○	
P09	○	○
P10	○	○
P11	○	
P12	○	
P13	○	
P14	○	
P15	○	
P16	○	○
P17	○	
P18	○	
P19	○	○
P20	○	○
P21	○	○
P22	○	○
P23	○	○
P24	○	○
P25	○	○
P26	○	○
P27	○	○
P28	○	○
P29	○	○
P30	○	○
P31	○	○
P32	○	○
P33	○	○
P34	○	○
P35	○	○

(Source: Author)

Informants P22 and P29, who are employed at the IPA, explained the reasoning behind why both central and local governments are considered stakeholders of the IPA:

“In my opinion, the key stakeholder is the central government. I feel that we are directly controlled by the Ministry of Oceans and Fisheries. I have sometimes traveled to Sejong City²⁶ to discuss with them, and they also appoint IPA's CEO. This fact provides robust evidence. (P22)”

“As for the local government, in this case, it is Incheon City Hall. IPA aims to develop localised CSR that meets the needs of our stakeholders in Incheon. With this orientation, IPA actively supports and cooperates with City Hall when our interests align. As the maritime industry plays a significant role in Incheon's regional economy, local government policies place emphasis on the port sector, providing ample room for collaboration. (P29)”

All participants identified the central government as a stakeholder of IPA. However, a discrepancy was observed in the recognition of local government between two groups: port users and other interviewees. Only 45% of port users acknowledged the local government as a stakeholder. In a follow-up interview, P29 stated:

“The lack of awareness may be attributed to insufficient marketing efforts regarding cooperation with local government. It would be beneficial for our customers to be informed of our initiatives to improve Incheon city. One approach could be to organise joint campaigns with city hall. (P29-Int1)”

5.1.1.4. Communities in Incheon city

Local citizens and socially disadvantaged groups are considered stakeholders of IPA. This categorisation includes port users residing in Incheon city. Political agendas and environmental concerns raised by local citizens have been identified as key factors influencing IPA's inclusive approach to stakeholder recognition. Table 5-5 provides a

²⁶ Sejong City serves as the administrative capital of South Korea. As a result, the Ministry of Oceans and Fisheries is located within its boundaries.

preliminary summary of the findings discussed in the section regarding the recognition of communities in Incheon city as stakeholders by the participants.

Table 5-5: Participant Responses from Local Communities

	Local citizens	Socially disadvantaged groups
P01	○	
P02	○	
P03	○	
P04	○	
P05	○	○
P06	○	
P07	○	
P08	○	
P09	○	
P10	○	
P11	○	○
P12	○	○
P13	○	
P14	○	
P15	○	
P16	○	
P17	○	
P18	○	
P19	○	
P20	○	
P21	○	○
P22	○	○
P23	○	
P24	○	
P25	○	○
P26	○	○
P27	○	○
P28	○	○
P29	○	○
P30	○	○
P31	○	○
P32	○	
P33	○	
P34	○	○
P35	○	

(Source: Author)

P21 elucidates the relationship between local citizens and IPA, illustrating how the perspectives and rationales of local citizens are embodied in their recognition as stakeholders of IPA.

“The IPA often receives complaints from local citizens regarding issues such as noise, dust, and water pollution. However, the level of engagement remains low. The reason for IPA’s concern for local citizens is their influence on the political agenda. They can contact central and local governments and politicians to address the issues they face. Relevant feedback from the Ministry of Oceans and Fisheries results in follow-up action plans, which are communicated to the IPA in the form of cooperation through a top-down approach. While local citizens do not directly affect IPA’s profit, they indirectly influence its managerial strategies. (P21)”

Of the 35 participants, only 13 referred to socially disadvantaged groups. Furthermore, eight of these 13 participants are employees of IPA. This suggests that concerns regarding socially disadvantaged groups are predominantly expressed by IPA staff rather than other stakeholders. P29 explained why socially disadvantaged groups are considered stakeholders of IPA.

“As a state-owned enterprise, it is essential for IPA to pursue public value. Supporting socially disadvantaged groups is a crucial practice that all public organisations are required to address in the interest of goodwill. (P29)”

P34, a scholar, presented an opinion that contradicts the prevailing view in this context:

“I acknowledge that IPA organises donation campaigns and provides meals for socially disadvantaged groups. While this is a respected initiative, I believe that it is an overly broad CSR initiative to be implemented by one organisation. Donations and food provision are commendable actions, but why does the IPA need to address these issues? Local and central government authorities are already responsible for addressing them. In my opinion, the IPA should focus on port-related CSR initiatives, given their limited budget. (P34)”

5.1.2. IPA's Prioritisation and Categorisation of Stakeholders

The second category, termed the ‘prioritisation and categorisation of stakeholders’ encompasses a single subcategory: sustainable management. Seven IPA personnel (P21, P22, P24, P26, P27, P29, and P30) articulated that the ultimate objective of IPA's engagement in CSR is to enhance sustainability in business management. Consequently, the prioritisation and categorisation of stakeholders are evaluated based on stakeholders' potential and current contributions towards achieving this objective. These seven informants explained that IPA selects stakeholders for its CSR initiatives according to two criteria: the stakeholder's efficacy and their significance to IPA's CSR.

However, P35, a customs broker in Incheon and member of IPA's CSR committee, expressed apprehension that IPA's prioritisation and categorisation criteria for stakeholders regarding CSR are ambiguous and may not be fully understood by its stakeholders. In agreement with this concern, all port users assumed, without much conviction, that economic contribution to IPA's profit could serve as a prioritisation criterion. Academics have suggested that the prioritisation and categorisation of stakeholders by the IPA requires clearer justification and that detailed narratives should be avoided.

Furthermore, the findings presented in this section relate directly to the following sub-research question:

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

5.1.2.1. Efficacy of Stakeholder on CSR of IPA

All participants identified stakeholder efficacy in relation to IPA's CSR as the primary criterion for stakeholder prioritisation and categorisation. In this context, stakeholder efficacy refers to the ability of IPA's stakeholders to financially support its CSR initiatives as customers. P24 explained that stakeholders' contributions to IPA's profitability constitute the main criterion for recognising and prioritising stakeholders.

“As a company, IPA's primary stakeholders are its customers and port users. While IPA publicly announces that all port users are equally valuable and belong to the same group, I cannot disclose any hierarchical order among them. However, it is clear that organizations that pay us are on the list. (P24)”

P26 expanded the range of stakeholders to include governmental bodies, particularly in relation to financial matters:

“The financial independence rate of IPA remains low, as evidenced by infrastructure development projects. For instance, the IPA lacks sufficient funding for the redevelopment of the 1st and 8th piers in Incheon's inner port, and it may be challenging to obtain support from the Ministry of Oceans and Fisheries. As a result, the IPA may consider co-investing with Incheon City Hall for this project. From this perspective, local government is a key stakeholder for IPA as long as they provide financial support. (P26)”

P32 expressed concerns regarding the decision-making process for prioritising stakeholders at IPA:

“While it is clear that IPA values its customers, the criteria used for stakeholder prioritisation and categorisation is not transparent. It is unclear whether the approach is top-down, with board members making decisions and instructing staff, or bottom-up, with hands-on staff reporting to board members. The annual reports do not provide any information on this process. As a result, this remains a hidden aspect of their stakeholder management. (P32)”

P35 also shared their personal experiences:

“I was invited to attend an internal meeting within IPA to discuss their CSR plans as a member of the CSR committee. However, I am still uncertain about how stakeholders are prioritised, and the criteria used for their selection. During the meeting, IPA employees presented their past and future actions and sought our opinions. However, it did not seem that IPA explained the mechanisms used in relation to stakeholders. My personal impression was that IPA treated this issue as a business secret. (P35)”

5.1.2.2. CSR of IPA and Significance of Stakeholders

Four participants from the IPA (P24, P27, P29, and P30), two scholars (P31 and P33), and one customs broker (P35) provided evidence that stakeholder influence is a significant factor in IPA's prioritisation and categorisation criteria for CSR initiatives. This influence was characterised as external pressure exerted on IPA by local citizens and relevant governmental agencies within the port sector.

Through a series of interviews, it was determined that the pressures experienced by IPA primarily related to the social and environmental dimensions of the Triple Bottom Line (TBL) framework. Concurrently, these five informants referenced the Global Reporting Initiative (GRI) standards and indicated that the central government had advised IPA to adopt them. As such, stakeholder prioritisation and categorisation is largely influenced by

materiality assessments in the context of Environmental, Social, and Governance (ESG) considerations. This explanation was corroborated through interviews with P31 and P33.

P27 elaborated on the extent to which stakeholder influence impacts IPA's stakeholder prioritisation and categorisation criteria. They also added that the manner in which this influence is reflected within IPA is closely connected to administrative authorities and personnel involved with social and environmental issues.

“The degree to which local citizens' concerns are reflected in IPA's CSR determines the influence of stakeholders on stakeholder prioritisation and categorisation criteria. For instance, during busy times, trucks may queue in front of the inner port's gate, occupying several lanes on the road and causing traffic congestion. Local citizens who are disturbed by this situation may report it to the police station and local government. These authorities then notify IPA of citizens' complaints, and IPA must address solutions. Furthermore, IPA communicates with stakeholders to develop detours as a solution, and it is one of the top priorities in the IPA's future CSR plan. This case is an example of the significance of stakeholders, even changing the order of priority in the context of IPA's CSR. (P27)”

P24 described an incident in which a local citizen reported an excessive accumulation of bird excrement around a granary to the district office. In response, IPA staff conducted an investigation into the matter.

“One day, I received a call from a district office in Incheon. They had been notified by a citizen about an animal issue near a granary in the port sector. I went to the site to investigate and discovered that the door of the granary had been left open. As a result, many birds were coming in and out, leaving their excrement piled up on the floor. This was the cause of the unpleasant odor. Since this experience, I have always urged our stakeholders in the port sector to be more mindful of pollution. In summary, IPA served as a bridge between different stakeholders. (P24)”

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P29 determined that GRI emphasises stakeholder engagement as essential for achieving sustainable management, aligning with IPA's primary objective in stakeholder management. Additionally, they explained that the central government advised IPA to adopt GRI standards to enhance its ESG practices.

“GRI 102, which covers general disclosures, addresses the list of stakeholders, stakeholder identification and participation, and topics and interests raised by stakeholder participation from 102-40 to 102-44. Meanwhile, IPA has an audit system conducted by an external examiner to assess its ESG achievements. A report from this audit will be publicly announced. The central government recommended that IPA implement this process to increase its responsibility and transparency towards citizens. (P29)”

A scholar, referred to as P33, evaluated engagement of IPA with stakeholders based on the GRI framework and found it to be lacking. This participant expressed concerns that IPA conflates the concepts of CSR and ESG, and may utilise ESG primarily for marketing purposes without implementing substantive changes.

“After reviewing IPA's annual reports on ESG, I still have doubts. With the guidance of the central government, most state-owned enterprises have adopted ESG management. However, in my opinion, there is no substantive difference between their CSR and ESG practices, except for references to governance. As such, I believe that what IPA highlights may be similar to greenwashing and could be seen as a promotional strategy. (P33)”

In light of the criticisms raised by P33, it is evident that further investigation is warranted to accurately represent the position of IPA. When asked about this criticism in a follow-up interview, P29 responded:

“Practical measures for CSR and ESG are the same, and both are beneficial for society. IPA invests significant amounts of money to improve the environment in Incheon and believes that

their ESG practices can be interpreted within the concept of CSR as long as they have a positive impact on economic, social, and environmental issues. (P29-Int1)''

Another scholar, P31, argued that P29's interpretation was misguided with regard to the concept of CSR. P31 further explained the distinctions between ESG and CSR in the context of stakeholder management.

''CSR and ESG are two distinct concepts that originated from different perspectives. CSR is primarily concerned with the corporation's voluntary actions and the expectation that improved management will result from the implementation of CSR practices. On the other hand, ESG is a concept that originated from investors and encourages them to promote ESG management with the belief that it will lead to long-term earnings. Thus, the underlying principles of CSR and ESG differ significantly. (P31)''

P35 also shared their personal experiences:

''I was invited to attend an internal meeting at IPA to discuss their CSR plans as a member of the CSR committee. However, I am still unclear about how stakeholders are selected, and the criteria used for their prioritisation and categorisation. During the meeting, IPA employees presented their past and future actions and sought our opinions. However, they did not provide any explanation of the mechanisms used in relation to stakeholders. My personal impression was that IPA treated this issue as a business secret. (P35)''

5.1.3. Stakeholder Management Strategies of IPA

The third category, termed 'IPA's stakeholder management strategies' encompasses three subcategories: regular meetings and conferences, social media platforms, and information disclosure. Participants employed at the IPA (P21–P30), academics and customs brokers (P31–P35), as well as certain port users (P02, P05, P06, P10, and P15–P18), demonstrated understanding of stakeholder management strategies in relation to CSR initiatives of IPA.

Nevertheless, none of the truckers (P01, P03, P07–P09, P11, and P13–P14), port workers (P04 and P12), or export-import manufacturers (P19 and P20) referenced stakeholder management strategies of IPA within the context of CSR.

Furthermore, the findings presented in this section are directly related to the following sub-research question:

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

5.1.3.1. Regular Meetings and Conferences with Stakeholders

All participants employed at IPA (P21–P30), along with staff members from shipping companies (P16 and P18), employees of terminal operating companies (P02 and P06), and transport operators—both bulk and container (P05, P10, P15, and P17)—acknowledged the efforts made by IPA to communicate with relevant stakeholders and expressed positive impressions of these efforts.

P23 explained that the key distinction between meetings and conferences lies in the level of stakeholder engagement with IPA. Regular meetings are designed to enable the exchange of views and ensure that stakeholders' voices are heard. Conversely, the primary objective of regular conferences is to address current issues facing the Port of Incheon and collaboratively develop substantive solutions with stakeholders.

Table 5-6 provides a preliminary summary of the findings discussed in this section, pertaining to the use of regular meetings and conferences between IPA and its stakeholders as a strategy for stakeholder management.

Table 5-6: Participant Feedback on Meetings and Conferences

	Regular meetings	Regular conferences
P01		
P02		○
P03		
P04		
P05	○	
P06		○
P07		
P08		
P09		
P10	○	
P11		
P12		
P13		
P14		
P15	○	
P16	○	
P17	○	
P18	○	
P19		
P20		
P21	○	○
P22	○	○
P23	○	○
P24	○	○
P25	○	○
P26	○	○
P27	○	○
P28	○	○
P29	○	○
P30	○	○
P31	○	
P32		○
P33		○
P34	○	○
P35	○	○

(Source: Author)

P23 briefly illustrated that direct communication with stakeholders is a core stakeholder management strategy employed by IPA. P23 then went on to describe two main communication channels:

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“IPA holds regular meetings with shipping, loading and unloading, and transport companies. Additionally, terminal operating companies are invited to participate in regular conferences with IPA. The key difference between meetings and conferences lies in their objectives. In meetings, IPA aims to understand the stakeholders' perspectives and the issues they face. In contrast, conferences with terminal operators are intended to discuss emerging problems and potential solutions. (P23)”

P18, a staff member at a shipping company, stated that regular meetings with IPA enhance sustainability for both shipping companies and IPA.

“During a strike by the Cargo Workers Union, transport was delayed and many consignors faced difficulties. IPA acted as a coordinator and facilitated an agreement in which 15 shipping companies reduced their demurrage²⁷ and detention charges²⁸. This demonstrates the power of meetings and communication. As a result, consignors avoided financial risks and shipping companies secured a constant volume of cargo, despite experiencing financial losses. (P18)”

P05, a container transport operator, mentioned the impact of a trade union strike on transportation and discussed the support provided by IPA during that period.

²⁷ Demurrage refers to the fees incurred due to delays in unloading cargo from a ship. In other words, it is a cost that arises when the loading and unloading process is not completed within the contracted time period.

²⁸ Containers that have been removed from the container yard are returned after the cargo has been devanned at designated warehouses and factories. However, if this process exceeds the permitted free time, a detention charge is imposed.

“Due to the strike, it was challenging to manage transportation and hire drivers. However, after meetings with IPA, the organisation acted as a bridge in communication between logistics service providers and the central government. IPA inquired whether the Ministry of Land, Infrastructure and Transport, and police agency could provide vehicles for emergency cargo transport. (P05)”

P06, a terminal operator, emphasised the necessity of regular conferences with IPA, citing an example of a serious incident that occurred at the Port of Incheon.

“Ports are dangerous sites where many personnel are exposed to the risk of injury and even death. In 2020, a port worker fell and died at the sluice gate of Incheon port²⁹. It has been reported that this was due to IPA's failure to install a safety bar at the sluice gate. The Port of Incheon is a large sector and IPA may not be able to independently secure all safety measures. Therefore, regular conferences between IPA and stakeholders could provide an opportunity for cooperation that results in enhanced safety in the port sector. I believe that the IPA has increased the frequency of its conferences to address this issue following the incidents that occurred. This represents positive progress. (P06)”

5.1.3.2. Social Media Platforms and Stakeholders

Of the 35 participants interviewed, only three IPA employees (P23, P24, and P27) identified social media platforms as part of IPA's stakeholder management strategy. This suggests that the strategy is not widely recognised among stakeholders of IPA, including its own staff, and may therefore have limited practical impact. P24 explained that IPA operates an anonymous online bulletin board, allowing stakeholders to raise any issues of concern freely.

²⁹ As a consequence of the incident, the former CEO of IPA was taken into custody. On 7th June 2023, a Korean court imposed penalties on IPA.

“Stakeholders may contact IPA via an anonymous online bulletin board. Additionally, IPA has accounts on major social media platforms such as Facebook, YouTube, and Instagram. Stakeholders can report concerns, share thoughts, and even ask for help through these channels. IPA can use these channels to communicate with a wide range of stakeholders without restrictions on time and place. (P24)”

5.1.3.3. Information Disclosure

All participants from IPA (P21–P30) and academic researchers (P31–P34) identified information disclosure as an effective stakeholder management strategy for both practical and scholarly purposes. Practically, such data can be utilised to advance political agendas, while from a scholarly perspective, it serves as a valuable source of secondary data. However, none of the port users mentioned information disclosure during their interviews, suggesting that the group of stakeholders interested in information disseminated by IPA is distinct.

P25 outlined two forms of information disclosure: proactive and reactive. Proactive disclosure refers to the release of significant information by IPA pertaining to its operations within the port sector. This includes information related to policy, large-scale construction projects, and key administrative data such as budget execution. Reactive disclosure, conversely, enables stakeholders to request specific information from IPA. IPA is obliged to fulfil these requests and release the requested information unless it falls under an exemption specified in the Official Information Disclosure Act.

P21 detailed proactive disclosures of IPA:

“IPA proactively discloses contract data of its subcontractors for the purpose of construction and evaluation of integrity. This enhances IPA's public image and transparency, which aligns with the expectations of our stakeholders. (P21)”

P26's description of IPA's proactive approach to information disclosure aligns with that of P21. This approach entails that governmental entities and state-owned companies disclose

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documents authored by civil servants and personnel of state-owned enterprises, even in the absence of a request from stakeholders.

“On a monthly basis, IPA inspects the necessity of disclosing original and full text documents per department and decides whether to make them public. Through this structural improvement, the ratio of original full text disclosure increased from approximately 46% in 2020 to 56% in 2021. (P26)”

P25 explains IPA's approach to reactive information disclosure:

“It is difficult to provide a comprehensive list of the types of information requested by our stakeholders. However, it is worth noting that IPA has a 92% acceptance rate for information disclosure requests. This means that if stakeholders require data related to IPA, we are committed to providing it in the interest of transparency. Furthermore, our response time for such requests is approximately 5 working days, which represents a significant improvement from the nearly 1 week response time in early 2020. (P25)”

P32, a scholar, argued that information disclosure of IPA benefits both society and academia.

“The data provided by enables stakeholders to identify pertinent issues affecting their operations and communities and businesses. Additionally, non-governmental organisations can use this data to strengthen their ability to audit authorities if the data is raw and original. These organisations can provide feedback to IPA. Academics can also utilise this data as secondary data for research. In my opinion, this is the rationale behind information disclosure as a stakeholder management strategy. (P32)”

5.1.4. Governance Model and Stakeholder Management Strategy

The fourth category, referred to as the 'governance model' encompasses one subcategory: the mandate to engage with regional issues. Six informants from IPA (P21, P23, P24, P27, and P29–P30) and two academics (P32–P33) elucidated the correlation between the IPA's governance model and its stakeholder management strategies within the purview of CSR. Nevertheless, port users do not perceive an association between the port governance model and IPA's stakeholder management strategies.

Table 5-7 presents a preliminary overview of the findings discussed in this section concerning the governance model and stakeholder management.

