

**CORPORATE SOCIAL RESPONSIBILITY: PERCEPTION AND
DISCLOSURE IN RESPONSE TO CSR AWARD WITH THE
MODERATING EFFECT OF FAMILY GROUP AFFILIATION
IN YEMEN**

NAHG ABDUL MAJID ALAWI HUSSEIN

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
December 2012**

**CORPORATE SOCIAL RESPONSIBILITY: PERCEPTION AND DISCLOSURE
IN RESPONSE TO CSR AWARD WITH THE MODERATING EFFECT OF
FAMILY GROUP AFFILIATION IN YEMEN**

By
NAHG ABDUL MAJID ALAWI HUSSEIN

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Degree of Doctor of Philosophy
December 2012

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia



PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

NAHG ABDULMAJID ALAWI HUSSEIN

calon untuk Ijazah

DOCTOR OF PHILOSOPHY

(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

CORPORATE SOCIAL RESPONSIBILITY: PERCEPTION AND DISCLOSURE IN RESPONSE TO CSR AWARD
WITH THE MODERATING EFFECT OF FAMILY GROUP AFFILIATION IN YEMEN

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada :

7 Ogos 2012.

That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:

7 August 2012.

Pengerusi Viva
(Chairman for Viva)

Prof. Dr. Kamil bin Md. Idris

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

Assoc. Prof. Dr. Azlan bin Amran

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

Dr. Hasnah binti Kamardin

Tandatangan
(Signature)

Tarikh: 7 August 2012
(Date)

Nama Pelajar
(Name of Student)

: Nahg Abdulmajid Alawi Hussein

Tajuk Tesis/Dissertation
(Title of the Thesis/ Dissertation)

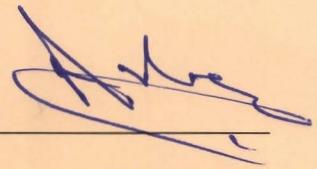
: **Corporate Social Responsibility: Perception and Disclosure in Response to CSR Award with the Moderating Effect of Family Group Affiliation in Yemen**

Program Pengajian
(Programme of Study)

: Doctor of Philosophy

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors)

: Assoc. Prof. Dr. Azhar bin Abdul Rahman



Tandatangan
(Signature)

DEDICATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(وَ اخْفِضْ لَهُمَا جَنَاحَ الْذُلِّ مِنَ
الرَّحْمَةِ وَ قُلْ رَبِّيْ ارْحَمْهُمَا كَمَا
رَبَّيَانِي صَغِيرًا)

To my parents

Haji Abdul Majid Alawi and Hajah Noor Abdul Rahman

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor, or in his absence, by the Dean Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make use of the materials in this thesis, in whole or in part, should be addressed to:

Dean

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 Sintok

Kedah, Malaysia.

ABSTRACT

In the recent years the Yemeni Government is increasingly calling companies to participate in the country's economic developments as their social responsibility. Driven by this measure, this study aims to give a picture of CSR perception and disclosure in Yemen and to contribute to the CSR literature by investigating the level of CSR perception and disclosure in the 73 most active shareholding companies registered in Yemen. The study also identified factors that influence the level of CSR perception and disclosure by considering the CSR Award and moderating effect of family group affiliation. A survey questionnaire was used to determine the level of CSR perception while content analysis procedures were used to measure the level of CSR disclosure made in annual reports, websites, and newspapers. The results indicate that while the CSR perception is high the CSR disclosure level is low. However, companies have increased the CSR disclosure in response to CSR Award announcement. The ordinary least squares regression (OLS) analysis results indicate that the level of CSR disclosure is associated with company's characteristics (size, industry type and profitability) and manager's characteristics (age, and working experience), while the level of CSR perception is associated with company's characteristics (size and industry type) and manager's characteristics (age, and working experience). Interestingly, the moderated multiple regression (MMR) analysis results reveal that family group affiliation has significant moderating effect on the relationships between company's characteristics, manager's characteristics and the level of CSR perception and disclosure. These findings can be used to further improve the CSR perception and disclosure amongst companies in Yemen with understanding the effect of family group affiliation and CSR Award. Also the findings may be useful to the policy makers in preparing regulations on CSR disclosure as well as to provide opportunities for more research in Yemen on the subject.

Keywords: Corporate Social Responsibility Disclosure, Yemen, Family Group Affiliation, CSR Award