Table 5-7: Participant Responses on Governance Model and Stakeholder Management

	Redevelopment of 8th pier	Development of detours	Supporting local businesses
P01			
P02			
P03			
P04			
P05			
P06			
P07			
P08			
P09			
P10			
P11			
P12			
P13			
P14			
P15			
P16			
P17			
P18			
P19			
P20			
P21	○	○	○
P22			
P23	○	○	
P24	○	○	○
P25			
P26			
P27		○	
P28			
P29	○		○
P30	○	○	○
P31			
P32			○
P33	○		○
P34			
P35			

(Source: Author)

P32 determined that the governance model of IPA is a landlord model. Accordingly, their core asset—the land leased to port users—is considered public domain. P32 also argued that IPA should adopt a stronger sense of responsibility towards public value, and that this perspective ought to be reflected in its stakeholder management strategies. Additionally, P21, P23, P24, and P29–P30 addressed the influence of IPA's governance model on the redevelopment project for the 8th pier of Incheon Port.

“IPA collaborates with the Ministry of Oceans and Fisheries to redevelop the 8th pier. According to the blueprint, the land will be transformed into residential, commercial, and business areas. The Incheon inner port is located in an old town where the population has been decreasing and the function of the area has become limited. If Incheon port were a private port and the IPA were a fully commercial entity, it would not have to pay attention to regional development. This is why I believe that the landlord port model has impacted stakeholders' benefits. Therefore, I argue that the nature of this project is a stakeholder management strategy powered by the governance model. (P24)”

Five informants (P21, P23, P24, P27, and P30) indicated that the collaboration between Incheon City Hall and IPA to construct a detour around Incheon South Port is influenced by the governance model.

“IPA announced plans to build a detour in Incheon South Port to alleviate traffic congestion, which has had a negative impact on local citizens. Although it is not a legal responsibility, IPA aims to address the difficulties faced by stakeholders. As a landlord port, IPA must preserve its public value. (P30)”

Four interviewees from IPA (P21, P24, P29, and P30) and two academics (P32 and P33) mentioned that supporting local businesses constitutes a stakeholder management strategy linked to the governance model (Section 4.1.1.2.1).

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“IPA invests in fostering local startups with the goal of creating more jobs. As a responsible entity in Incheon port and as a state-owned company, IPA has strengthened its efforts to address social issues. This approach also transforms indirect stakeholders into direct stakeholders, as local citizens become port users and IPA customers. While private ports can perform similar functions, a key difference is that although the IPA prefers to support port-related startups, the beneficiaries of this investment do not have to be involved in the IPA's business areas. This wider range of contributions is influenced by the governance model. (P29)”

P32 approached IPA's stakeholder management strategy of fostering local businesses from a different perspective than P29:

“Due to global and domestic competition between ports to attract more customers, IPA grants incentives to customers regardless of whether they are local businesses. For example, an exporter located in Seoul can still receive incentives from IPA if they use the Incheon port. I do not mean that IPA's approach is incorrect. I suggest that more incentives should be directed towards local businesses rather than port users from other areas in order to strengthen ties with the local context. I believe that this is a proper social responsibility for a regional port authority. (P32)”

In a follow-up interview, P29 provided further insight in response to P32's critique:

“IPA is indeed concerned about supporting local businesses and provides consulting services for local manufacturers as well as inviting them to industrial exhibitions overseas to boost exports. As these businesses export more, the volume of cargo handled by IPA will increase. I understand P32's argument but maintained that IPA was already on track in supporting local businesses. (P29-Int1)”

5.1.5 Emergent Concerns in Stakeholder Management

The fifth category, designated 'Emergent Concerns in Stakeholder Management Strategies' encompasses two subcategories: enhancement of logistics flow and port reform. A total of two informants (P19 and P20) and one academic (P31) elaborated on aspects that may require refinement in IPA's prospective CSR plan, based on their experiences with the existing CSR framework.

Table 5-8 presents a preliminary overview of the findings discussed in this section concerning logistics flow and port reformation.

Table 5-8: Emergent Issues in Stakeholder Management – Participant Responses

	Enhancement of logistics flow	Port reform
P01		
P02		
P03		
P04		
P05		
P06		
P07		
P08		
P09		
P10		
P11		
P12		
P13		
P14		
P15		
P16		
P17		
P18		
P19	○	
P20	○	
P21		
P22		
P23		
P24		
P25		
P26		
P27		
P28		
P29		
P30		
P31		○
P32		
P33		
P34		
P35		

(Source: Author)

5.1.5.1. Enhancement of Logistics Flow

Two manufacturers (P19 and P20) engaged in international trade expressed concerns regarding IPA's stakeholder management. Their enquiry related to the utilisation of public piers.

“Due to a shortage in semiconductor supplies, a sudden increase in secondhand automobile exports transpired. However, two issues emerged. Firstly, obtaining slots on vessels for automobiles proved challenging. Secondly, a scarcity of available piers resulted in significant delays. While the first issue may not be attributable to IPA but rather to shipping companies, the availability of piers is an issue that IPA could address. Some piers are leased to specific firms for extended periods, impeding the ability to respond to rapidly fluctuating global markets such as the secondhand automobile market. If IPA will be engaged in sufficient communication with us and permitted the use of public piers for certain durations next time, our business operations would proceed more smoothly. (P20)”

“The hinterland of the Port of Incheon is home to various companies that are located in different areas. For instance, many wooden furniture businesses are situated near the north port of Incheon. As a result, manufacturers and exporters such as timber mills may prefer to use the north port rather than the inner port or Songdo new port. However, a lack of piers may force them to use piers that are far from their locations, resulting in increased logistics costs. Therefore, I believe that IPA should play a more active role in the shipping and distribution of piers, similar to that of a traffic police. If the IPA regulates the size of ships that can use Songdo new port and specifies that only vessels for shipping steel and wooden furniture can use the north port, it could increase the capacity of the Port of Incheon. It is hoped that IPA will serve as a coordinator between shipping companies, consignors, and terminal operating companies to ensure that piers are used more efficiently. (P19)”

5.1.5.2. Port Reform

P31, an academic researcher, posited that further port reform is necessary within the context of stakeholder management. The scholar specifically emphasised that the current governance model is heavily influenced by the central government, which impedes the implementation of practical and localised stakeholder management strategies by IPA.

“It is worth examining whether the current governance model of IPA represents best practice. If the IPA seeks to grow in tandem with its stakeholders, all parties related to the Port of Incheon must contemplate another port reform. At present, IPA must consider two factors: national-scale policies and demand within Incheon city. However, there may be a contradiction between these two factors. As such, transferring ownership of Incheon port to Incheon city hall could be a more effective means of addressing local issues and managing their stakeholders. (P31)”

When prompted for further examples, P31 elaborated:

“My argument is that the current landlord model employed by all PAs in Korea results in resource waste and a lack of specialisation. Consider Gwangyang port as an example. The primary issue there is the presence of two-track ports. Gwangyang port has already established itself as a specialist in chemical products, yet there are plans to construct an additional container terminal. This is due to the success of other PAs in container shipment, leading Gwangyang PA to seek increased profits through container transport. However, can they attract new customers? This merely engenders unnecessary competition between PAs in Korea and represents a duplicative investment from a macro perspective. Who stands to benefit from this zero-sum game? In my view, either nationalising all ports in Korea or transferring ownership to local governments would maximise efficiency in ports. This would allow either the central government to allocate port functions based on specialisation or enable PAs to focus exclusively on regional issues in the event of further devolution. (P31)”

5.2. Axial Coding

Axial coding within the Straussian grounded theory methodology, constitutes the second phase of analysis. The primary objective of this phase is to reassemble data previously dismantled during open coding around the central phenomenon. This is achieved through the systematic determination of relationships between categories, thereby facilitating a more intensive and coherent analysis (Strauss 1987; Strauss and Corbin 1990). During this phase, categories and subcategories identified during open coding are transformed into paradigm categories. This transformation serves to elucidate the relationships between categories through the utilisation of structured manner – causal and contextual conditions, central phenomenon, intervening conditions, action/interaction strategies, and consequences. Table 5-9 presents a restructured paradigm categorisation based on results obtained from open coding (Table 5-1).

Table 5-9: Paradigm Categorisation Derived from Open Coding

Paradigm category	Category	Subcategory	Concept
Causal condition	Stakeholder prioritisation and categorisation criteria	Sustainable management	Stakeholders' efficacy
Central phenomenon	Discerned stakeholders	Port users	Consignors
			Freight forwarders
			Shipping companies
			Terminal operators
			Transport firms
			Loading and unloading enterprises
			Port worker's trade union
		IPA's employees	Board members Staff members

Chapter 5. Analysis of the Port Authority's Stakeholder Management

Paradigm category	Category	Subcategory	Concept
			Trade union
		Governmental entities	Central government
			Local government
		Local community	Local citizens
			Socially disadvantaged groups
Contextual conditions	Governance model	Participation in regional issues is required	Redevelopment of 8th pier
			Development of detours
			Supporting local businesses
Intervening condition	Prioritisation and categorisation of stakeholders	Sustainable management	Stakeholder's importance
Action/interaction strategies	Stakeholder management strategies	Regular meetings and conferences	Meetings with loading and unloading, shipping, and transport companies
			Conferences with Terminal operator firms
		Social media platform	Anonymous bulletin board
		Information disclosure	Proactive information disclosure
			Reactive information disclosure
Consequence	Emergent Concerns in stakeholder management	Enhancement of logistics flow	The use of public piers
		Port reform	Ownership of Incheon port

(Source: Author)

5.2.1. Causal Condition

The causal condition refers to the factors and events that influence a specific phenomenon, as defined by Strauss and Corbin (1990). As a result of axial coding, this study identified stakeholder's efficacy in stakeholder prioritisation and categorisation criteria as the causal condition. Stakeholders' efficacy in this thesis refers to the extent to which IPA's stakeholders can financially support IPA's CSR initiatives. IPA's recognition of relevant stakeholders is initially underpinned by stakeholder's efficacy on IPA's CSR, therefore IPA has classified port users, who are IPA's customers in port sector, as a core stakeholder group.

5.2.2. Central Phenomenon

The central phenomenon denotes the fundamental occurrence or concept that materialises from the interplay among social actors, as explicated by Strauss and Corbin (1990; 1998). In this thesis, the central phenomenon identified is the classification of stakeholders by IPA into four categories: port users, IPA employees, governmental entities, and the local community. Port users include consignors, freight forwarders, shipping companies, terminal operators, transport enterprises, loading and unloading enterprises, and port worker's trade unions. Research data indicates that IPA employees are represented by board members, staff members, and IPA's own trade union. Governmental entities discussed in interviews include both central and local governments. The local community is divided into two concepts: local citizens and socially disadvantaged groups.

5.2.3. Contextual Condition

Contextual conditions refer to specific properties of a phenomenon that are considered as conditions and dimensions in which interactional strategies are employed (Strauss and Corbin 1990; Strauss and Corbin 1998). In other words, contextual conditions are a combination of conditions that create situations and problems to which social actors must respond through action or interaction (Corbin and Strauss 2008). As such, contextual conditions indirectly affect the central phenomenon and action/interaction through causal conditions (Strauss and Corbin 1998).

The category of Governance model was identified as a contextual condition through axial coding. Due to IPA's adoption of the landlord governance model, IPA partially exhibits characteristics of a public organisation. As a result, IPA participates in regional issues such as the redevelopment of the 8th pier at Incheon inner port, the development of a detour to alleviate traffic congestion, and support for local businesses, particularly startups.

5.2.4. Intervening Condition

Intervening conditions are structural determinants that shape the tactics of action and interaction pertaining to a central phenomenon. These conditions encompass social, economic, and political elements that influence individual responses to the central phenomenon (Strauss and Corbin 1998). Intervening conditions can either facilitate or impede the action and interaction tactics of research participants (Corbin and Strauss 2008).

This study identified a category termed stakeholder significance from the perspective of the IPA as an intervening condition. This refers to the pressure exerted on IPA concerning social and environmental dimensions. Research participants reported that IPA adopts GRI standards in compliance with the central government's guidance and recommendations. This intervening condition influenced stakeholder identification beyond stakeholder effectiveness (a causal condition in this thesis) and facilitated the action and interaction tactics of both the IPA and its stakeholders.

5.2.5. Action/Interaction Strategy

Action/interaction strategies refer to the systematic responses employed by individuals and groups in reaction to a central phenomenon under varying conditions (Strauss and Corbin 1990; Strauss and Corbin 1998). In response to identified stakeholders (the central phenomenon), influenced by stakeholder efficacy (causal condition), governance model (contextual condition), and stakeholder significance (intervening condition), IPA implemented a stakeholder management strategy.

IPA's stakeholder management strategy encompasses three distinct approaches: regular meetings and conferences with stakeholders, utilisation of social media platforms, and

information disclosure. The primary focus of IPA's strategy is effective communication with stakeholders. Participants reported that some companies attend regular meetings to exchange views on emerging issues related to the Port of Incheon, while others attend conferences to discuss practical solutions to identified problems. Additionally, IPA informants emphasised the importance of information disclosure. IPA employs both proactive and reactive information disclosure strategies. Through proactive information disclosure, IPA shares crucial information about Incheon Port, such as infrastructure development projects, thereby enhancing its transparency from the perspective of stakeholders.

5.2.6. Consequences

Consequences are the outcomes of action or interaction strategies and are designed to address specific phenomena (Strauss and Corbin 1990; Strauss and Corbin 1998). In this thesis, emergent concerns among stakeholders are identified as consequences. Participants indicated two outcomes of communication with IPA: the necessity to enhance logistics flow and the requirement for port reform. Firstly, informants from export/import businesses contended that a deficiency of public piers results in delays in logistics, necessitating IPA to augment accessibility to public piers. This initial consequence pertains to deficiencies in IPA's stakeholder management within the economic pillar of TBL in CSR. Secondly, one interviewee posited that IPA should contemplate further port reform (municipal port). This participant asserted that the current governance model (landlord port) is unsuitable for localised CSR initiatives and necessitates more stringent management strategies for local stakeholders.

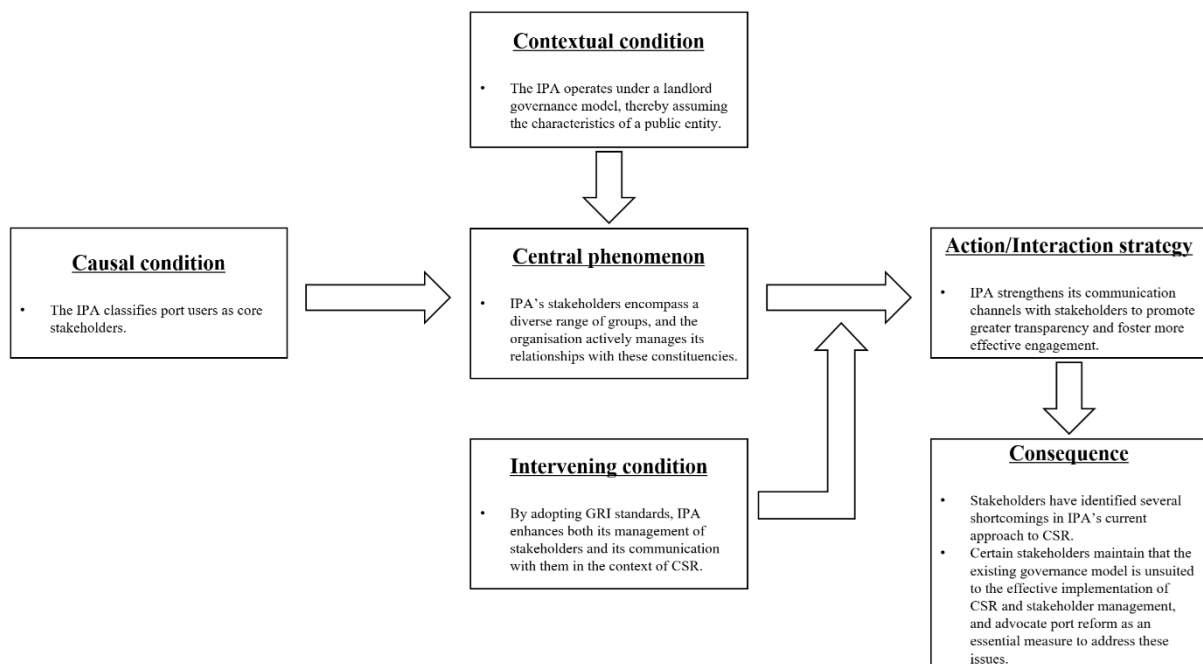
5.2.7. Paradigm Model

The paradigm model is a process that involves organizing the structural factors of experiences at the individual, organisational, and local community levels and then reallocating them according to classified levels. This model explains how causal, contextual, and intervening conditions influence the consequences of a phenomenon through action and interaction strategies based on micro and macro conditions. As such, the paradigm model

represents a phase in which all identified categories in this thesis are integrated. This section presents the findings of analysis on causal interactions.

The examination of causal relationships is undertaken utilising a paradigmatic model. This inquiry advances through a tripartite process: (i) scrutinising the causal relationships between the actions and interactions of social actors predicated on delineated categories within the open coding, (ii) ascertaining the contextual conditions in association with causal relationships, and (iii) elucidating the analysis to augment the level of comprehension of the phenomenon. Figure 5-2 depicts the paradigmatic model and expounds upon the interrelationship between causal conditions, consequences, action/interaction strategies, and contextual and intervening conditions.

Figure 5-2: Stakeholder Management of IPA in Paradigm Model



(Source: Author)

In the paradigm model, the efficacy of stakeholders (causal condition) led to the classification of stakeholders by IPA based on their economic contributions (central phenomenon).

However, the governance model of IPA influenced the expansion of its range of stakeholders (contextual condition). Furthermore, the adoption of international standards, such as the GRI

standards, facilitated IPA's stakeholder management strategies for achieving sustainable management (intervening condition). A primary stakeholder management strategy employed by IPA was effective communication with stakeholders through information disclosure and regular meetings and conferences (action/interaction strategy). As a result of this action/interaction strategy, participants suggested that IPA should improve its approaches towards CSR and stakeholder management with the case of public pier. Another informant argued that the problem lies in the current governance model and that further port reform should be considered by IPA to realise and localise appropriate CSR and stakeholder management at the Port of Incheon (Consequence).

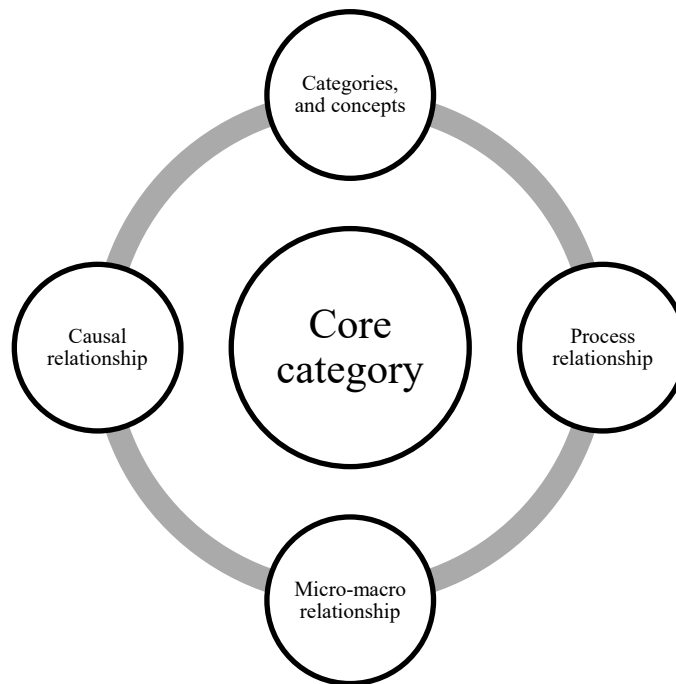
5.3. Selective Coding

Selective coding is the last phase of data analysis. This analysis consists of two stages: generating core category, which represents phenomenon in the thesis based on analysed results from open and selective coding; and theory generation. This section synthesises findings from Chapter 4 and 5 to generate a substantive theory in the context of IPA's CSR and their stakeholder management.

5.3.1. Core Category

Through open and selective coding phases, understanding of phenomenon and relationship between categories are becoming clearer, and one core concept emerges in researcher's brain. This core concept represents and integrates all identified categories and concepts within this thesis and explains the research results in abstract and comprehensive manner. Selection of core category is involved in four factors: categories and concepts, causal, process, micro-macro relationships.

Figure 5-3: The Selection of Core Category



(Source: Strauss and Corbin 1998)

According to Strauss and Corbin (1990; 1998), core category should satisfy four criteria below:

- (1) core category is the central and linked with other categories;
- (2) core category is sufficiently abstract;
- (3) appeared on the data; and
- (4) core category has theoretical depth and explanatory power.