ABSTRAK

Dalam tahun-tahun kebelakangan ini, kerajaan Yaman semakin memberi galakan kepada syarikat-syarikat untuk mengambil bahagian dalam perkembangan ekonomi di negara ini sebagai memenuhi tanggungjawab sosial mereka. Didorong oleh keputusan tersebut, kajian ini dilaksanakan untuk memberi gambaran tentang Tanggungjawab Korporat Sosial (seterusnya akan disebutkan sebagai singkatan CSR sahaja) dan pendedahannya di Yaman dan menyumbang kepada khazanah ilmu dalam CSR dengan cara meneliti tahap persepsi CSR dan pendedahannya dalam 73 buah syarikat pemegang saham berdaftar yang paling aktif di Yaman. Kajian ini juga mengenal pasti faktor-faktor yang mempengaruhi tahap persepsi CSR dan pendedahannya dengan mempertimbangkan Anugerah CSR dan kesan penyederhanaan penggabungan syarikat kumpulan keluarga. Satu soal selidik telah digunakan untuk menentukan tahap persepsi CSR manakala prosedur analisis kandungan telah digunakan untuk mengukur tahap pendedahan CSR yang dibuat dalam laporan tahunan, laman sesawang dan surat khabar. Keputusan menunjukkan bahawa semasa persepsi CSR berkeadaan tinggi, tahap pendedahan CSR adalah rendah. Walau bagaimanapun, syarikat-syarikat telah mempertingkat pendedahan CSR sebagai tindak balas kepada pengisytiharan Anugerah CSR. Keputusan analisis Regresi Kuasa Dua Terkecil (OLS) menunjukkan bahawa tahap CSR dihubungkaitkan dengan ciri-ciri syarikat (saiz, jenis dan keuntungan industri) dan perwatakan pengurus (umur, dan pengalaman bekerja), manakala tahap persepsi CSR dikaitkan dengan ciri-ciri syarikat (saiz dan jenis industri dan daya membuat keuntungan) dan perwatakan pengurus (umur, dan pengalaman kerja). Yang menariknya, keputusan analisis Regresi Berbilang Terubah (MMR) mendedahkan bahawa gabungan syarikat kumpulan keluarga mempunyai kesan kesederhanaan yang signifikan dalam hal hubungan antara ciri-ciri syarikat, perwatakan pengurus dan tahap persepsi dan pendedahan CSR. Penemuan ini boleh digunakan untuk meningkatkan lagi persepsi dan pendedahan CSR dalam kalangan syarikat-syarikat di Yaman dengan memahami kesan penggabungan syarikat kumpulan keluarga dan Anugerah CSR. Juga penemuan ini, mungkin berguna kepada pembuat dasar dalam menyediakan peraturan mengenai pendedahan CSR serta memberi peluang yang lebih banyak kepada penyelidikan di Yaman berhubung dengan tajuk penyelidikan yang dilaksanakan ini.

Kata Kunci: Pendedahan Tanggungjawab Korporat Sosial, Yaman, Gabungan Kumpulan Keluarga, Anugerah CSR

ACKNOWLEDGEMENTS

All Praise is due to Allah, the Lord of the worlds, prayers and peace be upon Mohammed His servant and Messenger, Glory be to You, we have no knowledge except what you have taught us.

This study is made possible by the encouragement, support and everlasting love of my family members, my parents and my parents in law, my wife Rasha, my sons Yusuf and Nawar, my brothers and sisters and my wonderful friends who are also my family.

I am very grateful to my supervisor, Dr. Azhar Abdul Rhaman for all the expert guidance and support. He was very friendly and considerate. He was always there with his smile when I need him. I am also thankful to my proposal defense examiner, Dr. Che Zuriana Muhammad Jamil for her enormous support and insightful comments which provided a good foundation from which many ideas included in this study were driven from.

I would sincerely like to thank Mr. Hamud Albukiti the director of Market and Consumer Research and Studies Center, Dr. A'ayad Antar, the general manager of commercial companies department at Ministry of Trade and Industry in Sa'nna and staff of Althawra newspaper library for their invaluable contribution and assistance in collecting the data of the study.

Also, I would like to thank the participants at the 2012 International Conference on Governance and Accountability (ICGA), Kuching - February 2012, and the 2011 international Conference and Postgraduate Colloquium, Kuala Lumpur - October 2010 for their invaluable feedback and comments at the final stage of this study.

Last but not least, I would like to thank schools and professors that have played a relevant role in my education: University of Utara Malaysia, Malaysia, Arab Academy for Banking and Financial Sciences, Egypt and Tishreen University, Syria.

TABLE OF CONTENTS

Page	
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	ii
DEDICATION	iv
PERMISSION TO USE	v
ABSTRACT (ENGLISH)	vi
ABSTRACT (BAHASA MALAYSIA)	vii
ACKNOWLEDGEMENTS	viii
TABLE OF CONTENTS	ix
LIST OF TABLES	xviii
LIST OF FIGURES	xxi
LIST OF ABBREVIATIONS	xxiii

CHAPTER ONE

INTRODUCTION OF THE RESEARCH

1.0 Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement and Research Questions	5
1.2.1 Problem Statement	5
1.2.2 Research Questions	9
1.3 Objectives of the Study	10
1.4 Significance of the Study	11
1.5 Organization of the Study	15

CHAPTER TWO

BACKGROUND ON YEMEN

2.0 Introduction	19
------------------	----

2.1 General Information	19
2.2 Economic Development	21
2.3 Financial Reporting Environment in Yemen	24
2.4 Issues Related to CSR Faced by Yemen	26
2.4.1 Poverty	26
2.4.2 Illiteracy	27
2.4.3 Unemployment	27
2.4.4 Child Labor	28
2.4.5 Qat	28
2.4.6 Environmental Issues	29
2.5 CSR Award in Yemen	30
2.6 Summary	32

CHAPTER THREE

LITERATURE REVIEW

3.0 Introduction	34
3.1 Definition and Conceptualization of CSR	34
3.2 Definition and Conceptualization of Perception	38
3.3 Objectives of the Social Responsibility Accounting	44
3.4 Theoretical Framework	45
3.4.1 Legitimacy Theory	45
3.4.2 Upper Echelons Theory	47
3.4.3 Agency Theory	49
3.4.4 Stakeholder Theory	51
3.5 Relevant Literature on Corporate Social Responsibility	56
3.5.1 Prior Studies on CSR Disclosure	56