To select a core category based on the criteria above, it is essential to review the key findings in Chapter 4 and 5. Chapter 4 reveals that IPA's CSR encompasses several aspects. These include environmental initiatives such as the use of an LNG tug boat, AMP, solar power plant, and DPF. Social initiatives involve job creation, investment, promotion of female supervisors, and collaboration with trade unions. Economic initiatives include port infrastructure, port operations, and smart port development. Despite these efforts to meet the expectations of the local community, stakeholders felt that IPA's CSR may not significantly impact their lives and that they are detached from the prioritisation and categorisation

process. Additionally, IPA's CSR aligns with central government policies such as income-led growth and realistic planning for carbon neutrality. However, this alignment has caused a decoupling between IPA's CSR and its stakeholders' expectations.

The findings delineated in this chapter suggest that financial engagement constitutes the primary criterion employed by IPA in the prioritisation and categorisation of its stakeholders. By embracing a landlord port governance model, IPA has augmented its emphasis on the delivery of public value, resulting in an expansion of its stakeholder groups. Compliance with GRI standards has further bolstered IPA's stakeholder management endeavors, with a salient strategy being the enhancement of communication with stakeholders. Through this augmented communication, IPA's stakeholders have been able to pinpoint deficiencies in IPA's CSR practices and governance model.

In this thesis, the core category is the decoupling between CSR initiatives implemented by the port authority and the expectations of its stakeholders. Chapter 4 elucidated a causal relationship between these categories, demonstrating that stakeholders perceived the port authority's CSR initiatives as having an insignificant impact on their lives. Additionally, stakeholders felt excluded from the prioritisation and categorisation process, and the alignment of central government policies was identified as a contributing factor to this decoupling. Furthermore, this chapter reveals that stakeholders believed that the current governance model was inadequate for facilitating effective CSR and stakeholder management. This sentiment was expressed during interviews as a need for port reform to enhance localised CSR in accordance with the expectations of the port authority's stakeholders. Consequently, this thesis identifies a decoupling between the CSR initiatives implemented by the port authority and the expectations of its stakeholders. This satisfies the four criteria for a core category established by Strauss and Corbin (1990; 1998) and provides the most comprehensive understanding of the phenomenon in question within the context of the port authority's CSR and its stakeholders.

5.3.2. Storyline Technique

Strauss and Corbin (1998) and Birks and Mills (2015) posited that the utilisation of a storyline is an efficacious technique for the integration of theoretical constructs. Within the context of the Straussian grounded theory methodology, the storyline serves as a mechanism for synthesising the categories delineated during open and axial coding into a coherent narrative. Consequently, it is imperative that the storyline delineates a lucid causal association between the categories explicated in Chapter 4 and those examined in the present chapter. In addition, the narrative must elucidate the core category in the context of the research questions previously posited. The ensuing paragraph delineates the outcomes derived from the implementation of this technique in the current thesis.

In order to achieve sustainable business practices, IPA prioritises stakeholders who contribute to its economic sustainability. However, due to its governance model as a public organisation, IPA cannot solely focus on economic achievement. Consequently, IPA extends the scope of stakeholder prioritisation and categorisation to include entities indirectly engaged in their business operations. This inclusive approach to stakeholder prioritisation and categorisation represents a more diverse range of voices in the context of CSR.

Guidance from the central government mandates that state-owned enterprises align with international sustainability standards, such as GRI standards. This facilitates effective stakeholder prioritization/categorisation and management. IPA's chosen strategy for managing stakeholders includes regular meetings and conferences, as well as information disclosure.

During interactions with IPA, stakeholders expressed their demands regarding IPA's CSR initiatives. IPA considers national policies and local stakeholder demands to be the primary influencing factors in its CSR plans. As a result, IPA has implemented CSR initiatives in economic, social, and environmental dimensions. However, stakeholders feel that IPA's CSR initiatives are not sufficiently localised to the context of Incheon port due to its alignment with national policies. This has led to perceptions of ineffectiveness.

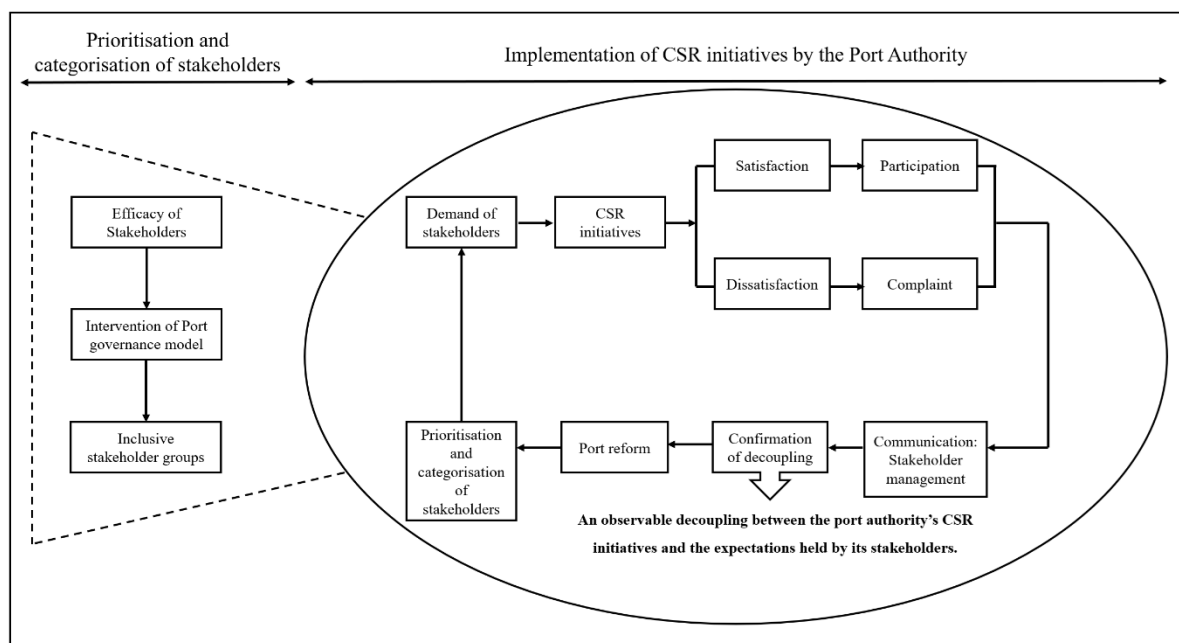
Stakeholders argue that the current governance model has caused a decoupling between IPA's CSR initiatives and their expectations. They suggest that further port reform is needed, including transferring ownership of Incheon port from the central government to Incheon city

(municipal port). This would allow for more effective and localised CSR initiatives and improved stakeholder management in their implementation.

5.3.3. CSR Decoupling Theory

A substantive theory has been generated through the process of selective coding. According to Birks and Mills (2015), the application of grounded theory allows for the emergence of theories derived from analysed data, which can enhance the explanatory power of existing theories. Figure 5-4 presents an emergent and substantive theory regarding CSR and stakeholder management strategies of the port authority in this thesis. This theory delineates a holistic mechanism for interactions between the social actors involved in the Port of Incheon.

Figure 5-4: The CSR Decoupling Theory



(Source: Author)

The CSR decoupling theory elucidates the phenomenon identified in this thesis through two distinct phases: the prioritisation and categorisation of stakeholders, and the implementation of CSR initiatives by the port authority.

In the stakeholder prioritisation and categorisation phase, the theory systematically illustrates how the port authority, operating under the landlord governance model, prioritises and categorises its stakeholders, along with the criteria employed in this process. Furthermore, it demonstrates how the landlord model influences the development of stakeholder prioritisation and categorisation criteria, as well as the identification of the stakeholder groups currently recognised by IPA.

During the implementation phase of CSR initiatives by the port authority, the theory addresses a cyclical process. IPA perceives stakeholders' expectations regarding CSR and implements relevant initiatives based on the stakeholders identified in the previous prioritisation and categorisation phase. Stakeholders' responses to IPA's CSR efforts are typically bifurcated into two categories: satisfaction and dissatisfaction. Satisfied stakeholders are more likely to engage actively in IPA's CSR programmes, whereas dissatisfied stakeholders tend to express complaints. These reactions inform and shape IPA's stakeholder management strategy by enhancing channels of communication with stakeholders.

According to the CSR decoupling theory, both IPA and its stakeholders recognise a disconnection between IPA's CSR activities and stakeholder expectations. In response, they collectively reflect on how best to address these issues. The theory posits that port reform—specifically, the transition to a municipal port model—offers the most effective solution within the CSR context. As a consequence of such reform, IPA redefines its stakeholder prioritisation and categorisation criteria, thereby recognising previously overlooked stakeholder groups and implementing new CSR initiatives aligned with their expectations.

5.4. Concluding Remarks

This chapter explored IPA's approach to stakeholder management within the context of CSR, focusing on the key determinants that influenced the prioritisation and categorisation of stakeholders, as well as the formulation of management strategies, in relation to the second research question. This analysis led to the identification of six subcategories:

1. Financial engagement constitutes the primary criterion employed by IPA in prioritising and categorising its stakeholders.
2. The adoption of a landlord port governance model has increased IPA's emphasis on delivering public value, resulting in an expansion of its stakeholder groups.
3. Compliance with GRI standards has further reinforced IPA's stakeholder management efforts, with enhanced communication serving as a pivotal strategy.
4. Through this improved communication, stakeholders have been able to identify deficiencies in IPA's CSR practices.
5. The principal limitation of IPA's current stakeholder management approach, within the purview of CSR, lies in its governance model.
6. Port reform, aimed at localisation—i.e., a municipal port model—through devolution, constitutes an efficacious solution for decoupling.

The synthesis of findings from Chapter 4 and the present chapter culminated in the development of a substantive theory: the CSR decoupling theory. The interplay between the categories identified in both chapters constitutes a cyclical process involving the implementation of CSR initiatives and the management of stakeholders. This theory encompasses selected CSR initiatives, IPA's stakeholders, the criteria for their prioritisation and categorisation, causal relationships between implemented CSR measures and stakeholder management, and their respective ramifications.

By identifying a core category that epitomises interactions between social actors within a specific phenomenon, the decoupling between IPA and its stakeholders' expectations was observed and subsequently evolved into a substantive theory.

Chapter 5. Analysis of the Port Authority's Stakeholder Management

The following chapter will scrutinise the validation of the CSR decoupling theory by juxtaposing it with extant theoretical frameworks and discussing the research findings in order to address the research questions.

Chapter 6

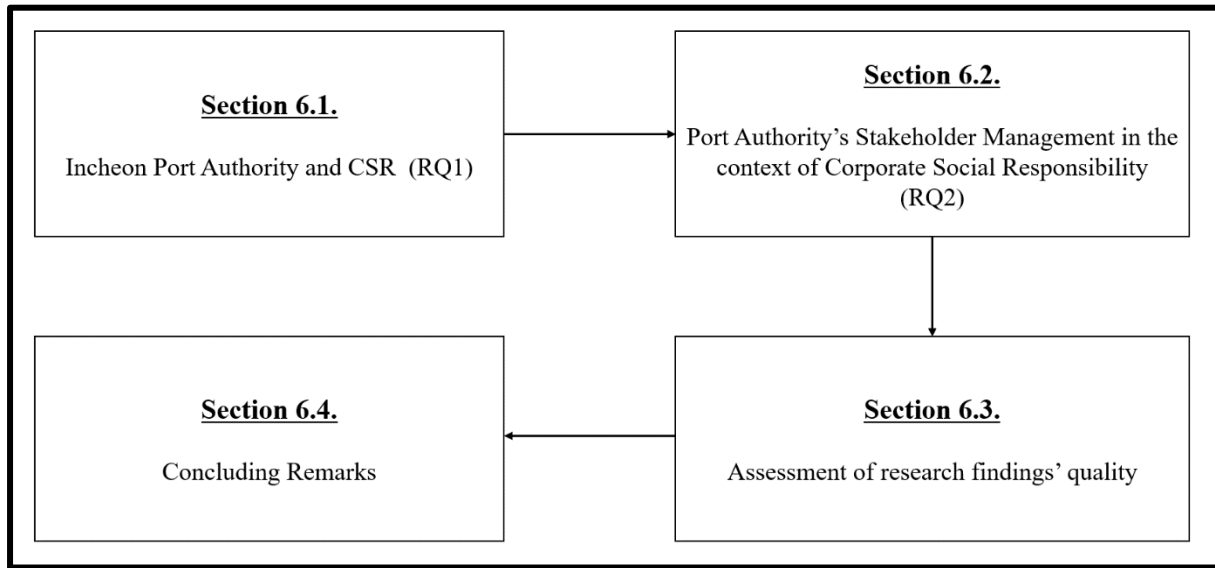
Validation of the CSR Decoupling Theory

This chapter discusses the empirical results of the analyses conducted in Chapters 4 and 5 and compares them with existing knowledge. It also describes the validation process for the emergent theory presented in Chapter 5, which elucidates the relationship between the central government, port authority, and stakeholders in the context of Corporate Social Responsibility (CSR). The discussion in this chapter aims to explicate:

- (1) the disparities in the objectives of implementing CSR initiatives and their consequences;
- (2) the degree to which prioritisation of stakeholders and stakeholder management strategies are considered and implemented; and
- (3) the validation of the emergent theory by juxtaposing it with extant literature on CSR and stakeholder management.

This chapter aims to enhance academic rigor by establishing connections and conducting comparative analysis between the findings presented in Chapters 4 and 5, and the existing body of literature.

Figure 6-1: Outline of Chapter 6



(Source: Author)

6.1. Incheon Port Authority and CSR (RQ1)

This section discusses the research findings delineated in Chapters 4 and 5 in relation to the extant literature. The discourse pertains specifically to Research Question 1, as articulated below:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

6.1.1. Dimensions of IPA's CSR Initiatives

This section elucidates the primary objective of implementing CSR as a mechanism to ensure the sustainability of IPA's business management, as examined in Chapter 4. Respondents from IPA asserted that CSR implementation is obligatory, as a state-owned enterprise possessing the characteristics of a public entity. Consequently, the central government's authority to appoint the Chief Executive Officer of IPA reinforces its influence over the organisation, thereby ensuring that IPA's actions align with national CSR-related policies.

On the surface, IPA's approach to CSR appears to conform to the principles of strategic CSR (Hamidu et al. 2015), encompassing competitive strategy, environmental conservation, sustainability, adherence to international CSR standards, transparency, and accountability. However, Armstrong et al. (2013) and Hamidu et al. (2015) emphasise that a defining feature of CSR is its voluntary nature, distinguishing it from corporate social irresponsibility. In contrast, IPA's approach to CSR lacks this essential voluntary dimension.

Respondents in this study indicated that IPA's emphasis on CSR is primarily driven by the central government's directives, coupled with ambiguity between CSR and Environmental, Social and Governance (ESG) factors. In essence, regulatory pressure from the central government constitutes the primary impetus behind IPA's adoption of a CSR framework. Thus, although IPA's stated objective in implementing CSR is to promote sustainable business management through strategic CSR, its actual adoption of CSR practices is lacking voluntariness.

These findings support the argument that government regulation and enforcement can substitute for certain functions of CSR (Ganguly et al. 2023). In summary, while IPA's approach to CSR may appear ostensibly strategic, it lacks the voluntary nature that is fundamental to the concept of CSR.

Furthermore, the findings of this thesis suggest that there were no identifiable internal drivers—such as strategic motives, personal interests, risk mitigation considerations, union influence, or investor-related concerns—in the selection of IPA's CSR initiatives. This may be attributable to the asymmetry between the rights and responsibilities held by IPA. As noted by research participants, direct control by the central government is substantial, thereby constraining the organisation's ability to pursue CSR initiatives that would meet the

expectations of a broader range of stakeholders. It can therefore be argued that a single definitive stakeholder—the central government—possesses overwhelming power, legitimacy, and urgency. This does not necessarily indicate a failure of stakeholder theory within the Korean context but rather highlights the dominant role played by the central government in shaping CSR practices.

6.1.2. Implemented Corporate Social Responsibility

This section critically evaluates the CSR initiatives implemented by IPA, as identified through rigorous data analysis and a comprehensive review of the existing literature (see Chapter 2). Both the data analysis and the systematic literature review were conducted using the Triple Bottom Line framework, which encompasses the economic, social, and environmental dimensions. Accordingly, this discussion employs the same framework to assess the effectiveness of IPA's CSR initiatives across these three domains.

6.1.2.1. IPA's CSR initiative in Economic Dimension

In the context of IPA, the components of CSR related to the economic dimension can be broadly categorised into three areas: port infrastructure, port operations, and smart port development. Port infrastructure encompasses IPA's initiatives aimed at enhancing port efficiency by addressing infrastructure-related impediments. To increase loading and unloading capacity, IPA has modernised its facilities and expanded storage yard space in order to mitigate the bottleneck effect at the Port of Incheon.

Port operations refer to the management of cargo volumes. In response to the disruptions to global supply chains caused by the Covid-19 pandemic—during which some vessels bypassed the Port of Incheon—IPA concentrated its efforts on maintaining existing shipping routes and establishing new ones. As a result, six new routes were launched, contributing to an increase of approximately 160,000 TEU in the total volume of handled cargo.

Smart port development concerns the automation of port operations. IPA is currently investing in the advancement of auto-sailing ships, smart containers, warehouse robotics, and

logistics-oriented big data systems. However, the majority of these initiatives remain in the research and development phase.

The existing body of literature primarily focuses on macro-level analyses, offering few concrete examples of economic-related CSR implementation at the operational level. For instance, there is limited research examining CSR initiatives at the micro level—including their objectives, implementation processes, and outcomes—such as those explored in this study through the case of IPA. Much of the current research addresses the enhancement of outcomes, such as port operational efficiency, operating costs, and pricing mechanisms, through the application of CSR principles, often employing quantitative methodologies. Additionally, a number of studies have explored the relationship between port governance models and sustainability, as well as port productivity (Cheon et al. 2010; De Langen and Van der Lugt 2017).

These studies offer valuable insights into the impacts of CSR initiatives both prior to and following implementation. The majority of the reviewed literature draws data from multiple ports, countries, or even continents, allowing for comparative analysis and contributing to the credibility and generalisability of findings. Nevertheless, a significant gap remains in the contextual exploration of CSR. As Baltazar and Brooks (2006) highlight, port performance is influenced by the environmental, strategic, and structural contexts of ports and their respective nations. This suggests that individual ports may implement distinct and context-specific CSR initiatives to address the expectations of local stakeholders, and the rationale behind the selection of governance models may also differ based on national and regional circumstances. In other words, the existing literature has yet to sufficiently account for the heterogeneous nature of ports and their contexts.

This research offers significant contributions within this underexplored area. By employing an analytical technique derived from Grounded Theory (GT), this study enables an in-depth investigation into the interactive mechanisms underlying the selection of specific CSR components within the economic dimension. This includes the developmental process of implementing CSR initiatives, stakeholder experiences, and the tangible outcomes of such initiatives. As such, the findings of this thesis provide a systematic and holistic explanatory framework for understanding CSR in the economic context of port authorities—specifically that of IPA—which has not been adequately addressed in the extant literature.

6.1.2.2. IPA's Contribution to Society through CSR

Chapter 4 delineates the key elements of IPA's CSR initiatives under the social pillar. These initiatives include job creation, investment in start-ups, an increased proportion of female supervisors, and active engagement with IPA's trade union. Employment opportunities are generated through investments in the development and maintenance of piers and hinterland within the port sector, as well as through support for local start-ups. To promote sustainable management underpinned by gender equality, IPA operates an internal academy and offers training programmes specifically targeted at female employees. Notably, discussions pertaining to gender equality within the social pillar were entirely absent from the reviewed literature.

Collaboration with the trade union enhances the sustainability of the working environment. Participants reported that the implementation of CSR initiatives within the social pillar has resulted in significant changes, including the institutionalisation of parental leave and improvements in work–life balance.

Key implications identified from the reviewed literature include the study by Bottasso et al. (2013), which established a correlation between active port operations and regional employment. Their research found that an increase in cargo volume of up to one million tonnes generates between 400 and 600 jobs per one million labourers, with bulk cargo having a more substantial impact than container cargo. These findings are particularly relevant to IPA's job creation initiatives. However, this study illustrates the CSR initiatives that IPA seeks to implement, rather than offering a positivist estimation model for assessing the impact of CSR on employment. As such, Bottasso et al.'s (2013) research offers valuable insights for strengthening the findings of this thesis by informing the development of future mixed-methods research aimed at establishing a causal relationship between specific CSR initiatives and employment outcomes.

Secondly, Parola et al. (2013) found that PAs disclose not only traditional data—such as operational and infrastructural information—but also more innovative content, including financial reports, shareholder information, and disclosures related to CSR. They argue that a broadening stakeholder base necessitates that PAs tailor their communications to meet the varying expectations of diverse stakeholder groups. In Chapter 5, information disclosure is

identified as one of IPA's principal stakeholder management strategies, and the lived experiences of participants in this research align with the findings of Parola et al. (2013).

Thirdly, Notteboom et al. (2015) documented the evolving importance of PA shareholders over time. While Dutch PAs have traditionally prioritised profit maximisation, the emphasis has gradually shifted towards wider stakeholder interests, with the significance of shareholders steadily declining. Notteboom et al. attribute this change to a shift in priorities—from port infrastructure development and reform in the early 2000s to a current focus on environmental protection, safety, and security. This trend was also evident in the present study. Interviewees rarely mentioned shareholders, instead referring primarily to stakeholders. Moreover, issues related to port infrastructure were generally attributed to IPA employees and terminal operators rather than to external stakeholders. Therefore, the findings of this study suggest that the case study presented by Notteboom et al. (2015) is not only applicable to the Dutch context but also transferable to the Korean context.

Lastly, Antão et al. (2016) developed a set of indicators for Occupational Health, Safety, and Security (OHSS) in port environments. These indicators are designed to reduce operational costs and accidents, while also promoting environmental protection and healthy working conditions. Some interviewees in this study mentioned IPA's safety manual, which is currently in use; however, none provided quantifiable data relating to safety concerns. As a result, the concept of OHSS received relatively low emphasis during the coding process.

Additionally, it is worth noting that none of the research participants raised issues relating to crime, smuggling, or border control, despite the fact that ports often serve as entry points for illicit activities—a concern highlighted in the research of Sergi (2021a; 2021b). Follow-up investigations into this topic revealed important contextual information. Firstly, another state-owned entity, Incheon Port Security, tasked with surveillance and security operation³⁰, effectively relieving IPA of direct responsibility in this area. Second, in response to ongoing infiltration by North Korean submarines since the 1990s, the South Korean central government established the 'Harbour Underwater Surveillance System' (Park 2004), with the 17th Division of the Korean Army assigned to defend the region (Byeon 2024). These

³⁰ <https://port.co.kr/content/establish>

arrangements appear to have led IPA employees to regard such security issues as beyond their remit.

6.1.2.3. The Environmental Elements of IPA's CSR

The results of the data analysis identified four approaches employed by IPA to achieve its environmental CSR objectives: the utilisation of LNG tugboats, alternative maritime power supplies, solar power plants, and diesel particulate filters. IPA seeks to align its environmental CSR initiatives with national policy goals by attaining carbon neutrality by 2050 and reducing fine dust emissions.

Acciaro et al. (2014) argued that PAs typically do not engage in electricity generation, and that their primary role within the port sector is to act as energy managers by promoting energy efficiency. Similarly, Froese and Toeter (2013) suggested that PAs can influence energy supply through the provision of incentives for terminal electrification and the installation of solar panels on port buildings and warehouses. However, the findings presented in Chapter 4 of this thesis indicate that IPA has established its own power plant for electricity generation and has installed alternative maritime power systems to reduce air pollution by enabling ships to shut down their engines while docked. This suggests that IPA is assuming a leading role in renewable energy initiatives at the Port of Incheon, rather than merely functioning as a regulatory authority.

Bergqvist and Egels-Zandén (2012) contended that green port dues can facilitate environmentally responsible business practices within the port sector. They observed that private and public ports differ in their acceptance of such dues and noted that PAs may adjust fee structures in accordance with stakeholder requirements. Moreover, the effective management of green port dues has the potential to improve port operational efficiency and reduce the environmental impact of inland transport. However, this research did not address green port dues during interviews, and none of the participants mentioned the concept.

Geerts et al. (2017) asserted that many ports globally have adopted environmentally differentiated port pricing as a strategic measure. They argued that PAs with greater autonomy and financial capacity are more likely to implement such pricing schemes as part of a broader CSR strategy, thereby strengthening their competitive advantage by fostering a

environmentally responsible image. Nonetheless, as with the concept of green port dues discussed by Bergqvist and Egels-Zandén (2012), the participants in this study did not refer to environmentally differentiated port pricing. Accordingly, this thesis concludes that the IPA does not consider port pricing as an instrument for advancing environmental sustainability or the development of greener ports.

O’Keeffe et al. (2020) found that policy and regulation play a critical role in environmental management within the port sector. Their research revealed a marked discrepancy in awareness between PAs and other port stakeholders regarding infrastructure and climate change issues. One interviewee in the present study noted that the central government exercises substantial control over IPA’s CSR initiatives, and that the current governance model fails to adequately reflect stakeholder engagement. The argument that nationalised ports may deliver better CSR outcomes through direct governmental oversight aligns with O’Keeffe et al. (2020). However, this position appears to contradict the fundamental principle of CSR, which is predicated on voluntary action by social actors. Consequently, further conceptual research is required to develop appropriate governance frameworks in this context.

6.1.3. Determinants of Corporate Social Responsibility Selection

The Logistics Social Responsibility (LSR) framework, proposed by Carter and Jennings (2002), provides a theoretical foundation for the application of CSR principles within the logistics domain. Through qualitative interviews, Carter and Jennings (2002) found that ethical considerations relating to both society and the environment are key determinants in the adoption of CSR practices in logistics operations such as warehousing, transportation, and procurement.

The findings presented in Chapter 4 of this thesis support this assertion. Informants from the IPA identified two primary factors influencing their selection of CSR initiatives: stakeholder expectations and national government policies. The data analysis indicates that the IPA fulfils traditional roles such as landlord, regulator, and operator (Brooks and Cullinane 2006; Verhoeven 2010; Zhang et al. 2019), while also functioning as a port cluster manager (de

Langen 2006; van der Horst and de Langen 2008; Lam et al. 2013). In its role as a cluster manager, IPA manages conflicts within the port sector and addresses ethical concerns that could negatively impact stakeholders. In contrast to traditional port administrators—whose responsibilities are primarily regulatory—the port cluster manager actively seeks cooperation and coordination with relevant stakeholders.

This thesis identifies IPA's contributions to traditional port administration through investments in port infrastructure, operational improvements, and the development of smart ports. However, the data also reveal a growing emphasis on environmental and social dimensions in the implementation of CSR initiatives. This shift corresponds with the second influencing factor: national government policy. Research participants noted that the Moon Jae-in administration (2017–2022) promoted income-led growth policies, aiming to transition from a conglomerate-centric economic model to a more equitable distribution of wealth. This policy direction placed additional pressure on IPA to focus on social objectives, such as job creation and investment in start-ups within the port sector.

Carter and Jennings (2002) also observed that internal conflicts between front-office and back-office operations can hinder the implementation of CSR initiatives. As employees are often evaluated based on individual and team performance, factors that compromise performance assessment can create conflicts of interest. To mitigate and resolve such tensions, Carter and Jennings (2002), along with Miao et al. (2012), recommend the adoption of international standards such as ISO 26000. This study finds that the IPA adheres to both ISO 26000 and GRI standards, with compliance subject to third-party audits. Furthermore, the adoption of these international standards was mandated by the central government, leaving IPA with limited autonomy in this regard. Thus, the application of ISO 26000 functions more as an obligation than a voluntary measure, effectively pre-empting interdepartmental conflict over CSR implementation.

Another determinant influencing CSR initiatives is the strengthening of trust between stakeholders (Miao et al. 2012). Gruchmann (2019) contends that stakeholder relationships significantly contribute to a port authority's long-term sustainability. This thesis finds that the implementation of CSR initiatives enhances IPA's transparency, which may, in turn, foster greater trust among stakeholders. However, this research does not identify a clear mechanism explaining the causal relationship between transparency and sustainability.

Moreover, IPA's approach to CSR reflects characteristics of 'a responsive CSR approach' (Porter and Kramer 2011). The findings suggest that IPA adopts a largely passive stance, aligning its CSR activities with national policy directives rather than proactively developing its own strategic agenda. Notably, IPA does not operate an independent CSR department, and there is considerable overlap between social objectives and business interests. Consequently, staff at IPA may have a more limited or instrumental understanding of CSR compared to the cases examined in the reviewed literature. In essence, the findings suggest that IPA personnel tend to concentrate on responsibilities that fall within their immediate operational scope.

6.1.4. The CSR Decoupling Theory and the Matching Framework Theory

This section critically assesses the applicability of existing theoretical frameworks in explaining the empirical evidence presented in Chapters 4 and 5. Where these frameworks prove inadequate, this thesis advances current understanding by integrating insights from the CSR decoupling theory. One such framework is the Matching Framework Theory (MFT), proposed by Baltazar and Brooks (2001), which identifies salient variables and determinants that influence port governance and administration.

The rationale for selecting MFT as the theoretical lens for this discussion is its provision of a comprehensive mechanism for understanding the selection of governance models aimed at enhancing port performance. MFT elucidates the complex interplay between structure, environment, and strategy, and their collective impact on port performance. Furthermore, it offers valuable insights into how external factors shape specific governance models and how these models, in turn, affect performance. MFT posits that port performance is contingent upon the successful integration and congruence of an organisation's external environment, strategic initiatives, and structural configurations (Baltazar and Brooks 2001; Baltazar and Brooks 2006; Zhang et al. 2019). This study examines whether the concept of port performance within the MFT can be extended to incorporate the impact of CSR. Accordingly, this section explores the mechanisms underlying the relationship between factors such as structure, environment, and strategy, and the CSR initiatives of PAs operating within a landlord governance model.

According to Baltazar and Brooks (2006), organisations operate within a complex external environment comprising remote, industrial, and operational components. The remote environment includes external factors that affect all industries and lie beyond the control of individual organisations. By contrast, the operational environment encompasses factors that interact with organisations on a regular basis. In the context of this thesis, the remote environment is conceptualised as the influence exerted by the central government on the IPA, particularly in terms of CSR initiative selection and stakeholder engagement. As shown by the findings in Chapter 4, the IPA is unable to resist the direct control imposed by the central government. The operational environment, on the other hand, relates to the expectations of IPA's stakeholders. Through stakeholder management strategies—such as meetings and conferences—IPA maintains regular interaction with stakeholders to facilitate the implementation of CSR initiatives.

Organisational strategy refers to the use of resources and capabilities to respond to external conditions and compete in the market with specific products or services. In the context of IPA's CSR, organisational strategy involves the development and execution of CSR initiatives that align with national policies while addressing stakeholder expectations. The literature identifies several strategic approaches, including cost leadership, differentiation, and best-cost strategies (Baltazar and Brooks 2001; Zhang et al. 2019). A cost leader focuses on delivering basic services efficiently, whereas a differentiator seeks to offer a broad and diverse portfolio of services (Baltazar and Brooks 2006).

The findings in Chapter 4 indicate that IPA, in its role as a landlord port authority, adopts both cost leadership and differentiation strategies. To provide services efficiently—including traditional port authority functions aimed at ensuring port efficiency and effectiveness—IPA invests in infrastructure expansion and automation. Simultaneously, it assumes a differentiation role by implementing CSR initiatives to meet the demands of a definitive stakeholder, namely the central government. For instance, IPA has established its own power plants to benefit the local community, while also increasing cargo-handling capacity for port users. Therefore, IPA's approach is multi-dimensional and not confined to a singular strategic model, as originally proposed by Baltazar and Brooks (2006).

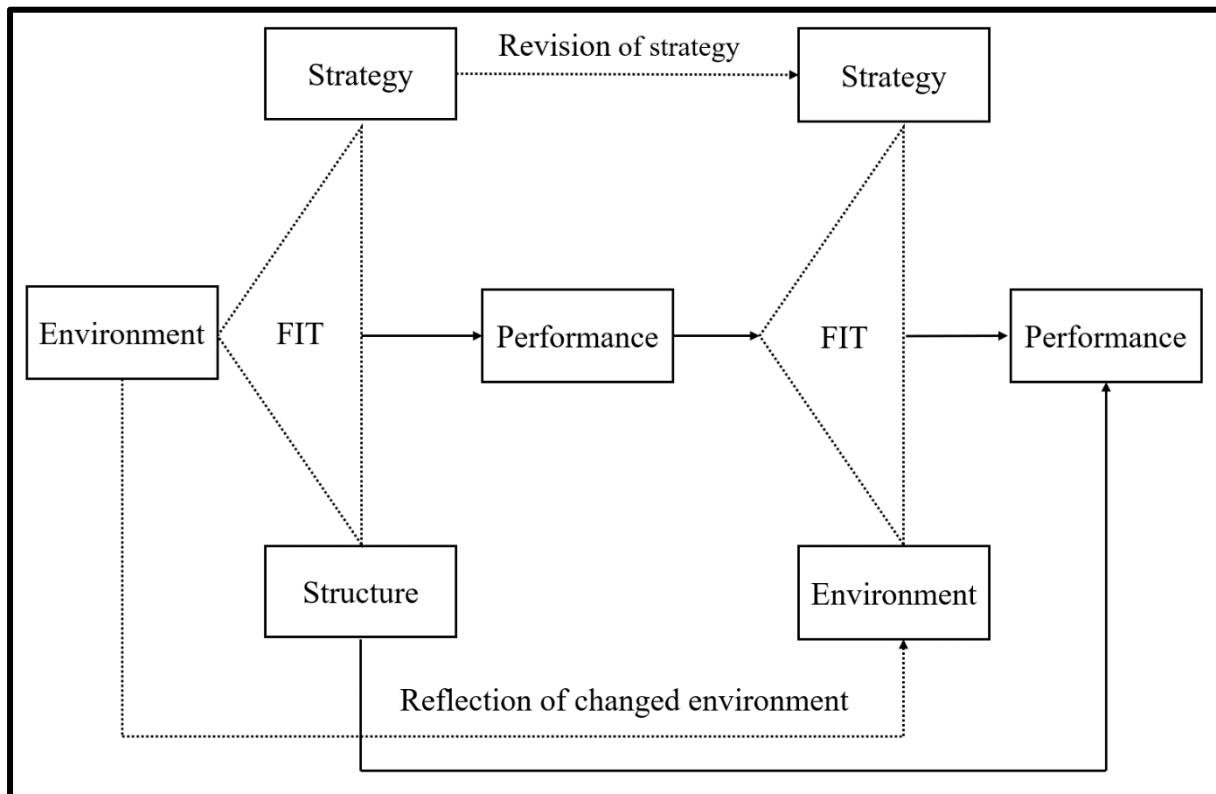
Organisational structure plays a critical role in shaping individual behaviour and performance within an organisation. Baltazar and Brooks (2006) found that port managers highly value centralisation and standardisation. An organisation's competitive focus directly influences the

extent of structural centralisation and standardisation. IPA's alignment of its CSR initiatives with international standards—such as ISO 26000 and the Global Reporting Initiative (GRI)—can be interpreted as a form of structural standardisation. Amid increasing global competition among ports, attracting and retaining customers poses a significant challenge. The implementation of port reforms and the adoption of global standards can thus be seen as strategic responses to this competitive environment. Consequently, individual conduct within the port sector is regulated to ensure compliance with these standards (Azarkamand et al. 2020a; Azarkamand et al. 2020b).

Within the framework of MFT, performance is defined in terms of the efficiency and effectiveness of a given organisational structure (Baltazar and Brooks 2006). Structures that prioritise efficiency are typically characterised by low environmental uncertainty and high centralisation, whereas those prioritising effectiveness must navigate higher environmental uncertainty (Baltazar and Brooks 2006). Port performance is therefore determined by the interaction of external environmental factors, strategic intent, and structural characteristics (Chen et al. 2020). MFT seeks to optimise economic outcomes by selecting structures that prioritise either efficiency or effectiveness (Baltazar and Brooks 2006; Chen et al. 2020). This framework is applicable to the analysis of CSR initiatives implemented by IPA under a landlord governance model. As illustrated in Chapter 4, IPA's governance structure is oriented towards efficiency. This is evidenced by its limited CSR budget and its prioritisation of initiatives based on strategic importance. Additionally, the direct oversight of the central government results in a highly centralised governance structure.

While MFT provides an effective framework for interpreting the findings of this thesis and proves relevant to CSR contexts, it is argued that CSR decoupling theory can further enrich the explanatory capacity of MFT. Although MFT posits that congruence between environment, strategy, and structure produces a governance model conducive to optimal port performance (Baltazar and Brooks 2006), it primarily elucidates mechanisms rather than offering predictive insights regarding how social actors may respond to port performance or the potential shifts arising from interactions between PAs and stakeholders. As such, this study proposes a revision of MFT to enhance its explanatory power and predictive capacity in the context of PAs' CSR engagement, drawing on the findings from Chapters 4 and 5.

Figure 6-2: The CSR Matching Framework Theory



(Source: Author)

The CSR decoupling theory, as developed in Chapter 5, underscores the importance of proactive communication between PAs and their stakeholders in the formulation and implementation of CSR initiatives. This concept is exemplified in the CSR Matching Framework Theory, which is derived from MFT. Within this framework, the governance model is initially established by a governmental authority, taking into account environmental, strategic, and structural factors specific to the port sector. Based on these considerations, PAs implement CSR initiatives. However, subsequent evaluations conducted by both PAs and their stakeholders often reveal shortcomings in CSR performance that necessitate corrective measures. These responses lead to revisions in strategy—such as adjustments to cost-leadership or differentiation approaches—and changes to the external environment (Baltazar and Brooks 2006), which may include further devolution or port reform. These feedback mechanisms are then integrated with an assessment of past CSR performance.

At the same time, the organisational structure—being aligned with international standards—remains a constant influence, as it cannot be unilaterally modified by an individual PA. In summary, revisions of the three dimensions (environment, strategy, and structure), together with the influence of the relatively fixed organisational structure, result in the formation of a revised governance model and the development of new CSR initiatives. Crucially, these developments are subject to reassessment by PAs and their stakeholders, and the process of refinement may be repeated if further deficiencies are identified.

6.2. Port Authority's Stakeholder Management in the Context of CSR (RQ2)

This section discusses the research findings delineated in Chapters 4 and 5 in relation to the extant literature. The discourse pertains specifically to Research Question 2, as articulated below:

RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

6.2.1. Port Authority's Prioritisation and Categorisation of Stakeholders

The findings presented in Chapter 5 identify and categorise stakeholders involved in IPA's CSR initiatives into four distinct groups: port users, IPA employees, governmental entities, and the local community. Port users include a broad range of actors such as consignors, freight forwarders, shipping companies, terminal operators, transport firms, loading and unloading enterprises, and the port workers' trade union. IPA employees comprise board members, staff members, and IPA's own trade union. Governmental entities encompass both central and local governments, while the local community consists of local citizens and socially disadvantaged groups.

Dooms (2019) proposed a stakeholder categorisation within the port sector based on an analysis of the port governance model and its associated value chain. Internal stakeholders include shareholders, board members, and employees, whereas external stakeholders comprise customers, suppliers, local communities, governments and regulatory agencies, trade associations, the press and media, and non-governmental organisations (NGOs). Dooms' classification is predicated on the efficacy of stakeholders in Port Authority business management. However, this classification has limitations in fully explaining the real-world phenomena in the port sector due to its reliance on pre-established categorisation criteria.

The paradigm model presented in Chapter 5 (Figure 5-2) delineates stakeholder prioritisation criteria and the categorisation process in terms of causal relationships and interactions between IPA and its stakeholders. This thesis confirms that stakeholder efficacy remains a primary criterion, as evidenced by Dooms (2019). Moreover, it introduces a more systematic framework explaining stakeholder categorisation processes. The governance model's features (contextual conditions) and the application of international standards (intervening conditions)—specifically the Global Reporting Initiative (GRI) standards—expand the range of stakeholders and facilitate IPA's stakeholder engagement. The key distinction between Dooms' classification and the present study lies in their PA-centred approach, whereas this thesis explicates inclusive conditions by stages within the context of PA stakeholder identification. The four stakeholder groups identified here reflect affiliative dimensions rather than contributions to PA. This study thus offers a more robust explanation based on a holistic and systematic exploration of the realities faced by PAs.

Applying stakeholder salience theory to IPA's prioritisation and categorisation could further enhance these findings. The central government and the local community emerge as the most influential stakeholders for IPA in CSR contexts. However, this research suggests that these stakeholders fall into distinct categories. The central government appears as a definitive stakeholder, while the local community can be considered a 'dependent' stakeholder.

A definitive stakeholder is characterised by possessing significant power, legitimate entitlement to influence CSR initiatives, and a claim of urgency. Participants in this study indicated that CSR planning aligns with national policies, with the central government holding sufficient power to enforce these policies. Furthermore, policymakers' eagerness to observe the impact of CSR initiatives adds an element of urgency. The central government's administrative role also confers legitimacy.