3.5.2 Prior Studies on CSR Perception	70
3.6 Summary	79

CHAPTER FOUR

RESEARCH METHODOLOGY

4.0 Introduction	80
4.1 Study Framework	80
4.2 Hypotheses Development	82
4.2.1 Company Size	84
4.2.1.1 Company Size and Corporate Social Responsibility	84
Disclosure	
4.2.1.2 Company Size and Managers' Perceptions of Corporate Social Responsibility	85
4.2.2 Industry Type	87
4.2.2.1 Industry Type and Corporate Social Responsibility	87
Disclosure	
4.2.2.2 Industry Type and Managers' Perceptions of Corporate Social Responsibility	88
4.2.3 Profitability	90
4.2.3.1 Profitability and Corporate Social Responsibility Disclosure	90
4.2.3.2 Profitability and Managers' Perceptions of Corporate Social Responsibility	91
4.2.4 Foreign Share Ownership	92
4.2.4.1 Foreign Share Ownership and Corporate Social Responsibility Disclosure	92

4.2.4.2 Foreign Share Ownership and Managers' Perceptions of Corporate Social Responsibility	93
4.2.5 Age	94
4.2.5.1 Age and Corporate Social Responsibility Disclosure	94
4.2.5.2 Age and Managers' Perceptions of Corporate Social Responsibility	95
4.2.6 Education Level	97
4.2.6.1 Education Level and Corporate Social Responsibility Disclosure	97
4.2.6.2 Education Level and Managers' Perceptions of Corporate Social Responsibility	98
4.2.7 Working Experience	99
4.2.7.1 Working Experience and Corporate Social Responsibility Disclosure	99
4.2.7.2 Working Experience and Managers' Perceptions of Corporate Social Responsibility	100
4.2.8 Job Tenure	102
4.2.8.1 Job Tenure and Corporate Social Responsibility Disclosure	102
4.2.8.2 Job Tenure and Managers' Perceptions of Corporate Social Responsibility	103
4.2.9 CSR Award	104
4.2.10 Manager's CSR Perception and CSR Disclosure	105
4.2.11 Moderating Variable	106
4.2.11.1 Family Group Affiliation	106

4.3 Population and Sample of the Study	110
4.4 Measurement	112
4.4.1 Measurement of Dependent Variables	112
4.4.1.1 Corporate Social Responsibility Disclosure	112
4.4.1.2 Managers' Perceptions of Corporate Social Responsibility	115
4.4.2 Measurement of Independent Variables	117
4.4.2.1 Company Size	117
4.4.2.2 Industry Type	118
4.4.2.3 Profitability	118
4.4.2.4 Foreign Share Ownership	119
4.4.2.5 Age	119
4.4.2.6 Education Level	119
4.4.2.7 Working Experience	119
4.4.2.8 Job Tenure	120
4.4.3 Measurement of Moderating Variables	120
4.4.3.1 Family Group Affiliation	120
4.5 Data Collection	122
4.5.1 Content Analysis	123
4.5.1.1 Content Analysis of Annual Reports	124
4.5.1.2 Content Analysis of Web Sites	124
4.5.1.3 Content Analysis of Newspapers	125
4.5.2 Questionnaire Survey	125
4.5.2.1 Administration of Questionnaires	126
4.5.2.2 Design of the Questionnaire	127
4.5.2.3 Pilot Test	129

4.5.2.4 Reliability and Validity of the Instrument	129
4.6 Data Analysis	130
4.6.1 Descriptive Statistics	130
4.6.2 Regression Analysis (Multivariate analysis)	131
4.6.2.1 Ordinary Least Squares Regression	131
4.6.2.2 Moderated Multiple Regression	132
4.6.3 Regression Analysis (Univariate analysis)	135
4.6.4 Paired T – Test	135
4.7 Summary	135

CHAPTER FIVE

RESULTS OF CSR DISCLOSURE IN YEMEN

5.0 Introduction	137
5.1 Descriptive Statistics on CSR Disclosure	138
5.1.1 The Level and Trend of Social Responsibility Disclosure	138
5.1.2 The Level and Trend of Social Responsibility Disclosure in the Different Media	140
5.1.3 The Level and Trend of Social Responsibility Disclosure Categories	143
5.1.4 Descriptive Statistics of Social Responsibility Disclosure Items	146
5.1.4.1 Human Resource	146
5.1.4.2 Community Involvement Information	149
5.1.4.3 Product and Service	152
5.1.4.4 Environmental Information	154
5.2 Descriptive Statistics on Independent Variables	156
5.3 Bivariate Analysis	157

5.3.1 Continuous Independent Variables	157
5.3.2 Categorical Independent Variables and Moderating Variable	159
5.4 Multivariate Regression Analysis	160
5.4.1 Regression Assumptions	161
5.4.1.1 Linearity	161
5.4.1.2 Normality	161
5.4.1.3 Multicollinearity	162
5.4.2 Ordinary Least Squares Regression (OLS)	166
5.4.2.1 Discussion of Result of OLS Regression Analysis	167
5.4.3 Generalized Least Squares Regression (GLS)	170
5.4.4 Moderated Multiple Regression (MMR)	172
5.4.4.1 Discussion of the Result of MM Regression Analysis	176
5.5 Paired T-Test	180
5.6 Summary	181