In contrast, a dependent stakeholder holds legitimacy and urgency but lacks the substantive power to shape CSR initiatives. The local community, as a major stakeholder, demands practical implementation of CSR initiatives addressing environmental and social concerns. Although possessing justified legitimacy and urgency, the local community does not have decision-making authority over CSR initiatives, which remain under IPA's control, thus classifying them as dependent stakeholders.

In reflection of stakeholder salience theory in relation to the findings of this thesis, the identified stakeholders can be categorised as follows:

- 1) Definitive stakeholder: central government;
- 2) Dominant stakeholders: local government, and IPA's staff;
- 3) Demanding stakeholders: port users, such as consignors, freight forwarders, shipping companies, terminal operators, transport firms, loading and unloading enterprises, and port worker's trade union;
- 4) Dependent stakeholder: local community.

A notable finding from the interplay between extant literature and this study's data is that none of the interviewees mentioned the national or regional federation of fisheries cooperatives. The literature emphasises that concerns about pollution in the port sector constitute a significant component of Port Authorities' CSR initiatives, particularly as water

pollution can critically affect fishermen's productivity and income. This omission merits further examination regarding IPA's stakeholder management and prioritisation.

This categorisation invites additional scrutiny, particularly regarding the conspicuous absence of references to crime/security and fisheries by IPA interviewees. as at late 2024, 18 fishing village societies and 2,106 fishermen are affiliated with the Incheon Fisheries Cooperatives³¹, whose income and productivity are highly vulnerable to pollution in and around the port. It is therefore indisputable that these groups constitute stakeholders of IPA.

This discrepancy reveals a gap between stakeholders identified in the literature and those acknowledged by IPA. The literature reviewed, notably Dooms (2019), defines stakeholder groups within the port sector as internal (shareholders, board members, employees) and external (customers, suppliers, local communities, governments and regulatory agencies, trade associations, press and media, NGOs). In principle, any entity potentially impacted by a Port Authority may be regarded as a stakeholder. Nonetheless, the omission of fisheries by IPA participants may reflect their perceived scope of responsibilities.

According to Fishing Villages and Harbours Development and Administration Act of Korea³², development authorities include the Minister of Oceans and Fisheries, heads of municipalities and provinces, mayors, governors, and district chiefs (Article 23), while managing authorities include metropolitan mayors, mayors, county governors, and district chiefs (Article 35). Article 58 further stipulates that Korea's fisheries infrastructure public agency undertakes activities such as research and digitalisation of fishing communities and waters; development, management, and technical cooperation related to fishing villages and ports; education and training; project services including surveys, design, maintenance, and dredging; government-commissioned projects; coastal environmental management; publication and promotion; tourism development; transport accessibility improvements; and other functions necessary to fulfil its mandate. It is thus plausible that IPA staff consider

³¹ http://www.i-suhypup.co.kr/default/menu01/menu01_cont02.php?sub=12

³²

<https://www.law.go.kr/%EB%B2%95%EB%A0%B9/%EC%96%B4%EC%B4%8C%EC%96%B4%ED%95%AD%EB%B2%95>

fisheries to lie outside their legal responsibilities, which may explain their omission in interviews.

Furthermore, this omission may reflect IPA's instrumental perspective on stakeholder engagement. According to Donaldson and Preston (1995), the instrumental view prioritises stakeholders based on their relevance to organisational objectives. For example, one IPA interviewee noted:

“Indeed, they are also our stakeholders, but most of them are third-party logistics providers. They earn money from the Port of Incheon, but it does not directly connect to our profit. It is a matter of priority. (P30)”

The absence of references to crime/security and fisheries in IPA's stakeholder discourse suggests these groups are not perceived as instrumental to the organisation's CSR-related goals. The fact that crime and security functions at the Port of Incheon, like fisheries, are managed by third parties further supports this interpretation.

6.2.2. Port Authority's Stakeholder Management Strategies

Burke and Logsdon (1996) posit that the implementation of specific stakeholder management strategies is integral to achieving the objectives of stakeholder enablement in successful CSR strategies. Within the port sector, discourse surrounding core stakeholders has emerged as a result of issues raised by local communities, primarily pertaining to environmental concerns (Dooms 2019). The composition of the stakeholder map in port governance is contingent upon the port's ownership and governance structure (Brooks and Pallis 2008; Ha et al. 2019; Brooks et al. 2021). For example, in the service port model, concerns arising within the port sector are typically addressed directly to the government (Dooms 2019). In contrast, in the private port model, this responsibility is assumed by the board of directors, who act as representatives of the shareholders (Dooms 2019). In accordance with this existing body of knowledge, research findings presented in Chapter 4 indicate that IPA's stakeholders may raise issues to all relevant entities, including IPA, the central and local government.

Additionally, Chapter 5 identifies that complaints pressure IPA's selection of CSR initiatives and reflects this in the CSR decoupling theory.

Pickles (2013) and Dooms (2019) posit that ineffective governance models may result in a dearth of value-adding activities within the context of CSR in the port sector. Consequently, relevant stakeholders may be marginalised (Dooms 2019). Nonetheless, this assertion is subject to debate in light of the CSR decoupling theory. The empirical evidence presented in this thesis indicates that the extant governance model of IPA inadequately addresses CSR initiatives due to insufficient localisation. Despite this, both IPA and its stakeholders have underscored the importance of stakeholder engagement in implementing CSR initiatives within a landlord model. Hence, it is imperative to examine the potential for augmenting value creation in IPA's CSR.

Owing to constraints imposed by the ownership structure of the Port of Incheon, IPA is obliged to appease local stakeholders and government entities with a limited budget. Interviewees emphasised that congruence with national policies is prioritised when selecting CSR initiatives due to the authority to appoint IPA's Chief Executive Officer. Consequently, some IPA stakeholders characterised IPA's CSR as 'closing the stable door after the horse has bolted' with reference to the 2021 incident involving inadequate diesel exhaust fluid. This underscores the necessity for further port reform - transitioning from a centrally-owned landlord port to a municipal port - to enhance localisation and responsiveness to regional demand. The CSR decoupling theory offers a theoretical explanation for this phenomenon. As such, it is improbable that additional value-creating activities will flourish under IPA's current governance model, and the CSR decoupling theory serves as a bridge between Dooms' (2019) research and the situation delineated in this thesis.

Due to the escalation of conflicts within the port sector, existing literature has extensively examined various stakeholder management strategies (de Langen 2006; Parola and Maugeri 2013; Jansen et al. 2018; Lawer 2019). Dooms (2019) posits that a comprehensive understanding of stakeholders' perspectives is imperative for the implementation of effective stakeholder management. This entails adopting a holistic approach to addressing issues within the port sector, including the consideration of geographically linked stakeholders in the form of foreland-port-hinterland. Furthermore, the rapidly evolving environment surrounding ports necessitates the adoption of dynamic approaches to identifying stakeholders' characteristics and objectives. Consequently, stakeholder management

strategies should be predicated on this approach (Doom 2019). However, the stakeholder management strategy employed by IPA deviated significantly from this approach. IPA identified stakeholders as those within the foreland-port-hinterland nexus, while its stakeholder management strategy exhibited a characteristic of stratification. The findings presented in Chapters 4 and 5 revealed that IPA devised targeted CSR plans for specific stakeholder groups. Although the scope of IPA's CSR is relatively broad, encompassing all identified stakeholders, a decoupling between CSR and stakeholders' expectations was observed. For example, IPA differentiated between meetings and conferences based on the intended participants. Additionally, the objectives of these communications with stakeholders varied. While IPA endeavored to comprehend the concerns of certain port users, it convened conferences with terminal operators solely to address identified problems within the port sector. This characteristic of stratification has been expounded upon in this section and demonstrates that IPA's stakeholder management strategy is not predicated on a holistic perspective but is instead tailored to individual stakeholders.

6.2.3. The CSR Decoupling Theory and Stakeholder Theory

The discourse concerning CSR decoupling theory and stakeholder theory hinges on the pivotal role that stakeholder engagement plays in the effective implementation of CSR initiatives (Nikolova and Arsić 2017). Phillips et al. (2019) argue that challenges in executing CSR initiatives can be overcome by aligning these initiatives' objectives with the interests of stakeholders. The findings presented in Chapters 4 and 5 reveal a disparity between IPA's CSR initiatives and the expectations of its stakeholders. Consequently, an examination of an emergent theory grounded in stakeholder theory may offer valuable insights into the extent to which CSR decoupling theory elucidates the interaction between IPA and its stakeholders within the CSR context.

A notable factor is the discrepancy between IPA's CSR initiatives and stakeholder expectations, with the exception of the central government, which has evidently recognised this issue. This thesis utilised semi-structured interviews for data collection, meaning that the range of CSR initiatives discussed with participants was not predetermined. Chapter 2

reviewed and discussed the evolving importance of stakeholders over time; thus, the understanding of CSR initiatives may differ between stakeholders and is subject to change. In this context, the most plausible explanations for the discrepancy are, firstly, that some stakeholders, such as port users, may misunderstand the scope of IPA's rights and responsibilities; and secondly, that IPA's pronounced prioritisation of certain stakeholders may have contributed to the observed divergence.

A significant discrepancy deserving attention lies in the differing expectations among various entities. While administrative bodies appear to align CSR initiatives with national schemes, operating under the principle of 'pursuing social good intrinsically', port users tend to expect CSR initiatives to be more localised and to address the challenges they encounter daily. Such discrepancies manifest across all pillars of analysis—economic, social, and environmental. For example, although IPA's staff emphasised efforts in job creation and training, other participants reported that these efforts were insufficiently impactful and failed to meet their needs. Furthermore, while IPA's transition towards a green port represents a significant step at the macro and national levels, its impact on other stakeholders was found to be limited, according to the research findings.

Another reason for the government's framework being largely irrelevant to stakeholder demands in the CSR context is administrative in nature. Specifically, the breakdown in communication channels between the central government and other stakeholders has contributed to this irrelevance. For instance, due to the central government's focus on broader, macro-level issues, stakeholders tend to engage with agencies such as IPA or local councils to express their demands, rather than the primary agency, the Ministry of Maritime Affairs and Fisheries, as indicated by research participants. However, as discussed in this thesis, both IPA and local councils possess limited authority and capacity to address these demands. This disconnect may result in the central government shaping CSR initiatives without adequately understanding local needs.

Freeman (1984) defined an organisation's stakeholders as including governmental bodies, competitors, customers, employees, local communities, suppliers, and shareholders, positing that managerial activities are conducted through interdependent relationships with these groups. The primary stakeholders identified for IPA in Chapter 5 correspond to Freeman's classification, except that IPA does not consider competitors and suppliers as stakeholders. An interviewee explained this exclusion: the Yeosu-Gwangyang port authority is

endeavouring to establish a container terminal with two port tracks to attract a larger customer base and compete against other Korean ports; however, interaction among Korean port authorities is comparatively limited. This divergence between CSR decoupling theory and stakeholder theory arises from the nature of CSR decoupling theory. A substantive theory typically emerges from a specific field of inquiry and its implications are confined to a single empirical investigation (Glaser and Strauss 1967).

Stakeholder theory asserts that an organisation's primary objective is to generate value for its stakeholders. This extends beyond shareholder theory, which holds that the principal responsibility of business management is to maximise shareholder value. In contrast, stakeholder theory posits that organisations should consider the interests of all stakeholders. Within the framework of this thesis, IPA's shareholders are confined to governmental entities such as the Ministry of Economy and Finance and the Ministry of Oceans and Fisheries, which hold 59.51% and 21.16% of shares, respectively (Korea's Ministry of Economy and Finance 2022). Although three non-governmental organisations—Korea Ocean Business Corporation, Korea Development Bank, and The Export-Import Bank of Korea—collectively own 19.33% of shares (Korea's Ministry of Economy and Finance 2022), their principal shareholder remains the South Korean central government, underscoring their internal significance to IPA. Consequently, applying stakeholder theory to IPA's CSR initiatives reveals a broader array of stakeholder groups that shareholder theory alone cannot adequately account for.

The fundamental premise of stakeholder theory is that achieving organisational objectives, such as profit generation, depends on the voluntary collaboration and support of stakeholders. Phillips et al. (2019) corroborate this view, arguing that stakeholder theory addresses the lack of recognition regarding the beneficial effects of CSR initiatives. Nonetheless, the empirical evidence presented in Chapters 4 and 5 only partially supports their claim. Chapter 4 revealed that the recognition of CSR among port users varied according to affiliation—for example, truckers exhibited relatively low comprehension of IPA's CSR implications. Chapter 5 identified IPA's primary stakeholder management strategy in the CSR context as convening regular meetings and proactively disseminating information to improve communication. Essentially, IPA proactively engages stakeholders rather than relying solely on stakeholders' voluntary cooperation.

The classification of stakeholders influencing business management varies according to perspective (Henriques and Sadorsky 1999; Buysse and Verbeke 2003; Murillo-Luna et al. 2008). However, they are generally distinguished as first-tier and second-tier stakeholders (Clarkson 1995). First-tier stakeholders are closely linked to an organisation's business management and essential for its survival; this group includes shareholders, investors, employees, customers, and suppliers. Second-tier stakeholders exert less influence on business management and may include groups such as the media. These stakeholders do not have direct interactions with the organisation, and their cooperation is not essential for survival (Clarkson 1995).

Findings from Chapter 5 partly support this classification. Participants indicated that port users, acting as IPA's customers and business partners, are regarded as a priority stakeholder group. However, IPA's stakeholder criteria are more inclusive. The local community, particularly socially disadvantaged groups, although not directly related to IPA's business, are included within the stakeholder boundary and targeted through CSR initiatives.

Interviewees noted that central government guidelines significantly influence stakeholder classification. During data collection, participants explained that the Park Geun-Hye administration (2013–2017) mandated IPA to increase its financial independence rate as a key performance indicator. Consequently, IPA implemented stringent stakeholder management focused on operational stakeholders. In contrast, the Moon Jae-In administration (2017–2022) instructed IPA to actively support national policies by expanding its workforce to aid income-led growth initiatives and allocating more resources to achieving greener ports aligned with the 2050 carbon neutrality goal, despite potential negative effects on IPA's financial sustainability. These two administrations thus exhibited contradictory approaches to IPA's CSR over the past decade. This suggests that, firstly, CSR initiatives unrelated to IPA's sustainability may be prioritised within various CSR plans; and secondly, IPA's focus on CSR initiatives may fluctuate depending on central government intervention. In summary, the divergence between stakeholder theory and the empirical findings of this study, as discerned through interviews, is contingent upon the governance model employed. This constitutes a limitation of the present study and necessitates further exploration of private port cases with respect to stakeholder classification.

Donaldson and Preston (1995) approach stakeholder theory from three perspectives: descriptive, instrumental, and normative. The descriptive perspective characterises the unique

features and decisions of organisations. The instrumental perspective focuses on stakeholder management and its role in achieving organisational goals. The normative perspective addresses the ethical and philosophical considerations in business management. In other words, stakeholder theory can explain an organisation's characteristics and decisions, serve as a tool linking stakeholders and organisational objectives, or provide ethical and philosophical guidance for management.

In examining IPA's stakeholder management through the lens of stakeholder theory, both instrumental and normative perspectives are relevant. IPA's core objective is sustainable management; thus, its stakeholder management strategy facilitates CSR initiatives that meet stakeholders' expectations—an instrumental perspective. Additionally, stakeholder theory supports the implementation of broader CSR initiatives. Participants argued that the landlord model expanded the range of stakeholders owing to IPA's status as a public entity. Stakeholder theory suggests that aligning with CSR significantly contributes to societal development (Nikolova and Arsić 2017), thereby providing ethical and philosophical justification for implementing CSR initiatives as a state-owned enterprise.

The central government plays a significant role in shaping IPA's CSR initiatives by establishing regulatory frameworks and aligning them with the Sustainable Development Goals (SDGs). Research participants revealed that the administrations of Park Geun-Hye and Moon Jae-In pursued contradictory policies. For instance, the Park Geun-Hye administration instructed state-owned enterprises, including IPA, to ensure greater financial stability. Conversely, the Moon Jae-In administration encouraged state-owned enterprises to increase employment, despite potential negative impacts on IPA's economic sustainability due to rising labour costs. These two approaches not only represent differing alignments with national policies within the port sector but also reflect contrasting economic and social priorities in the context of CSR initiatives. Thus, this case exemplifies the government's influence on IPA's CSR strategies.

6.3. Assessment of the Quality of Research Findings

To appraise the calibre of research conducted utilising the analytical approach derived from GT, Strauss and Corbin (1990; 1998) proposed four criteria: the quality of the data collected, the validity and value of the emergent theory, the pertinence of the research process, and the presence of empirical evidence to substantiate the findings. This section will evaluate the research findings presented in this thesis with reference to these criteria.

6.3.1. The Quality of Collected Data

Charmaz and Thornberg (2021) posited that grounded theorists must rigorously address quality criteria in relation to the research methods employed for data collection. Furthermore, it is incumbent upon researchers to ascertain the credibility and trustworthiness of data within its contextual framework (Charmaz 2008). Although this study is neither a grounded theory study nor conducted by a grounded theorist, the utilisation of analytical tools derived from grounded theory renders the approach to assessing the quality of the collected data still valid.

In this thesis, pilot interviews were initially conducted to establish an appropriate sampling strategy, thereby enhancing the robustness of the data. Accordingly, the affiliation and experiences of interview participants were deemed core criteria for ensuring the richness and depth of the data collected. Additionally, the researcher undertook numerous efforts to increase theoretical sensitivity through observations of CSR initiatives in the port sector and by attending training programmes to gain insights into the application of techniques derived from grounded theory, as well as the phenomenon identified in this thesis. These efforts contributed significantly to the quality of the collected data.

6.3.2. The Validity and Value of the Emergent Theory

This study employed a case study methodology, drawing upon analytical techniques derived from GT. Within GT methodology, validity concerns the ability of an emergent theory to accurately predict and elucidate a particular phenomenon, based on a systematic understanding (Strauss and Corbin 1990;1998). The validity of a study utilising GT-derived

techniques can be assessed through several criteria, including the selection of relevant research participants via theoretical sampling, systematic and rigorous analysis, comprehensive and detailed descriptions of findings, and verification that the emergent theory is valid as a substantive theory (Strauss and Corbin 1998). Transferability in GT refers to the extent to which an emergent theory can explain and predict a specific phenomenon (Strauss and Corbin 1998).

From a validity perspective, this study selected research participants by adhering to the concept of theoretical sampling as proposed in GT. An initial list of potential participants was compiled through purposive sampling. However, the data collected initially did not provide a comprehensive view of the phenomenon under investigation. Consequently, additional participants were recruited and follow-up interviews conducted until theoretical saturation was reached. The rigour of the sampling process was further enhanced through comparative analysis between the interpretation of transcripts and subsequent interviews.

The emergent theory was verified by contextualising raw data within the framework of the theory, confirming interpretations with research participants, and testing its transferability to other contexts. The theory developed in this study explicates the interactions between identified concepts and categories in the phenomenon of the IPA's CSR and stakeholder management, presenting a cyclical process that addresses the phenomenon in terms of a causal, micro-macro relationship. However, the transferability of the theory remains limited, as it has not yet been applied to other contexts. Future research should investigate whether this theory provides explanatory power and predictive capability for phenomena in alternative port governance models, such as private and public models.

The CSR decoupling theory was corroborated through participant validation. Following its emergence via selective coding in Chapter 5, a figure illustrating this theory was shared with five interviewees from this study, including port users and IPA staff members. These participants agreed that the theory effectively explains the IPA's CSR context and corresponds with their experiences at the Port of Incheon.

6.3.3. The Relevance of Research Process

The relevance of the research process pertains to the rigour of the methods employed, including sampling procedures, theoretical sampling, coding, categorisation, and the selection of a core category (Charmaz and Thornberg 2021). This thesis elucidates and justifies the coding process by analysing the relationships between categories and adopting the Straussian GT approach. It emphasises procedural rigour in coding through the application of axial coding. Consequently, the implementation of a logically structured coding process serves to enhance the overall relevance of the research process within this thesis.

6.3.4. Awareness of Empirical Evidence

Strauss and Corbin (1990; 1998) provide comprehensive criteria and guidelines for assessing the validity and robustness of emergent theories, alongside the relevance of the research process. Furthermore, they propose a series of questions designed to evaluate the empirical evidence underpinning research. This thesis addresses eight questions put forward by Strauss and Corbin (1998, pp. 270–272) in the following paragraph:

- (1) Are concepts generated? Yes;
- (2) Are the concepts systematically related? Yes, the identified concepts were methodically organised into subcategories according to their relevance to one another;
- (3) Are there many conceptual linkages, and are the categories well developed? Do categories have conceptual density? Yes, each concept was integrated into its corresponding subcategory. These subcategories are encompassed by a central category that encapsulates the most salient condition within the phenomenon. Consequently, a well-formulated category effectively delineates the relationships among the relevant concepts;
- (4) Is variation built into the theory? Have the concepts been examined under a broad range of conditions and do they offer several dimensions? No, the CSR decoupling theory was developed to elucidate the causal relationship between PA's CSR initiatives and its stakeholder management, presenting the phenomenon as a cyclical process. Although the

theory does not account for contextual variations, the concepts it identifies have been examined across a range of contexts and dimensions;

(5) Are the conditions under which variation can be found built into the study and explained?

No, the current limitation of this theory lies in its lack of empirical evidence supporting potential variations. Future research should aim to assess the generalisability of the theory by applying it across diverse contexts. Such efforts will help to clarify the underlying conditions that may give rise to these variations;

(6) Has process been considered and identified? Yes, the process employed in identifying the core category and elucidating the interrelationships among categories is rigorously explained and well-justified. The CSR Decoupling Theory offers a robust framework for understanding the causal mechanisms underpinning PA's CSR within its specific context. A key strength of this theory lies in its capacity to chronologically delineate the influence of various factors on PA's CSR;

(7) Do the theoretical findings seem significant, and to what extent? Yes, the CSR Decoupling Theory serves to bridge gaps in the existing literature. While previous research has examined PA's CSR initiatives and their outcomes, as well as their stakeholder management strategies, it has yet to provide a comprehensive empirical mechanism that convincingly explains why PAs implement CSR initiatives, how they determine the scope and nature of such initiatives, the role of stakeholders in shaping CSR, the criteria by which stakeholders are prioritised, and how stakeholder management strategies influence future CSR planning. The emergent theory presented in this thesis offers a robust theoretical framework for understanding PA's CSR from a holistic perspective. This theoretical contribution holds potential to inform future research into various port governance models and to enhance the explanatory power of studies concerning port reform as a critical area of consideration;

(8) Does the theory stand the test of time and become part of the discussions and ideas exchanged among relevant social and professional groups? Partly yes, the CSR Decoupling Theory was developed as part of a doctoral research project. Although it has not yet undergone peer review or been tested in practice, it was presented at a prominent international conference (Appendix J) and received feedback from domain experts in the field of port management.

In conclusion, this thesis has demonstrated its originality and contribution to existing knowledge by addressing the eight evaluative questions proposed by Strauss and Corbin (1998, pp. 270–272). Nonetheless, one limitation of the emergent theory has been identified: the CSR Decoupling Theory has yet to be empirically tested or applied across diverse contexts. Therefore, future research is required to assess the transferability of the theory and to identify any variations that may emerge when it is operationalised.

6.4. Concluding Remarks

This chapter presents a comprehensive analysis of the primary research findings of this thesis in relation to the two research questions posed. By comparing these findings with existing knowledge in the field, the originality and contribution of this thesis are highlighted, while also acknowledging its limitations.

The chapter critically examines the validation of the CSR decoupling theory, an emergent theory derived from the data that accurately describes the investigated phenomenon and demonstrates its suitability and usefulness for explaining PA's CSR initiatives and stakeholder management. Furthermore, this thesis develops a substantive MFT based on the research findings. However, the transferability of this theory to other contexts remains to be demonstrated.

The subsequent chapter will provide a summary of the key findings of this thesis and discuss their theoretical implications, methodology, and management. Additionally, it will propose a future research agenda to address the limitations identified in this study.

Chapter 7

Conclusions

The thesis aims to explore the corporate social responsibility (CSR) initiatives and stakeholder management strategies implemented by the port authority (PA). To achieve this aim, a case study design and an analytical approach derived from Straussian grounded theory was employed, consisting of three interconnected research stages.

In the first stage, an exploratory investigation was undertaken to identify pertinent concepts within the CSR initiatives of Incheon Port Authority (IPA) (Chapter 4) and its stakeholder management approach in relation to CSR initiatives (Chapter 5). This was accomplished through an open coding procedure derived an analytical tool derived from grounded theory (GT).

In the second stage, an analytical investigation was conducted using an axial coding procedure to elucidate the interactions between identified categories in terms of chronological and causal relationships. A paradigm model that describes these relationships was presented in the form of a diagram.

In the third stage, selective coding was employed to derive a substantive and emergent theory from the analysed data, specifically the CSR decoupling theory. The validity of this theory was assessed in comparison with existing theories and knowledge (Chapter 6). This stage aimed not only to generate a substantive theory but also to demonstrate its explanatory power and predictability.

Overall, this research offers valuable insights into the CSR initiatives and stakeholder management strategies of PAs and enhances our understanding of their impact on economic, social, and environmental sustainability within the port industry.

7.1. Research Findings

Current approaches to stakeholder identification and analysis have often provided isolated interpretations without adequately considering the comprehensive understanding among stakeholders in the port sector, which hinders the development of robust theoretical frameworks based on empirical evidence.

To address these research gaps, the following research questions were developed for this thesis:

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

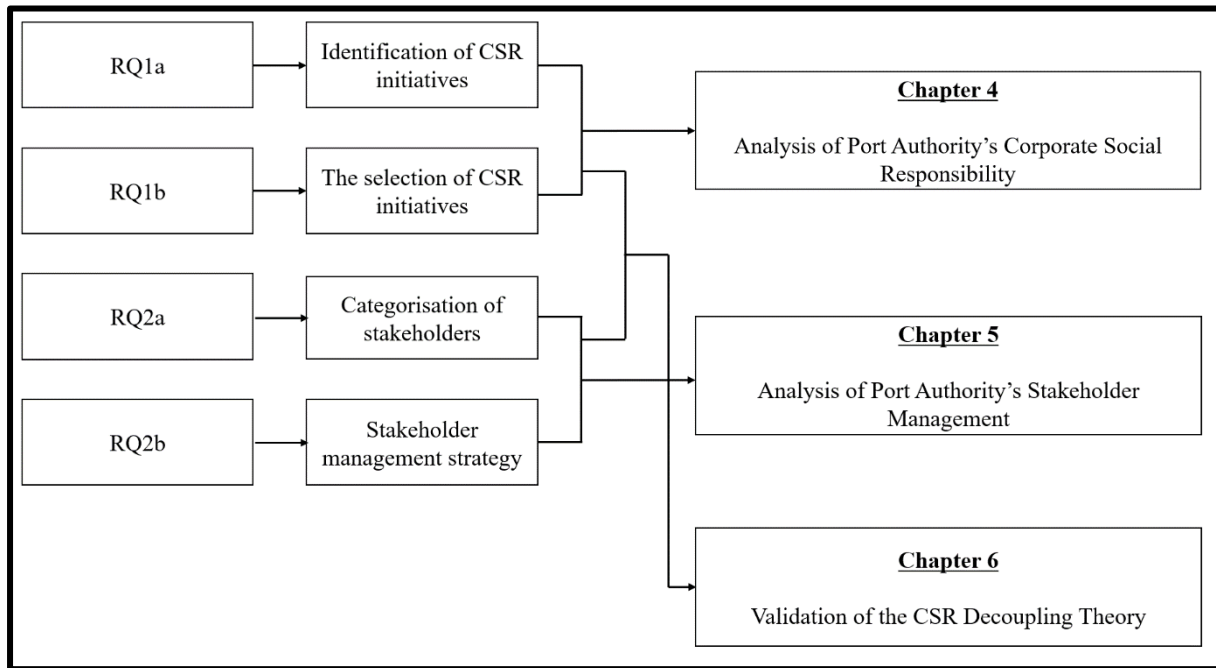
RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

Given that CSR initiatives entail the identification and execution of CSR, as well as the determination of the factors that influence the selection of these initiatives, Research Question 1 (RQ1) aimed to identify and analyse IPA's CSR initiatives. Conversely, Research Question 2 (RQ2) focused on the stakeholder management strategy, which is crucial in the implementation of CSR. Figure 7-1 depicts how each chapter addressed the research questions.

Figure 7-1: Flow of Research Questions



(Source: Author)

7.1.1. Port Authority's Corporate Social Responsibility (RQ1a)

RQ1a: How do stakeholders of the port authority perceive the port authority's CSR initiatives?

Semi-structured interviews were conducted with 20 port users, 10 employees of IPA, 4 academics, and 1 customs broker. The findings revealed that IPA implements its CSR initiatives based on the triple bottom line (TBL) approach, which comprises economic, social, and environmental pillars (Elkington 1994; 1998). Through open coding analysis, 11 concepts, 3 subcategories, and 1 overarching category were identified in relation to IPA's implemented CSR initiatives (see Table 4-1).

The economic pillar of IPA's CSR initiatives encompasses port infrastructure, port operations, and the development of smart port technologies. Managing port infrastructure remains a traditional function of port administrators. In this regard, IPA has invested in modernising loading and unloading facilities and in developing hinterland connections to alleviate bottlenecks that may cause port congestion. These efforts have led to increased cargo-handling capacity.

Due to Covid-19-related disruptions in the global supply chain, IPA experienced a reduction in vessel traffic at the Port of Incheon. In response, the authority maintained existing shipping routes to Asian countries and developed new routes to the Americas. These measures resulted in an increased cargo volume and enabled IPA to sustain growth during the Covid-19 pandemic. The smart port initiative represents IPA's blueprint for adopting advanced logistics technologies. Investments have been made in the research and development of automation systems, including warehouse robotics, autonomous vessels, smart containers designed to track cargo locations, and logistics-specialised big data systems.

The social pillar of IPA's CSR initiatives aligns with national policy objectives, with a particular focus on job creation and investment in local start-ups. The expansion of port infrastructure has significantly contributed to employment opportunities, particularly in the maintenance of facilities and in improving safety and environmental standards. Investment in start-ups extends beyond the port and logistics sectors, thereby facilitating broader stakeholder engagement. Additionally, IPA has introduced internal programmes aimed at increasing the proportion of female supervisors, and established communication channels with the trade union to promote work-life balance, parental leave, and workplace safety.

Thirdly, the environmental pillar comprises practical measures for generating and utilising renewable energy and reducing pollution. These include the deployment of LNG-powered tugboats, the installation of alternative maritime power (AMP) supplies, the construction of solar power plants, and the use of diesel particulate filters. The solar power plant established by IPA generates 3.2 GWh of electricity, which is connected to the AMP supply, enabling berthed vessels to minimise fuel consumption. Furthermore, IPA's adoption of LNG tugboats has helped reduce the environmental impact associated with traditional diesel engines. These efforts are intended to achieve carbon neutrality by 2050 and reducing greenhouse gas emissions.

Participants employed by IPA described the CSR initiatives primarily from the public authority's perspective, often highlighting their contributions to the Port of Incheon and the wider Incheon area. However, perceptions of IPA's CSR initiatives varied considerably among other stakeholders. Many truck drivers reported limited awareness of the CSR initiatives, or, if aware, expressed uncertainty regarding their relevance. In contrast, terminal operators demonstrated a relatively better understanding of CSR activities within the port sector. Several stakeholders also voiced concerns that IPA's CSR initiatives had minimal tangible impact on their operational experiences.

In summary, IPA employees generally demonstrated a comprehensive understanding of the CSR initiatives, reflecting their role as key implementers. Port users, however, showed limited recognition, often confined to initiatives directly related to their own business activities. Academics, by contrast, expressed familiarity with CSR in the context of international trade and its alignment with national policy frameworks.

7.1.2. Influencing Factors on the Selection of CSR (RQ1b)

RQ1b: What are the main factors that influence the port authority's selection of CSR initiatives?

The findings from semi-structured interviews with 35 participants indicate that the expectations of the local community and the national policies set by the central government are the primary determinants influencing the selection of CSR initiatives by IPA. Specifically, civil complaints and organisational accountability—both closely associated with IPA's port governance model—are situated within the broader expectations of the local community. Meanwhile, political pressure, the income-led growth policy, and the national target of achieving carbon neutrality by 2050 fall within the scope of central government policies. An open coding analysis identified five concepts, two subcategories, and one overarching category related to these influencing factors (see Table 4-1).

Participants from IPA emphasised that the distinctive institutional characteristics of South Korea prompted them to adopt a more proactive approach to incorporating stakeholder demands. Although IPA employees are technically employed by a private entity, they are subject to the Civil Service Act, which imposes stringent regulations on recruitment and dismissal. As a result, interviewees reported being expected to demonstrate a level of social responsibility comparable to that of public officials. This regulatory context led to heightened sensitivity to civil complaints, which, in turn, significantly influenced the incorporation of stakeholder demands into CSR planning.

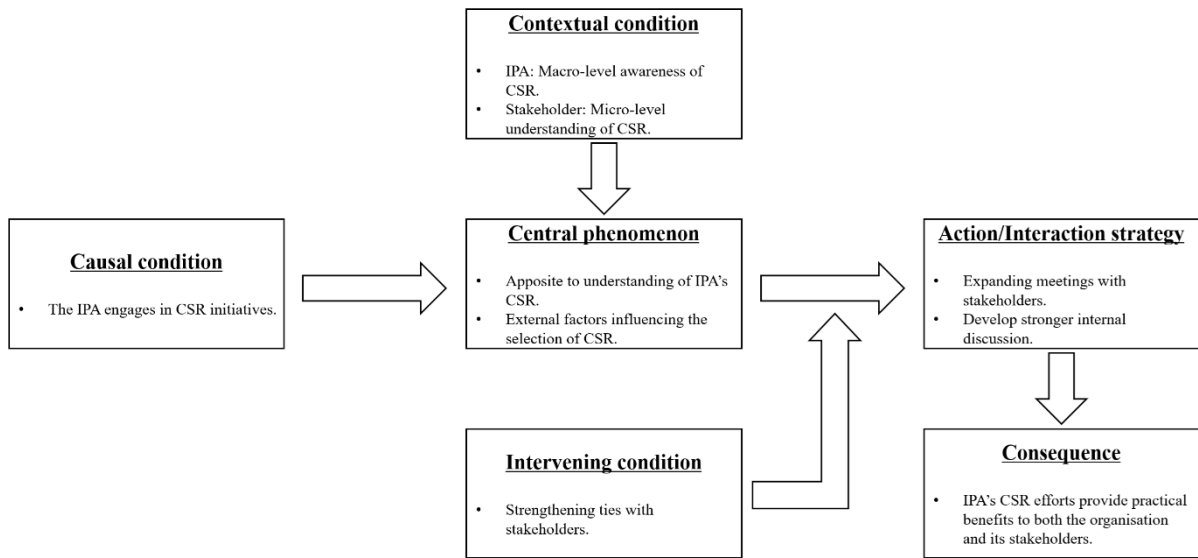
Moreover, the central government in South Korea exerts substantial influence over IPA's CSR initiatives. Participants disclosed that the central government holds the authority to appoint IPA's Chief Executive Officer, thereby consolidating its control over the organisation. This governance structure directly affects the alignment of CSR initiatives with national policy priorities. Participants illustrated this dynamic by comparing the approaches of two recent South Korean administrations.

Under the Park Geun-hye administration, IPA was mandated to improve its financial independence, which resulted in a focus on stakeholders more directly involved in port operations. In contrast, during the Moon Jae-in administration, the government introduced an income-led growth policy and a national goal to achieve carbon neutrality by 2050. According to IPA employees, the organisation was subjected to external pressure to expand its workforce in accordance with the income-led growth policy—even when such an increase was not operationally necessary. Consequently, this policy alignment had adverse implications for IPA's fiscal sustainability, particularly due to the resultant increase in labour costs.

RQ1: What are the CSR initiatives advocated for implementing by the port authority in the Republic of Korea?

By employing the axial paradigm model developed by Strauss and Corbin (1990; 1998), this study proposes a paradigm model that elucidates the causal relationships and interactions between the identified categories and concepts.

Figure 7-2: Paradigm Model in Relation to RQ1



(Source: Author)

The axial coding analysis yielded results indicating a diversity in the comprehension of the IPA's CSR initiatives among IPA's staff and stakeholders. Furthermore, both groups expressed concerns about the actual effectiveness of these initiatives. This research also confirmed that external factors, such as pressure from the central government, significantly influence IPA's prioritisation and categorisation of criteria for CSR initiatives. IPA's employees plan and evaluate CSR initiatives on a national scale, while stakeholders' perspectives are limited by their individual expertise and experiences. Although IPA aims to develop more practical CSR initiatives through the participation of local citizens, stakeholders may lack clarity on how their input is incorporated in IPA's CSR. To address this issue, IPA holds regular meetings to gather stakeholders' perspectives on its CSR initiatives. In summary, the results of axial coding suggest that IPA's current CSR initiatives may be too broad to meet the diverse demands of its stakeholders.

7.1.3. Determinants Affecting the Port Authority's Stakeholder Prioritisation and Categorisation (RQ2a)

RQ2a: What are the main determinants that influence the categorisation of the port authority's stakeholders?

To identify the primary determinants of stakeholder categorisation for IPA, this study employed a qualitative approach involving semi-structured interviews with recognised stakeholders. These stakeholders were subsequently classified based on their attributes. Open coding of the interview data revealed 16 concepts, 4 subcategories, and 1 overarching category pertaining to stakeholder categorisation. The four subcategories of IPA stakeholders identified were: port users, IPA employees, governmental entities, and the local community.

The analysis indicated that the criteria used to categorise IPA stakeholders are closely aligned with the objectives of its CSR initiatives. Stakeholders who contribute to the promotion of sustainable management practices—particularly customers—were identified as a core stakeholder group. Axial coding further clarified the factors influencing stakeholder categorisation. Among the contextual conditions, IPA's governance model—specifically the landlord model—was found to exert a significant influence. Under this model, port ownership resides with governmental entities, resulting in IPA exhibiting characteristics of a public organisation. This, in turn, broadens the definition of stakeholders to include citizens and local communities.

Moreover, the central government of South Korea has required IPA to adopt international standards for sustainable business practices. Consequently, GRI standards—which emphasise stakeholder engagement—act as an intervening condition shaping IPA's approach to stakeholder categorisation.

In summary, active involvement in IPA's business operations emerges as the most prominent determinant in stakeholder prioritisation and categorisation. However, both internal factors (such as the governance model) and external influences (such as the adoption of GRI standards) serve to expand the scope of stakeholders considered by the organisation.

7.1.4. Port Authority's Stakeholder Management Strategies (RQ2b)

RQ2b: What are the main stakeholder management strategies implemented by the port authority in the context of CSR?

Through open coding, five concepts, three subcategories, and one overarching category were identified regarding stakeholder management strategies. The primary strategy employed by IPA is effective communication with stakeholders. To this end, IPA holds regular conferences with terminal operators and convenes meetings with other port users. Additionally, the authority utilises social media platforms to solicit feedback on its CSR initiatives from a broad spectrum of stakeholders. IPA employees also noted the use of an anonymous bulletin board, which facilitates communication between the organisation and its stakeholders without requiring direct organisational changes.

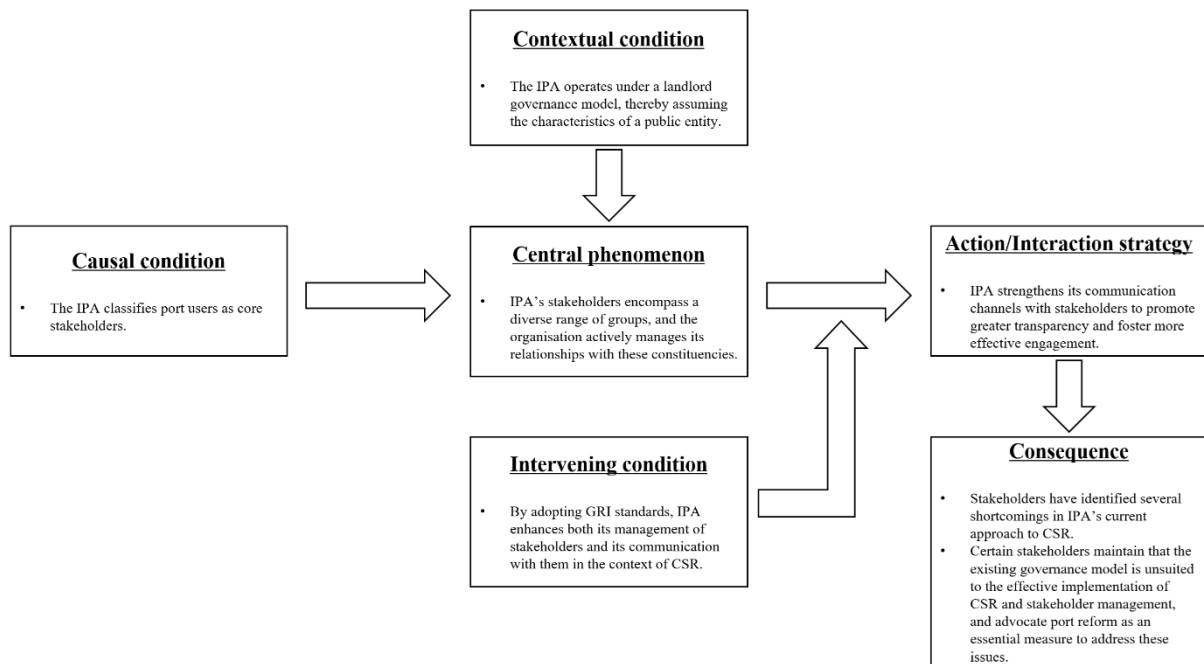
Furthermore, IPA places considerable emphasis on information disclosure, encompassing both proactive and reactive approaches. Proactive disclosure involves providing advance information about infrastructure projects, whereas reactive disclosure pertains to stakeholders' rights to request and receive information from IPA.