CHAPTER SIX

RESULTS OF CSR PERCEPTION IN YEMEN

6.0 Introduction	184
6.1 Sample of the Study	184
6.2 Profile of the Respondents	185
6.2.1 Distribution of Respondents by Position	185
6.2.2 Distribution of Respondents by Age	186
6.2.3 Distribution of Respondents by Education Level	187
6.2.4 Distribution of Respondents by Work Experience	187
6.2.5 Distribution of Respondents by Job Tenure	188
6.3 Descriptive Statistics on Managers' CSR Perception	188

6.3.1 Arguments Supporting Corporate Social Responsibility	189
6.3.2 Arguments Against Corporate Social Responsibility	192
6.4 Multivariate Regression Analysis	195
6.4.1 Regression Assumptions	195
6.4.1.1 Linearity	195
6.4.1.2 Normality	196
6.4.1.3 Multicollinearity	197
6.4.2 Ordinary Least Squares Regression (OLS)	199
6.4.2.1 Discussion of Result of OLS Regression Analysis	200
6.4.3 Moderated Multiple Regression (MMR)	202
6.4.3.1 Discussion of Result of MM Regression Analysis	206
6.5 Summary	209

CHAPTER SEVEN

RESULTS OF THE RELATIONSHIP BETWEEN CSR PERCEPTION AND CSR DISCLOSURE

7.0 Introduction	211
7.1 Descriptive Statistics on CEOs' CSR Perception	212
7.1.1 Arguments Supporting Corporate Social Responsibility	212
7.1.2 Arguments Against Corporate Social Responsibility	215
7.2 Univariate Regression Analysis	218
7.3 Summary	220

CHAPTER EIGHT

DISCUSSION AND CONCLUSION

8.0 Introduction	221
8.1 Overview of the Study	221

8.2 Discussion on Findings	222
8.2.1 Discussion on Corporate Social Responsibility Disclosure	222
8.2.1.1 The Level of Corporate Social Responsibility Disclosure in Yemen	223
8.2.1.2 The Association between Company's and Manager's Characteristic with the Level of Corporate Social Responsibility Disclosure	225
8.2.2 Discussion on Managers' Corporate Social Responsibility Perceptions	230
8.2.2.1 The Level of Managers' Corporate Social Responsibility Perceptions in Yemen	231
8.2.2.2 The Association between Company's and Manager's Characteristics with the Level of Corporate Social Responsibility Perceptions	232
8.2.3 Discussion on CSR Award	238
8.2.4 Discussion on the Moderating Effect of Family Group Affiliation	239
8.2.5 Discussion on the Relationship between CSR Perceptions and CSR Disclosure	242
8.3 Implications of the Study	243
8.3.1 Theoretical Implications	243
8.3.2 Empirical Implications	245
8.3.3 Practical Implications	246
8.4 Limitations of the Study	248
8.5 Future Research	250

8.6 Conclusion and Recommendations	251
REFERENCES	254
APPENDICES	273

LIST OF TABLES

Table	Description	Page
Table 3.1	List of CSR Definitions by Various Scholars	35
Table 4.1	Distribution of Companies Base on the Industry Type	111
Table 4.2	Distribution of Companies Base on the Family Group	112
	Affiliation	
Table 4.3	Summary of Dependent and Independent Variables and Source of Information	121
Table 5.1	Descriptive Statistics of Social Responsibility Disclosure Level	139
Table 5.2	Descriptive Statistics Social Responsibility Disclosures in the Different Media	142
Table 5.3	Descriptive Statistics of Categories of Social Responsibility Disclosure	145
Table 5.4	Descriptive of Human Resource Information	148
Table 5.5	Descriptive of Community Involvement Information	151
Table 5.6	Descriptive of Product and Service Information	153
Table 5.7	Descriptive of Environmental Information	155
Table 5.8	Descriptive Analysis of Independent Variables	157
Table 5.9	Correlation Coefficients between CSR Disclosure and Continuous Independent Variables	159
Table 5.10	T-Test and Mann Whitney Test between CSR Disclosure and	160

	the Industry Type and Family Group Affiliation Variable	
Table 5.11	Skewness and Kurtosis Tests for Normality	162
Table 5.12	VIF Test Results	163
Table 5.13	Pearson Correlation	165
Table 5.14	Spearman Correlation	165
Table 5.15	Result of OLS Regression Analysis	167
Table 5.16	Result of GLS Regression Analysis	171
Table 5.17	Result of MM Regression Analysis	175
Table 5.18	Result of Paired T-Test	181
Table 5.19	Summary of Hypotheses	182
Table 5.20	Summary of Moderating Hypotheses	183
Table 6.1	Distribution of Respondents by Position	185
Table 6.2	Distribution of Respondents by Age	186
Table 6.3	Distribution of Respondents by Education Level	187
Table 6.4	Distribution of Respondents by Work Experience	187
Table 6.5	Distribution of Respondents by Job Tenure	188
Table 6.6	Distribution of Responses from Managers towards Statements	190
	Supporting CSR	
Table 6.7	Distribution of Responses from Managers towards Statements	193
	Against CSR	
Table 6.8	Skewness and Kurtosis Tests for Normality.	196
Table 6.9	VIF Test Results	197
Table 6.10	Pearson Correlation	198
Table 6.11	Spearman Correlation	198
Table 6.12	Result of OLS Regression Analysis	199

Table 6.13	Result of MM Regression Analysis	205
Table 6.14	Summary of Hypotheses	209
Table 6.15	Summary of Moderating Hypotheses	210
Table 7.1	Distribution of Responses from CEOs towards Statements Supporting CSR	214
Table 7.2	Distribution of Responses from CEOs towards Statements Against CSR	216
Table 7.3	Result of Univariate Regression Analysis	219
Table 7.4	Summary of Hypotheses	220

LIST OF FIGURES

Figure	Description	Page
Figure 1.1	Thesis Flow Diagram	18
Figure 2.1	Map of Yemen	21
Figure 2.2	GDP per Capita - Yemen Compared to Region	23
Figure 3.1	Carroll Pyramid of CSR	37
Figure 3.2	An Upper Echelon Perspective of Organizations	48
Figure 4.1	Research Framework	81
Figure 4.2	Four-Circle Model of Family Business	107
Figure 5.1	Level of CSR Disclosure	139
Figure 5.2	Trend of CSR Disclosure	140
Figure 5.3	Social Responsibility Disclosures in the Different Media	143
Figure 5.4	Social Responsibility Disclosures Categories	146
Figure 5.5	Level and Trend of Human Resource Information	149
Figure 5.6	Level and Trend of Community Involvement Information	150
Figure 5.7	Level and Trend of Product and Service Information	152
Figure 5.8	Level and Trend of Environmental Information	156
Figure 5.9	The Relationship between Company Size and CSR Disclosure with Family Group Affiliation as a Moderator	177
Figure 5.10	The Relationship between Profitability and CSR Disclosure	178

with Family Group Affiliation as a Moderator	
Figure 5.11 The Relationship between Foreign Ownership and CSR	179
Disclosure with Family Group Affiliation as a Moderator	
Figure 5.12 The Relationship between Managers' Age and CSR Disclosure	180
with Family Group Affiliation as a Moderator	
Figure 6.1 The Relationship between Managers' Age and Their CSR	207
Perception with Family Group Affiliation as a Moderator	
Figure 6.2 The Relationship between Managers' Level of Education and	208
Their CSR Perception with Family Group Affiliation as a	
Moderator	
Figure 6.3 The Relationship between Managers' Working Experience and	208
Their CSR Perception with Family Group Affiliation as a	
Moderator	

LIST OF ABBREVIATIONS

ACCA	Association of Chartered Certified Accountants
BSR	Business for Social Responsibility
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
GLS	Generalized Least Squares Regression
IAs	International Accounting Standards
IMF	The International Monetary Fund
LDCs	Least Developed Countries
MMR	Moderating Multiple Regression
NACRA	National Annual Corporate Report Awards
NGOs	Non-Governmental Organisations
OLS	Ordinary Least Squares
SPSS	Statistical Package for the Social Science
ROE	Return on Equity
WBCSD	World Business Council for Sustainable Development
YR	Yemeni Rial

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the introduction and background of the study. The section 1.1 discusses the general background of the study. Section 1.2 explains the problem statement and also presents research questions; the section 1.3 describes the research objectives. Subsequently, section 1.4 explains the significance of the study, and finally, the section 1.5 illustrates the organization of the current study.

1.1 Background of the Study

Since the early seventies, there has been an increase in the public awareness in terms of the role of corporations towards their employees and the society. In 1979, the American Accounting Association Committee on Standards for External Financial Reports gave a new definition of accounting. According to this definition, the objective of accounting was re-determined, in order to provide information, which is potentially useful for making economic decisions and which, if provided will enhance social welfare. This increasing demand for corporations to be socially responsible has drawn corporate attention to the provision of non-financial information, in addition to financial information. Such information includes employee, product and environmental information, which are disclosed within corporate annual reports or stand-alone reports.

The state, civil society and the business sector are the key players, responsible for achieving the goal of sustainable development. However, while governments have

The contents of
the thesis is for
internal user
only

REFERENCES

Abbott, W. F., & Monsen, R. J. (1979). On the measurement of corporate social responsibility: Self-reported disclosures as a method of measuring corporate social involvement. *Academy of Management Journal*, 23(3), 501-515.

Abdul Rashid M. Zabid. (1989). The influence of socio-cultural factors on perceived unethical practices. *Malaysian Management Review*, 24(3), 47-53.

Abdul Rashid M. Zabid & Ibrahim Saadiatul.(2002). Executive and management attitudes towards corporate social responsibility in Malaysia, *Corporate Governance*, 2(4), 10-16.

Aboody, D., & Lev, B. (1998). The value relevance of intangibles: the case of software capitalization. *Journal of Accounting Research*, 36, 161-191.

Abu Baker, N., & Naser, K. (2000). Empirical evidence on corporate social disclosure (CSD) practices in Jordan. *International Journal of Commerce and Management*, 10(3/4), 18-34.

Adams, C. A. (2002). Internal organisational factors influencing corporate social and ethical reporting: beyond current theorising. *Accounting, Auditing & Accountability Journal*, 15(2), 223-250.

Adams, C. A., Hill, W. Y., & Roberts, C. B. (1998). Corporate social reporting practices in western Europe: legitimating corporate behaviour. *The British Accounting Review*, 30(1), 1-21.

Adams C. A., Frost, G., Webber, W. (2004). The triple bottom line: A review of literature. In: A Hendriques, J Richardson (Eds.): *The Triple Bottom Line: Does It All Add Up?* London: Earthscan. 17-25.

Aerts, W., Cormier, D., & Gordon, I. M. (2006). Performance disclosure on the web, an exploration of the impact of managers' perceptions of stakeholder concerns. *The International Journal of Digital Accounting Research*, 6(12), 159-194.