RQ2: How does the port authority manage its relationships with stakeholders in the context of CSR?

Within the paradigmatic model, the effectiveness of stakeholder-led initiatives at IPA is reflected in their economic outcomes. The port governance model adopted by IPA has influenced the expansion of stakeholder groups, while the adoption of GRI standards has supported the development of comprehensive stakeholder management strategies. Effective communication remains the central approach employed by IPA to manage its stakeholders.

Research participants suggested that further port reforms should be explored to strengthen IPA's stakeholder management practices.

Figure 7-3: IPA's Stakeholder Management in Paradigm Model



(Source: Author)

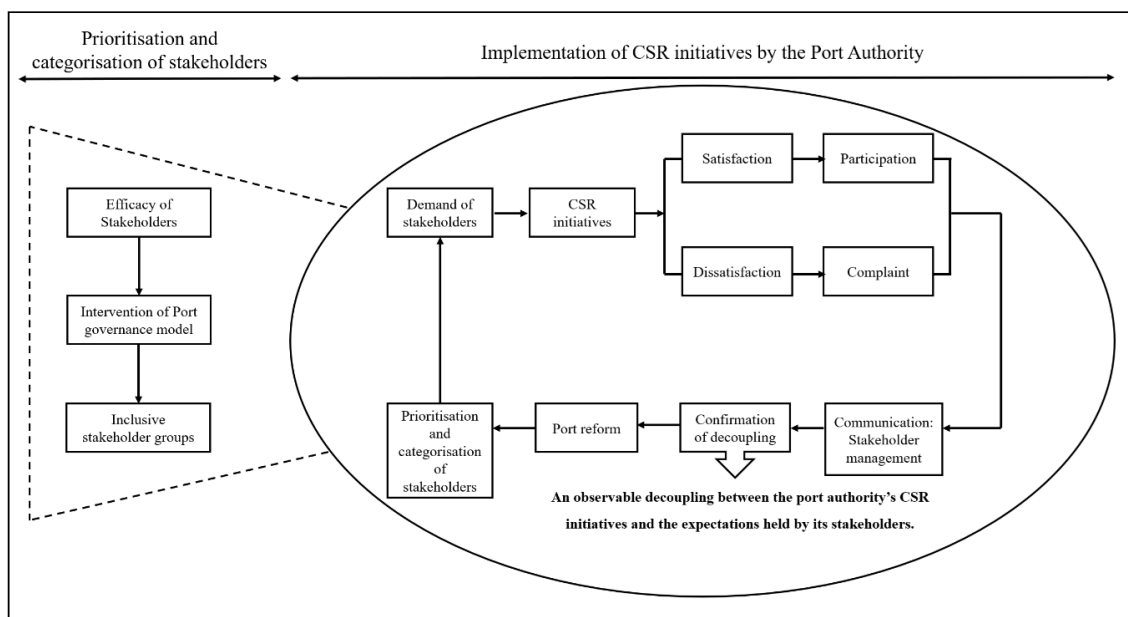
7.1.5. The CSR Decoupling Theory

The CSR Decoupling Theory elucidates the process by which PAs select stakeholders and implement CSR initiatives. This theory comprises two distinct phases: prioritisation and categorisation of stakeholders and CSR implementation. The landlord governance model exerts a significant influence on the establishment of criteria for stakeholder prioritisation and categorisation.

During the implementation phase, PAs recognise and respond to stakeholder demands in relation to CSR, tailoring initiatives accordingly. Stakeholders then evaluate the effectiveness of these CSR initiatives, and their reactions subsequently inform the port authority's stakeholder management strategies.

Within this theoretical framework, both PAs and their stakeholders acknowledge a decoupling between the port authority's CSR initiatives and the expectations of stakeholders. The findings of this research suggest that further port reform constitutes the most effective solution to address this decoupling. As a result, new criteria for stakeholder prioritisation and categorisation emerge from the outcomes of port reform. Consequently, new stakeholders are identified, and CSR initiatives are adjusted or newly implemented to meet their demands.

Figure 7-4: The CSR Decoupling Theory



(Source: Author)

7.2. Research Implications

The application of the CSR Decoupling Theory has provided valuable insights into the development of CSR strategies implemented by PAs and the effective engagement of stakeholders over time. As a result, this research yields significant theoretical, methodological, and managerial implications.

7.2.1. Theoretical Implications

The primary theoretical contribution of this thesis lies in the development of a substantive theory within the context of PA's CSR. Previous research in the maritime domain has generally been limited in scope, concentrating on specific impacts of CSR implementation. This narrow focus has constrained the capacity of such studies to offer a comprehensive understanding of CSR within the port sector. In contrast, the present research has developed an emergent theory that elucidates the interactions between IPA and their diverse stakeholders, with a particular emphasis on CSR initiatives and stakeholder management strategies. Furthermore, the study investigates the factors influencing stakeholder prioritisation and categorisation criteria specific to PAs.

The axial coding paradigm employed in this research conceptualises the causal relationships and interactions among causal conditions, contextual conditions, central phenomena, intervening conditions, action/interaction strategies, and consequences. This model has facilitated an in-depth exploration of the mechanisms underlying the implementation of CSR initiatives by PAs.

This study also extends the original matching framework theory, enhancing its explanatory power within the CSR context. The revised version—the CSR Matching Framework Theory—offers improved predictive capability by explaining the interactions among environmental, societal, and structural factors in a causal and chronological sequence.

Through the selective coding process, this thesis has developed the CSR Decoupling Theory, which presents a holistic, graphical representation of CSR initiatives undertaken by PAs. This theory illustrates the mechanisms of stakeholder prioritisation and categorisation and the validation of CSR outcomes in a causal and cyclical manner.

Additionally, the research revisits stakeholder theory in the context of CSR initiatives by PAs and contrasts its implications with those of other theoretical frameworks. While stakeholder theory is commonly examined in relation to shareholder theory within CSR discourse, this study reconceptualises stakeholder theory through the lens of the emergent CSR Decoupling Theory.

The practical implications of this research are substantial for advancing the understanding of port governance and CSR. Although existing literature has acknowledged the significance of

information and relationships in CSR, empirical evidence specific to port governance has remained limited. This thesis identifies the critical role of communication in port governance and establishes a theoretical foundation for further exploration of port governance models, CSR, and logistics social responsibility. Moreover, the interaction between port governance structures and CSR initiatives emerges as a promising area for future inquiry, particularly in evaluating appropriate ownership models in relation to CSR commitments. The conceptual frameworks developed herein are readily applicable to port management studies.

7.2.2. Methodological Implications

This study adopted an analytical approach derived from GT to accurately capture the interactions between social actors within the context of PA's CSR. This methodological approach offers considerable explanatory power, as it systematically analyses constructs emerging directly from empirical data. This marks a significant departure from previous research, which has predominantly relied on theoretical constructs derived from literature reviews.

Moreover, this study incorporated member checking by inviting research participants to review and validate the findings. This process contributed to the derivation of a substantive theory grounded in the perspectives and experiences of the participants. The findings demonstrate that the emergent theory effectively structures and presents empirical data in a coherent and systematic manner.

While several studies have explored various aspects of CSR, this research constitutes the first case study to focus comprehensively on the CSR practices of the Korean PA, rather than isolating individual components of CSR. As such, it represents a methodological advancement in the study of CSR within the maritime and port management sectors.

7.2.3. Managerial Implications

This thesis offers several important managerial implications. Foremost among these is the emphasis on the critical role of relationships between PAs and their stakeholders in both

facilitating the implementation and enhancing the impact of CSR initiatives. Trust and effective communication are identified as key strategies for successful stakeholder management. PAs can evaluate and potentially improve their stakeholder relationships in light of the CSR initiatives proposed in this study.

Stakeholders involved in PA's CSR activities may assess the effectiveness of current stakeholder management practices by referring to the conditions outlined in the paradigm models presented herein. In doing so, stakeholders can more effectively incorporate their individual needs and expectations into the CSR initiatives of PAs. This study proposes a targeted stakeholder management strategy for terminal operators, offering practical recommendations for how PAs can foster collaborative relationships with stakeholders to address ongoing challenges. Moreover, stakeholders may find it necessary to formally request greater transparency and timely disclosure of information in instances where PAs fail to provide adequate communication.

The findings also suggest that both PAs and central government bodies should carefully reconsider the current port governance structure, which has proven less effective in the context of CSR. Governance models that enhance port performance and support proactive stakeholder engagement tend to better align with both the strategic objectives of PAs and the expectations of stakeholders. However, this research has revealed a decoupling between PAs and their stakeholders' demands, indicating a need to re-examine the relationship between governance models and CSR initiatives.

Additionally, this study highlights that the port users' affiliations significantly influence their understanding of IPA's CSR efforts. As a result, it is strongly recommended that IPA implements regular stakeholder meetings and conferences to integrate a broader range of perspectives into CSR planning. The lack of such engagement currently contributes to a disconnect between stakeholders and IPA, leading to a fragmentation of stakeholder relations.

Finally, the three CSR dimensions and four stakeholder categories identified in this study may serve as a practical framework for PAs to address pressing localisation issues within their CSR initiatives. Through individual or collective action, PAs can investigate the factors that hinder CSR effectiveness and identify the root causes of stakeholder decoupling. This process may also reveal additional issues not explored within the scope of this thesis.

7.3. Limitations and Future Research

The limitations of this thesis present opportunities for further investigation into CSR within the port sector. First, to validate the CSR decoupling theory, it is recommended that the scope of the governance model employed in this research be broadened. This study explored CSR initiatives within the context of the landlord port governance model. While the landlord model—given its global prevalence—provides a suitable basis for analysing CSR initiatives and stakeholder management strategies, testing the emerging theory through the application of alternative governance models would help confirm its universal applicability. In particular, a comparative analysis of private, landlord, and public ports could generate new insights that contribute to the development of a more comprehensive theory.

Future research could also explore further the decoupling identified between PAs and their stakeholders. This study adopted a case study methodology and employed an analytical approach derived from grounded theory to provide a holistic perspective without reliance on the extant literature. However, to assess accurately the causes of decoupling across various influencing factors, it will be necessary to determine whether common determinants exist regardless of central government intervention. A key challenge in generating a substantive theory arose from the fact that the axial coding presented in Chapter 5 drew on the experience of a single expert, resulting in a limited representation of the phenomenon. Future research should therefore examine the underlying reasons for decoupling in the context of PA CSR on a larger scale, in order to test the transferability of this theory.

This thesis also addresses the issue of theoretical saturation. Debates persist among grounded theorists regarding its precise extent. At present, saturation largely depends on the researcher's insight and theoretical sensitivity, which can lead to variations in the judgement of an adequate sample size between individual researchers. This variability introduces a degree of uncertainty regarding the credibility of the study. Although this research employed a case study design, the data analysis utilised an approach derived from GT and may therefore share its methodological weaknesses. To address this, future research should consider employing a mixed-methods design to enhance overall robustness.

The sampling in this study did not encompass all stakeholders within the port sector. The CSR decoupling theory proposed here suggests that the combination of ownership structure and governance model at the Port of Incheon resulted in decoupling in the CSR context.

However, this study did not examine the influence of the central government on CSR initiatives. Although a pragmatic approach may justify the fact that the IPA and its perspectives formed the dominant unit of analysis—particularly given the constraints of the COVID-19 pandemic—this limitation restricted the thesis’s capacity to explore a broader range of CSR-related issues. This was largely because most interviewees were IPA staff, creating a gap between the range of stakeholders identified in the existing literature and those actually consulted. Future research should therefore include a more diverse range of stakeholders, such as public servants working in relevant organisations (for example, the Ministry of Oceans and Fisheries in this case), in order to strengthen the theoretical framework by incorporating additional influential factors.

Another limitation concerns participants’ understanding of the CSR concept. During interviews, some participants—such as truck drivers and port workers—did not regard themselves as stakeholders of the IPA, despite the literature indicating otherwise. Issues such as crime, security, and fisheries were raised in connection with their omission from interviews with IPA staff and from relevant Korean legislation. This underscores the need to clarify the term ‘stakeholder’, as defined in the literature, before or during data collection. Future research should ensure that participants possess a clear understanding of this concept so as to provide meaningful insights.

Finally, due to the constraints inherent in a doctoral project, this thesis faced limitations relating to time and the development of theoretical sensitivity. As PA CSR initiatives are often aligned with national policies, it takes time to observe their actual impact. Longitudinal research would therefore be particularly valuable in enhancing the validity of the emergent theory presented here and could prove more effective in future investigations.

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Appendix A – Reviewed Articles for Systematic Literature Review

Acciaro, M.	2015	Corporate responsibility and value creation in the port sector.	International Journal of Logistics: Research and Applications.
Acciaro, M., Ghira, H. and Cusano, M.I.	2014	Energy management in seaports: a new role for port authorities.	Energy Policy
Akinyemi, Y.C.	2016	Port reform in Nigeria: efficiency gains and challenges	GeoJournal
Andersen, T., Aryee, J., Acheampong, G. and Hansen, A.S.	2023	The continuous search for new port governance models: experiences from a developing country.	Journal of Shipping and Trade
Antão, P., Calderón, M., Puig, M., Michail, A., Wooldrige, C. and Darbra, R.M.	2016	Identification of occupational health, safety, security (OHSS) and environmental performance indicators in port areas.	Safety Science
Ashrafi, M., Walker, T. R., Magnan, G. M., Adams, M. and Acciaro, M.	2020	A review of corporate sustainability drivers in maritime ports: a multi-stakeholder perspective.	Maritime Policy & Management
Bacelli, O. and Morino, P.	2020	The role of port authorities in the promotion of logistics integration between ports and the railway system: The Italian experience.	Research in Transportation Business & Management
Batalha, E., Chen, S. L., Pateman, H. and Zhang, W.	2020	The meaning of corporate social performance in seaports: the managers' perspective.	WMU Journal of Maritime Affairs
Bergqvist, R. and Egels-Zandén, N.	2012	Green port dues – the case of hinterland transport.	Research in Transportation Business & Management
Bottasso, A., Conti, M., Ferrari, C., Merk, O. and Tei, A.	2013	The impact of port throughput on local employment: evidence from a panel of European regions.	Transport Policy

Carlan, V., Sys, C. and Vanelslander, T.	2016	How port community systems can contribute to port competitiveness: developing a cost-benefit framework.	Research in Transportation Business & Management
Chang, Y.	2013	Environmental efficiency of ports: a data envelopment analysis approach.	Maritime Policy & Management
Cheon, S., Dowall, D.E. and Song, D-W.	2010	Evaluating impacts of institutional reforms on port efficiency changes: ownership, corporate structure, and total factor productivity changes of world container ports.	Transportation Research Part E
De Langen, P.W. and van der Lugt, L.M.	2017	Institutional reforms of port authorities in the Netherlands; the establishment of port development companies.	Research in Transportation Business & Management
Geerts, M., Langenus, M. and Dooms, M.	2017	Environmental differentiated port pricing: the case of the Hamburg-Le Havre range.	International Journal of Transport Economics
Hamzah, S., Adisasmita, S. A., Harianto, T. and Pallu, M. S.	2014	Private involvement in sustainable management of Indonesian port: Need and strategy with PPP scheme.	Procedia Environmental Sciences
Hidalgo-Gallego, S., Núñez-Sánchez, R. and Coto-Millán, P.	2022	Port allocative efficiency and port devolution: a study for the Spanish port authorities (1992-2016).	Maritime Policy & Management
Inkinen, T., Helminen, R. and Saarikoski, J.	2019	Port digitalization with open data: challenge, opportunities, and integrations.	Journal of Open Innovation: Technology, Market, and Complexity
Kang, D. and Kim, S.	2017	Conceptual model development of sustainability practices: the case of port operations for collaboration and governance.	Sustainability
Kim, J.H.	2016	Port Co-operations between Public and Private Sector.	Asian Journal of Business Environment
Kotowska, I., Mankowska, M. and Plucinski, M.	2018	Inland shipping to serve the hinterland: the challenge for seaport authorities.	Sustainability
López-Morales, J.S., Huerta-Estévez, A., Andrade-Estrada, M.G. and Zarrabal-Gutiérrez, C.G.	2020	Corporate social responsibility in ports of Latin America.	Marine Economics and Management

Mahmud, K.K., Chowdhury, M.M.H. and Shaheen, M.M.A.	2023	Green port management practices for sustainable port operations: a multi method study of Asian ports.	Maritime Policy & Management
Notteboom, T., Parola, F., Satta, G. and Penco, L.	2015	Disclosure as a tool in stakeholder relations management: a longitudinal study on the Port of Rotterdam.	International Journal of Logistics: Research and Applications
Notteboom, T. and Lam, J.S.L.	2018	The greening of terminal concessions in seaports.	Sustainability
O’Keeffe, J.M., Cummins, V., Devoy, R.J.N., Lyons, D. and Gault, J.	2020	Stakeholder awareness of climate adaption in the commercial seaport sector: a case study from Ireland.	Marine Policy
Oh, H., S.W. Lee, and Y.J. Seo	2018	The Evaluation of Seaport Sustainability: The Case of South Korea.	Ocean & Coastal Management
Onwuegbuchunam, D.E.	2018	Assessing port governance, devolution and terminal performance in Nigeria.	Logistics
Panayides, P.M., Parola, F. and Lam, J.S.L.	2015	The effect of institutional factors on public–private partnership success in ports.	Transportation research part A: policy and practice
Park, N. and Lim, C.	2013	Financial approach for solving stakeholders’ conflicts of interests in port redevelopment: Incheon inner port.	The Asian Journal of Shipping and Logistics
Parola, F., Satta, G., Penco, L. and Profumo, G.	2013	Emerging port authority communication strategies: assessing the determinants of disclosure in the annual report.	Research in Transportation Business & Management
Roh, S., Thai, V.V., Jang, H. and Yeo, G.	2023	The best practices of port sustainable development: a case study in Korea.	Maritime Policy & Management
Roos, E.C. and Kliemann Neto, F.J.	2017	Tools for evaluating environmental performance at Brazilian public ports: analysis and proposal.	Marine Pollution Bulletin
Rodríguez-Álvarez, A. and Tovar, B.	2012	Have Spanish port sector reforms during the last two decades been successful? A cost frontier approach.	Transport Policy
Sergi, A.	2021	Policing the port, watching the city. Manifestations of organised crime in the port of Genoa.	An International Journal of Research and Policy

Van der Lugt, L., Dooms, M. and Parola, F.	2013	Strategy making by hybrid organizations: the case of the port authority.	Research in Transportation Business & Management
Wagner, N.	2017	Identification of the most important sustainability topics in seaports.	Logistics and Transport
Wang, K. and Zhang, A.	2018	Climate change, natural disasters, and adaptation investments: inter- and intra-port competition and cooperation.	Transportation Research Part B
Yeo, G., Thai, V.V. and Roh, S.	2015	An analysis of port service quality and customer satisfaction: the case of Korean container ports.	The Asian Journal of Shipping and Logistics

Appendix B – Ethical Approval



Cardiff Business School
Ysgol Busnes Caerdydd

21/12/2021

Dear Seungmin Lee

Research project title: The impact of Port Authorities' Corporate Social Responsibility practices: A Korean perspective.

SREC reference: 2021021

The School Research Ethics Committee (SREC) reviewed the above application via its proportionate review process.

Ethical Opinion

The Committee gave a favourable ethical opinion of the above application on the basis described in the application form, protocol and supporting documentation.

Additional approvals

This letter provides an ethical opinion only. You must not start your research project until any other approvals required for your research project (where relevant) are in place.

Amendments

Any substantial amendments to documents previously reviewed by the Committee must be submitted to the Committee via CARBS-ResearchEthics@cardiff.ac.uk for consideration and cannot be implemented until the Committee has confirmed it is satisfied with the proposed amendments.

You are permitted to implement non-substantial amendments to the documents previously reviewed by the Committee but you must provide a copy of any updated documents to the Committee CARBS-ResearchEthics@cardiff.ac.uk for its records.

Monitoring requirements

The Committee must be informed of any unexpected ethical issues or unexpected adverse events that arise during the research project. The Committee must be informed when your research project has ended. This notification should be made to the Research Office within three months of research project completion.

Documents reviewed by Committee

The documents reviewed by the Committee were:

Document	Version 2	Date	:
Application		21/12/2021	
Participant Information Sheet			
Consent Form			
Case Study Protocol			
Invitation Letter			

Complaints/Appeals

If you are dissatisfied with the decision made by the Committee, please contact Dr Carmela Bosangit (BosangitC@cardiff.ac.uk) in the first instance to discuss your complaint. If this discussion does not resolve the issue, you are entitled to refer the matter to the Head of School for further consideration. The Head of School may refer the matter to the University Research Integrity and Ethics Committee (URIEC), where this is appropriate. Please be advised that URIEC will not normally interfere with a decision of the Committee and is concerned only with the general principles of natural justice, reasonableness and fairness of the decision.

Please use the Committee reference number on all future correspondence.

The Committee reminds you that it is your responsibility to conduct your research project to the highest ethical standards and to keep all ethical issues arising from your research project under regular review.

You are expected to comply with Cardiff University's policies, procedures and guidance at all times, including, but not limited to, its Policy on the Ethical Conduct of Research involving Human Participants, Human Material or Human Data and our Research Integrity and Governance Code of Practice.

Yours sincerely,

Dr Carmela Bosangit
Chair of School Research Committee

Appendix C – Invitation Letter for Interviews in English

Interview Invitation

Dear Participant,

I would like to invite you to take part in an interview for my research on the Corporate Social Responsibility (CSR) practices of port authorities. My name is Seungmin Lee, and I am a PhD student at Cardiff University.

The purpose of this interview is to explore the CSR practices and stakeholder management of port authorities. The interviewees for this research are staff members at the Incheon Port Authority and their stakeholders in the Port of Incheon.

The video interview will take approximately one hour and will be conducted via Zoom. The audio will be recorded and stored on a password-protected USB device belonging to the researcher. The audio files will be anonymised in the format of Participant 1, 2...35.

The findings from the interviews will only be used for this study. Anonymity and confidentiality of data are fully guaranteed. Personal data collected in connection with this research project will be retained for two years and then anonymized. The collected anonymised data will be retained for five years from the thesis submission date.

You are free to withdraw your participation at any time. If you would like, I can share the conclusion of this research with you.

If you have any questions about this interview, please feel free to email me at Lees28@cardiff.ac.uk or seungminlee130@gmail.com.

Thank you for considering participating in this research.

Kind regards,

Seungmin Lee

PhD Student at Cardiff University

(Supervisor: Dr Vasco Sanchez Rodrigues)

Contact address	Phone number	+44 7554787942 / +82-10-4396-0130
	Email	LeeS28@cardiff.ac.uk / seungminlee130@gmail.com
Supervisor's contact address	Email	SanchezrodriguesVA1@cardiff.ac.uk,

Appendix D– Invitation Letter for Interviews in Korean

항만공사의 사회적 책임에 관한 인터뷰

안녕하십니까? 먼저 인터뷰에 참여하여 주신 것에 대하여 깊은 감사를 드립니다.

저는 영국 카디프 대학교에서 항만공사와 사회적 책임에 대해 연구하고 있는 박사과정생 이승민입니다.

본 인터뷰는 항만공사가 행하고 있는 기업의 사회적 책임 활동과 이해관계자 관리에 대해 알아보기 위해 설계되었습니다.

본 인터뷰는 인천 항만공사의 임직원과 인천 항만공사의 이해관계자를 대상으로 하고 있습니다. 본 화상 인터뷰에는 약 1 시간이 소요될 것으로 예상됩니다. 아울러 인터뷰 내용은 오디오로 녹음됨을 사전에 말씀드리고자 합니다. 인터뷰에는 원칙적으로는 Zoom 을 활용할 예정입니다.

인터뷰 내용은 본 연구를 위해서만 활용될 예정입니다. 아울러, 익명성과 비밀은 철저히 보장되며 인터뷰 내용은 2 년간 보관될 예정이며, 이후에 익명으로 변경됩니다. 또한 익명으로 전환된 데이터들은 논문 제출 시점으로부터 5 년 후에 폐기될 예정입니다. 연구 참여는 자유롭게 철회하실 수 있으며, 연구의 결과를 원하시는 경우에는 연구 결과가 발표되는 대로 송부 드리도록 하겠습니다.

인터뷰에 관련하여 질문이 있으신 경우에는 Lees28@cardiff.ac.uk 또는 seungminlee130@gmail.com 으로 보내주시면 감사드리겠습니다.

다시 한번 참여에 감사드립니다.

이승민 배상

카디프 대학교 박사과정생

(지도교수: Dr Vasco Sanchez Rodrigues)

연락처	전화	+82-10-4396-0130 / +44 7554787942
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지도교수 연락처	이메일	SanchezrodriguesVA1@cardiff.ac.uk,

Appendix E – Participation Information Sheet in English

PARTICIPANT INFORMATION SHEET

[The Impact of Port Authority' Corporate Social Responsibility: A Korean perspective]

You are being invited to take part in a research project. Before you decide whether or not to take part, it is important for you to understand why the research is being undertaken and what it will involve. Please take time to read the following information carefully and discuss it with others if you wish.

Thank you for reading this.

1. What is the purpose of this research project?

This research project is being conducted for a PhD thesis. The study aims to explore the impact of Corporate Social Responsibility (CSR) practices implemented by Port Authority in the port of Incheon.

2. Why have I been invited to take part?

You have been invited to participate in this study because of your extensive knowledge and experience with the CSR practices of Port Authorities.

3. Do I have to take part?

Your participation in this research project is entirely voluntary. It is at your discretion to decide whether or not to take part. If you choose to participate, the research project will be discussed with you and you will be asked to sign a consent form. Should you decide not to participate, you are not obligated to provide an explanation and your legal rights will remain unaffected.

You retain the right to withdraw your consent to participate in the research project at any time, without providing a reason, even after signing the consent form.

4. What will taking part involve?

Participation will involve an interview that will last approximately 1 hour and will be conducted via an online platform such as Zoom. The interview will be recorded in audio format. Audio files from the interviews will be stored on the researcher's password-protected USB device and will be anonymized in the format – participant 1, 2..... 35.

5. Will I be paid for taking part?

No.

6. What are the possible benefits of taking part?

Although there will be no direct advantages or benefits to you from participating, your contribution will aid in our understanding of phenomena in port sectors.

7. What are the possible risks of taking part?

There are no possible risks associated with taking part.

8. Will my taking part in this research project be kept confidential?

All information collected from you during the research project will be kept confidential. Any personal information you provide will be managed in accordance with data protection legislation. For further information, please refer to the section 'What will happen to my Personal Data?' below.

9. What will happen to my Personal Data?

Cardiff University is the Data Controller and is committed to respecting and protecting your personal data in accordance with your expectations and Data Protection legislation. Further information about Data Protection, including:

- your rights
- the legal basis under which Cardiff University processes your personal data for research
- Cardiff University's Data Protection Policy

- how to contact the Cardiff University Data Protection Officer
- how to contact the Information Commissioner's Office

may be found at <https://www.cardiff.ac.uk/public-information/policies-and-procedures/data-protection>

After two years, the student researcher will anonymise all personal data collected from you in connection with this research project, except for your consent form. Your consent form will be retained and may be accessed by members of the University's governance and audit teams or by regulatory authorities. Anonymised information will be kept for a minimum of five years but may be published in support of the research project and/or retained indefinitely if it is likely to have continuing value for research purposes.

It will not be possible to withdraw any anonymised data that has already been published or, in some cases, where identifiers are irreversibly removed during the course of a research project, from the point at which it has been anonymised.

10. What happens to the data at the end of the research project?

The analysed data and its findings can be made publicly available. However, the data will not be shared via a data repository and will not be openly available to others.

11. What will happen to the results of the research project?

The intention is that to publish the results of this research project in academic journals, present our findings at conferences, and submit the thesis. Participants will not be identified in any report, publication, or presentation. All verbatim quotes from participants will be presented anonymously.

12. What if there is a problem?

If you have any concerns or complaints about the manner in which you have been approached or treated during this research, please contact Seungmin Lee at LeeS28@cardiff.ac.uk. If your complaint is not resolved to your satisfaction, you may contact Dr Vasco Sanchez Rodrigues at SanchezrodriguesVA1@cardiff.ac.uk.

Please note that there are no special compensation arrangements if you are harmed by participating in this research project. If you are harmed due to someone's negligence, you may have grounds for legal action, but you may be responsible for the costs.

13. Who is organising and funding this research project?

The research is being conducted by Seungmin Lee of Cardiff Business School at Cardiff University and is funded by the same person.

14. Who has reviewed this research project?

The Cardiff Business School Research Ethics Committee at Cardiff University has reviewed this research project and provided a favorable opinion.

15. Further information and contact details

Should you have any inquiries regarding this research project, please do not hesitate to contact us during regular business hours.”

[Seungmin Lee, LeeS28@cardiff.ac.uk, +447554787942.]

Thank you for considering to take part in this research project. If you decide to participate, you will be given a copy of the Participant Information Sheet and a signed consent form to keep for your records.

Appendix F – Participation Information Sheet in Korean

항만공사의 사회적 기업활동에 관한 영향

귀하는 본 연구의 참여를 요청받으셨습니다. 귀하께서 참여 여부를 결정하기 전에, 왜 이 연구가 진행되고 있으며 어떠한 내용이 포함될지 설명드리는 것이 중요하리라고 생각합니다. 만약 귀하께서 참여를 원하신다면, 다음 정보를 자세히 읽어 보시고 다른 분들과 의논해 보시기 바랍니다.

1. 이 연구의 목적이 무엇입니까?

본 연구는 박사학위 논문을 목적으로 하고 있습니다. 대한민국 항만공사들의 사회적 기업활동이 인천항과 지역사회에 어떠한 영향을 발생시켰는지 탐색해보고자 합니다.

2. 왜 본인에게 참여를 요청하였습니까?

귀하께서는 항만공사의 사회적 기업활동에 관한 충분한 경험과 통찰력이 있으시다고 판단되어 본 연구를 위한 참여를 요청 드렸습니다.

3. 반드시 참여해야 합니까?

아닙니다. 귀하의 연구 참여는 자발적이며, 참여철회 또한 귀하의 결정에 달렸습니다. 만약 귀하께서 참여하신다면, 연구자는 본 연구에 관해 귀하와 논의할 것이고, 동의서에 서명을 요청드릴 것입니다. 만약 귀하께서 참여를 원치

않으신다면, 어떠한 이유도 설명하실 필요가 없습니다. 이는 귀하의 법적 권리에 영향을 미치지 않을 것입니다. 이미 동의서에 서명하신 후에도 언제든지 참여 철회를 하실 수 있습니다.

4. 연구참여란?

귀하와 1 시간 정도 화상 인터뷰를 가질 예정이며, 인터뷰 내용은 오디오를 통해 녹음될 예정입니다. 원칙적으로 Zoom 이 인터뷰에 활용될 것입니다.

5. 연구참여에 보수가 제공됩니까?

아닙니다.

6. 연구참여에 있어 어떠한 이익이 있습니까?

직접적인 이익을 제공해드릴 수는 없지만, 귀하는 참여는 항만에서 발생하고 있는 현상을 이해하는데 크게 도움이 될 것입니다.

7. 연구참여에 있어 발생가능한 불이익이 있습니까?

없습니다.

8. 본인의 연구참여가 기밀로 취급됩니까?

본 연구에 있어 귀하로부터 제공받은 모든 정보는 기밀로 취급되며, 개인정보 또한 정보보호에 관한 법률에 의해 관리될 것입니다. 더 자세한 정보를 위해 하단의 '본인의 개인정보에 어떤 일이 발생할 수 있습니까?'를 참조하여 주십시오.

9. 본인의 개인정보에 어떤 일이 발생할 수 있습니까?

카디프 대학교는 자료관리자로서, 자료보호 법률에 따라 귀하의 개인정보를 보호하는데 최선을 다하고 있습니다. 다음은 자료 보호에 관한 정보입니다:

- 귀하의 권리
- 연구를 위한 귀하의 개인정보에 관해 카디프 대학교가 제시하는 법적 근거

- 카디프 대학교의 자료보호 정책
- 카디프 대학교 자료보호 담당 직원에 대한 연락방법
- 정보위원회의 직원에 대한 연락방법

다음 사이트에서 열람하실 수 있습니다: <https://www.cardiff.ac.uk/public-information/policies-and-procedures/data-protection>

2 년 후에, 연구자는 본 연구와 관련하여 귀하로부터 수집한 모든 개인정보를 익명으로 처리합니다. 단, 귀하의 동의서는 예외로 합니다. 귀하의 동의서는 대학의 감사팀 구성원이나 연구주제와 유관한 규제 당국이 열람할 수 있습니다. 익명화된 정보는 최소 5 년동안 보관되지만, 연구 목적을 위해 지속적인 가치가 있는 경우 무기한 보존될 수 있습니다. 이미 발행된 자료는 익명화된 시점부터 철회할 수 없습니다.

10. 연구가 종료될 때, 자료는 어떻게 됩니까?

분석된 정보와 그 결과는 공개적으로 활용될 수 있습니다. 자료는 데이터 저장소를 통해 공유되지 않으며, 타인은 활용할 수 없습니다.

11. 연구결과는 어떻게 됩니까?

본 연구의 결과는 학술지에 게재하고, 학회에서 주최한 컨퍼런스에서 발표하는 것이 연구자의 목표입니다. 참여자는 보고서, 출판물 또는 프레젠테이션에서 식별되지 않으며, 귀하의 정보로부터 인용한 모든 발언은 익명으로 제시될 것입니다.

12. 문제가 발생할 경우에는 어떻게 합니까?

본 연구의 진행에 관해 불만을 제기하고 싶으시거나 우려하고 계신 사항이 있으시다면, 이승민 (LeeS28@cardiff.ac.uk)로 문의하여 주십시오. 불만사항의

해소가 만족스럽지 않으실 경우에는 지도교수인 바스코 산체스 로드리게스 박사 (sanchezrodriguesVA1@cardiff.ac.uk) 에게 연락하실 수 있습니다.

본 연구에 참여하여 피해를 입으신 경우에는, 특별한 보상대책이 마련되지 않았습니니다. 누군가의 과실로 인해 피해를 입으셨을 경우 법적 조치의 근거가 있을 수 있지만, 그에 상응한 대가가 발생할 수도 있습니다.

13. 이 연구를 구성하고 연구비를 지원하는 사람은 누구입니까?

본 연구는 카디프 경영대학원의 이승민에 의해 구성되었으며 동일인에 의해 연구비가 마련되었습니다.

14. 누가 이 연구를 검토하였습니까?

본 연구는 카디프 대학교의 카디프 경영대학원 연구윤리위원회에 의해 검토되었습니다.

15. 상세한 정보를 위한 연락처

만약 본 연구에 관해 질문사항이 있으시다면, 상기 연락처로 문의하실 수 있습니다:

[이승민, LeeS28@cardiff.ac.uk, +447554787942.]

연구참여를 고려하여 주셔서 감사합니다. 만약, 참여하기를 원하신다면 본 안내서와 서명된 동의서를 보관하여 주십시오.

Appendix G – Participant Consent Form in English

CONSENT FORM

Title of research project: [The Impact of Port Authority' Corporate Social Responsibility: A Korean perspective]

SREC reference and committee: [2021021]

Name of Researcher: [Seungmin Lee]

Please initial box

I confirm that I have read the information sheet dated [] for the above research project.	
I confirm that I have understood the information sheet dated [] for the above research project and that I have had the opportunity to ask questions and that these have been answered satisfactorily.	
I understand that my participation is voluntary and I am free to withdraw at any time without giving a reason and without any adverse consequences (e.g. to medical care or legal rights, if relevant). I understand that if I withdraw, information about me that has already been obtained may be kept by Cardiff University.	
I understand that data collected during the research project may be looked at by individuals from Cardiff University or from regulatory authorities, where it is relevant to my taking part in the research project. I give permission for these individuals to have access to my data.	
I consent to the processing of my personal information [e.g. signature on consent form] for the purposes explained to me. I understand that such information will be held in accordance with all applicable data protection legislation and in strict confidence, unless disclosure is required by law or professional obligation.	
I understand who will have access to personal information provided, how the data will be stored and what will happen to the data at the end of the research project.	
I understand that it will not be possible to identify me from this data that is seen and used by other researchers, for ethically approved research projects, on the understanding that confidentiality will be maintained.	
<u>I consent to being audio recorded taken for the purposes of the research project and I understand how it will be used in the research (Revised version 2, 08 December 2021).</u>	

<u>I understand that audio files from interviews store at researcher's USB device with password (Revised version 2, 08 December 2021).</u>	
I understand that anonymised excerpts and/or verbatim quotes from my interview may be used as part of the research publication.	
I understand how the findings and results of the research project will be written up and published.	
I agree to take part in this research project.	

_____	_____	_____

Name of participant (print)	Date	Signature

_____	_____	_____

Name of person taking consent (print)	Date	Signature

Role of person taking consent (print)

THANK YOU FOR PARTICIPATING IN OUR RESEARCH

YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP

Appendix H – Participant Consent Form in Korean

동의서

연구주제: [항만공사의 사회적 책임활동에 관한 영향: 대한민국의 사례를 중심으로]

연구윤리위원회 참조번호: [2021021]

연구자 성명: [이승민]

본인은 상기 연구과제에 대한 []일자 안내서를 읽었음에 동의합니다.	
본인은 상기 연구과제에 대한 []일자 안내서를 이해하였으며, 질문을 할 기회가 있었고, 만족스럽게 답변되었음에 동의합니다.	
본인은 본인의 참여가 자발적인 것이며, 이유를 설명하거나 불리한 결과 (예컨대, 의료급여, 또는 법적 권리)에 무관하게 언제든지 참여를 철회할 수 있다는 것을 이해하였습니다. 본인은 탈퇴 후에도 이미 본인에 대해 입수된 정보가 카디프 대학교에 보관될 수 있다는 점을 이해하였습니다.	
본인은 수집된 정보를 카디프 대학교의 개인 또는 본 연구주제와 관련한 규제 당국에서 열람할 수 있다는 점을 이해하였습니다. 본인은 본인에 대한 자료에 이러한 개인 접근할 수 있음을 승인합니다.	
본인은 본인의 개인 정보 [개인 서명]의 수집 목적과 처리 과정에 동의합니다. 본인은 이러한 정보가 법 또는 전문가의 의무에 의해 공개가 요구되지 않은 한 모든 해당 데이터 보호 법률에 따라 엄격하게 보관될 것을 이해하였습니다.	
본인은 누가 이 제공된 개인정보에 접근할 수 있고, 자료가 어떻게 보관되며, 상기 연구가 완료될 때에 어떠한 일이 발생하는지 이해하였습니다.	

본인은 기타 연구자들이 보거나 활용할 상기 자료로부터 윤리적으로 승인된 연구라 할지라도, 본인에 대한 기밀성이 유지될 것이라는 것을 이해하였습니다.	
본인은 연구목적으로 녹음된 오디오와 그 자료들이 연구에 어떻게 사용될 것인지 이해하였습니다.	
본인은 본인의 인터뷰에서 파생된 익명 발췌문 및 구두 인용문이 연구 간행물의 일부로 사용될 수 있다는 점을 이해하였습니다.	
본인은 상기 연구의 결과가 어떻게 작성되고 간행될 것인지 이해하였습니다.	
본인은 상기 연구의 참여에 동의합니다.	

_____	_____	_____

연구자 성명	일자	서명

_____	_____	_____

참여자 성명	일자	서명

참여자 역할

상기 연구에 참여해주셔서 감사합니다.

보관을 위해 본 동의서의 사본이 귀하께 제공될 예정입니다.

Appendix I – Research Integrity Certificate

Research and Innovation Services

This is to certify that

Seungmin Lee

has successfully completed

19/20 Research Integrity Training (Student)

on

07 November 2019

Appendix J - Conference Paper Arising from This Thesis

A paper arising from this thesis were presented at, and published in the proceedings of, the following conference:

Lee, S-M., Sanchez-Rodrigues, V., Mason, R. and Geng, R. 2022. How the landlord port model impacts corporate social responsibility policies: the case of Incheon Port Authority. *Proceedings of the International Association of Maritime Economists (IAME) Conference 2022*. Busan, Republic of Korea 14-16 September 2022.