Agle, B. R., Mitchell, R. K., & Sonnenfeld, J. A. (1999). Who matters to CEOs? An investigation of stakeholder attributes and salience, corporate performance, and CEO values. *Academy of Management Journal*, 42(1), 507-525.

Aguinis, H. (1995). Statistical power with moderated multiple regression in management research. *Journal of Management*, 21(6), 1141-1158.

Aguinis, H. (2004). *Regression Analysis for categorical moderators*, New York: The Gilford Press.

Aiken, L. S. & West, S. G. (1991). *Multiple Regression: Testing and Interpreting Interacting*, Newbury Park, CA: Sage.

Aldag, J.A. & Jackson, D.W. (1984). Measurement and correlates of social attitudes. *Journal of Business Ethics*, 3(2), 143-51.

Alhidabi, D. & Muslim, B. (2007). Success factors with the Yemeni family businesses: The availability from the standpoint of leadership. Paper presented at family companies conference. Sana'a , Yemen.

Al-Khadash.H. (2004). The accounting disclosure of social and environmental activities a comparative study for the industrial Jordanian shareholding companies. *Abhath Al Yarmook Journal*, 20(1), 21-39.

Al-Khater, K., & Naser, K. (2003). Users' perceptions of corporate social responsibility and accountability: evidence from an emerging economy. *Managerial Auditing Journal*, 18(6/7), 538-548.

Allen, M. P. & Panian, S. K. (1982). Power, performance, and succession in the large corporation. *Administrative Science Quarterly*, 27(4), 538-547.

Alsaeed, K. (2006). The association between firm-specific characteristics and disclosure: the case of Saudi Arabia. *Managerial Auditing Journal*, 21(5), 476-496.

Al-Shammari, B. (2008). Voluntary disclosure in Kuwait corporate annual reports. *Review of Business Research*, 1(1), 10-30.

Althawra Daily, Thursday. October 2008 NO (16059).

Amran, A., & Devi, S. S. (2008). The impact of government and foreign affiliate influence on corporate social reporting: The case of Malaysia. *Managerial Auditing Journal*, 23(4), 386-404.

Amran, A., & Haniffa, R. (2011). Evidence in development of sustainability reporting: a case of a developing country. *Business Strategy and the Environment*, 20(3), 141-156.

Anderson, R. C., Mansi, S. A., & Reeb, D. M. (2003). Founding family ownership and the agency cost of debt. *Journal of financial Economics*, 68(2), 263-285.

Anderson, R. C. & Reeb, D. M. (2003). Founding family ownership and firm performance: Evidence from the S&P 500. *Journal of finance*, 58(3), 1301-1328.

Andrew, B., Gul, F., Guthrie, J., & Teoh, H. (1989). A note on corporate social disclosure practices in developing countries: the case of Malaysia and Singapore. *The British Accounting Review*, 21(4), 371-376.

Arlow, P. (1991). Personal characteristics in college students' evaluations of business. *Journal of Business Ethics*, 10(1), 63-9.

Aronoff, C. (2004). Self-perpetuation family organization built on values: Necessary condition for long term family business survival. *Family Business Review*, 17(1), 55-59.

Aupperle, K. E., Carroll, A. B., & Hatfield, J. D. (1985). An empirical examination of the relationship between corporate social responsibility and profitability. *Academy of Management Journal*, 28(2), 446-463.

Beattie, V., & Jones, M. J. (2001). A six-country comparison of the use of graphs in annual reports. *The International Journal of Accounting*, 36(2), 195-222.

Barako, D. G., & Brown, A. M. (2008). Corporate social reporting and board representation: evidence from the Kenyan banking sector. *Journal of Management and Governance*, 12(4), 309-324.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.

Basu, K., & Palazzo, G. (2008). Corporate social responsibility: A process model of sensemaking. *Academy of Management Review*, 33(1), 122-136.

Batten, J., Hettihewa, S., & Mellor, R. (1999). Factors affecting ethical management: comparing a developed and a developing economy. *Journal of Business Ethics*, 19(1), 51-59.

Belal, A. R. (2000). Environmental reporting in developing countries: empirical evidence from Bangladesh. *Eco-Management and Auditing*, 7(3), 114-21.

Belal, A. R. (2001). A study of corporate social disclosures in Bangladesh. *Managerial Auditing Journal*, 16(5), 274-289.

Belal, A. R., & Owen, D. L. (2007). The views of corporate managers on the current state of, and future prospects for, social reporting in Bangladesh: An engagement-based study. *Accounting, Auditing & Accountability Journal*, 20(3), 472-494.

Berdie, D. R. (1973). Questionnaire Length and Response Rate. *Journal of Applied Psychology*, 58(2), 278-280.

Biondi, V., Frey, M., & F. Iraldo. (2000). Environmental management systems and SMEs. *Greener Management International*, 29(Spring 2000), 55-70.

Block, J. (2010). Family management, family ownership, and downsizing: evidence from S&P 500 firms. *Family Business Review*, 23(2), 1-22.

Bowman, E. H., & Haire, M. (1976). Social impact disclosure and corporate annual reports. *Accounting, Organizations and Society*, 1(1), 11-21.

Brammer, S., & Pavelin, S. (2004). Voluntary social disclosures by large UK companies. *Business Ethics. A European Review*, 13(2 3), 86-99.

Branco, M. C., & Rodrigues, L. L. (2008). Factors influencing social responsibility disclosure by Portuguese companies. *Journal of Business Ethics*, 83(4), 685-701.

Brislin, R. W. (1970). Back-Translation for Cross-Cultural Research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216.

Brock, D. M., Yaffe, T., & Dembovsky, M. (2006). International Diversification and Performance: A Study of Global Law Firms. *Journal of International Management*, 12(4), 473-489.

Brockmann, E. N., & Simmonds, O. G. (1997). Strategic decision making: The influence of CEO experience and use of tacit knowledge. *Journal of Managerial Issues*, 9(4), 454-468.

Buhr, N. (1998). Environmental performance, legislation and annual report disclosure: the case of acid rain and falconbridge. *Accounting, Auditing & Accountability Journal*, 11(2), 163-190.

Burns, A., & Bush, R. (2000). *Marketing Research*, New Jersey: Prentice Hall International.

Business for Social Responsibility (2006) Business Brief: Intangibles and CSR, available online: www.bsr.org.

Carpenter, M. A. (2000). The price of change: The role of CEO compensation in strategic variation and deviation from industry strategy norms. *Journal of Management*, 26(6), 1179-1198.

Che Zuriana, M.J., Kasumalinda, A., and Rapiyah, M. (2002). Corporate social responsibility disclosure in the annual reports of Malaysian companies a longitudinal study. *Social and Environmental Accounting Journal*, 22(2), 5-9.

Child, J. (1972). Organizational structure, environment and performance: The role of strategic choice. *Sociology*, 6(1), 1-22.

Choi, F. D., Forst C., & Meek G. (2002). *International Accounting*, (4th ed.), Prentice Hall.

Choi, J. S. (1999). An investigation of the initial voluntary environmental disclosures made in Korean semi-annual financial reports. *Pacific Accounting Review*, 11(1), 73-102.

Chow, C. W., & Wong-Boren, A. (1987). Voluntary financial disclosure by Mexican corporations. *Accounting Review*, 62(3), 533-541.

Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23, 19-40.

Chung, C. (2001). Markets, culture and institutions: the emergence of large business groups in Taiwan, 1950s-1970s. *Journal of Management Studies*, 38(5), 719-745.

CIA (2010) The World Fact Book [Online]. Available from <https://www.cia.gov/library/publications/the-world-factbook/geos/ym.html>

Claessens, S., Djankov, S., & Lang, L. H. P. (2000). The separation of ownership and control in East Asian corporations. *Journal of financial Economics*, 58(1), 81-112.

Coakes, S. J. & Steed, L. G. (2003). *SPSS Analysis without Anguish*, Version 11.0 for Windows. Milton: Wiley.

Cohen, J. & Cohen, P. (1983). *Applied multiple regression/correlational analysis for the behavioral sciences* (2nded.). Hillsdale, NJ: Erlbaum.

Cooke, T. E. (1989). Disclosure in the corporate annual reports of Swedish companies. *Accounting and Business Research*, 19(74), 113-124.

Cooke, T. E. (1992). The impact of size, stock market listing and industry type on disclosure in the annual reports of Japanese listed corporations. *Accounting and Business Research*, 22 (87), 229-237.

Coopers,& Lybrand Consultants. (1991). *Environmental Management Practices: A Survey of Major Australian Organisations*, Sydney, Coopers& Lybrand.

Coopers,& Lybrand Consultants. (1992). *Environmental Management Practices: A Survey of Major Australian Organisations*, Sydney, Coopers& Lybrand.

Coopers,& Lybrand Consultants. (1993a). *Environmental Management Practices: A Survey of Major Australian Organisations*, Sydney, Coopers& Lybrand.

Cooper, D. R., & Schindler, P. S. (2001). *Business research method*. New York: McGraw.Hill.

Cormier, D., & Gordon, I. M. (2001).An examination of social and environmental reporting strategies. *Accounting, Auditing & Accountability Journal*, 14(5), 587-616.

Cormier, D., Gordon, I. M., & Magnan, M. (2004). Corporate environmental disclosure: contrasting management's perceptions with reality. *Journal of Business Ethics*, 49(2), 143-165.

Cormier, D., Magnan, M., & Velthoven, B. (2005). Environmental disclosure quality in large German companies: economic incentives, public pressures or institutional conditions? *European Accounting Review*, 14(1), 3-39.

Cowen, S. S., Ferreri, L. B., & Parker, L. D. (1987). The impact of corporate characteristics on social responsibility disclosure: a typology and frequency-based analysis. *Accounting, Organizations and Society*, 12(2), 111-122.

Craswell, A., & Taylor, S. (1992). Discretionary Disclosure of Reserves by Oil and Gas Companies: An Economic Analysis. *Journal of Business Finance and Accounting*, 19(2), 295-308.

Craven, B., & Marston, C. (1999).Financial reporting on the internet by leading UK companies. *European Accounting Review*, 8(2), 321-333.

Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm*: Wiley-Blackwell.

D'Aquila, J. M. (1998). Is the control environment related to financial reporting decisions? *Managerial Auditing Journal*, 13(8), 472-478.

D'Aquila, J. M. (2001). Financial accountants' perceptions of management's ethical standards. *Journal of Business Ethics*, 31(3), 233-244.

Davis, D. (2000). *Business research for decision making*. (5thed.). Pacific Grove.

Davis, K. (1973). The case for and against business assumption of social responsibilities. *Academy of Management Journal*, 16(2), 312-322.

Dawson, L. M. (1997). Ethical differences between men and women in the sales profession. *Journal of Business Ethics*, 16(11), 1143-1152.

Deegan, C., & Gordon, B. (1996). A study of the environmental disclosure practices of Australian corporations. *Accounting and Business Research*, 26(3), 187-199.

Deegan, C., & Rankin, M. (1996). Do Australian companies report environmental news objectively? An analysis of environmental disclosures by firms prosecuted successfully by the environmental protection authority. *Accounting, Auditing & Accountability Journal*, 9(2), 50-67.

Deegan, C., & Rankin, M. (1999). The environmental reporting expectations gap: Australian evidence. *The British Accounting Review*, 31(3), 313-346.

Deegan, C., Rankin, M., & Tobin, J. (2002). An examination of the corporate social and environmental disclosures of BHP from 1983-1997; A test of legitimacy theory. *Accounting, Auditing & Accountability Journal*, 15 (3), 312-343.

De George, RT (1999). *Business Ethics*, 5th edn, Prentice Hall, New Jersey.

Deniz, M. C. D., & Suárez, M. K. C. (2005). Corporate social responsibility and family business in Spain. *Journal of Business Ethics*, 56(1), 27-41.

Deshpande, S. P. (1997). Managers' perception of proper ethical conduct: The effect of sex, age, and level of education. *Journal of Business Ethics*, 16(1), 79-85.

de Vaus, D. A. (1993). *Survey in Social Research*, (3rd ed.), London: UCL Press.

Dierkes, M., & Antal, A. B. (1985). The usefulness and use of social reporting information. *Accounting, Organizations and Society*, 10(1), 29-34.

DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-160.

Dincer, C., & Dincer, B. (2010). An investigation of Turkish small and medium-sized enterprises online CSR communication. *Social Responsibility Journal*, 6(2), 197-207.

Douglas, A., Doris, J., & Johnson, B. (2004). Corporate social reporting in Irish financial institutions. *The TQM Magazine*, 16(6), 387-395.

Dowling, J., & Pfeffer, J. (1975). Organizational legitimacy: Social values and organizational behavior. *Pacific Sociological Review*, 18(1), 122-136.

Dusuki, A. W., & Maimunah, T. Y. (2008). The pyramid of corporate social responsibility model: empirical evidence from Malaysian stakeholder perspectives. *Malaysian Accounting Review*, 7(2), 29-54.

Dyer Jr, W. G., & Whetten, D. A. (2006). Family firms and social responsibility: Preliminary evidence from the S&P 500. *Entrepreneurship Theory and Practice*, 30(6), 785-802.

Eisenhardt, K. (1989). Agency Theory: An assessment and Review. *Academy of Management Review*, 14(1), 57-74.

Elanain, H. (2003). Staff perceptions of service quality in Egyptian commercial banks: An internal and external perspective. (Doctoral dissertation, Loughborough University, 2003).

Elias, R. Z. (2004). An examination of business students' perception of corporate social responsibilities before and after bankruptcies. *Journal of Business Ethics*, 52(3), 267-281.

Ernst & Ernst (1978). *Social Responsibility Disclosure*, (1978). Survey, Ernst & Ernst, Cleveland, Ohio.

Farook, S., Hassan, M. K., & Lanis, R. (2011). Determinants of corporate social responsibility disclosure: the case of Islamic banks. *Journal of Islamic Accounting and Business Research*, 2(2), 114-141.

Fekrat, M. A., Inclan C., & Petroni, D. (1996). Corporate environmental disclosures: Competitive disclosure hypothesis using 1991 annual report data. *International Journal of Accounting*, 31 (2), 175-195.

Fineman, S., & Clarke, K. (1996). Green stakeholders: industry interpretations and response. *Journal of Management Studies*, 33(6), 715-730.

Firth, M. (1979). The impact of size, stock market listing, and auditors on voluntary disclosure in corporate annual reports. *Accounting and Business Research*, 9(36), 273-280.

Foo, S. L., & Tan, M. S. (1988). A comparative study of social responsibility reporting in Malaysia and Singapore. *Singapore Accountant*, 4(8), 12-15.

Ford, R., & McLaughlin, F. (1984). Perceptions of socially responsible activities and attitudes: a comparison of business school deans and corporate chief executives. *Academy of Management Journal*, 27(3), 666-674.

Forte, A. (2004). Antecedents of managers moral reasoning. *Journal of Business Ethics*, 51(4), 315-347.

Fredrickson, J. W. (1985). Effects of decision motive and organizational performance level on strategic decision processes. *Academy of Management Journal*, 18(4), 821-843.

Freedman, M., & Stagliano, A. J. (1992). European unification, accounting harmonization, and social disclosures. *International Journal of Accounting*, 27(2), 112-122.

Frost, G., Jones, S., Loftus, J., & Laan, S. (2005). A survey of sustainability reporting practices of Australian reporting entities. *Australian Accounting Review*, 15(35), 89-96.

Gadenne, D. L., Kennedy, J., & McKeiver, C. (2009). An empirical study of environmental awareness and practices in SMEs. *Journal of Business Ethics*, 84(1), 45-63.

Gallo, M. (2004). The family business and its social responsibilities. *Family Business Review*, 17(2), 135-149.

Gamble, G. O., Kathy Hsu, & Cynthia, D. Tollerson (1996). Environmental disclosures in annual reports: An international perspective. *International Journal of Accounting*, 31 (3), 293-331.

Gamerschlag, R., Möller, K., & Verbeeten, F. (2011). Determinants of voluntary CSR disclosure: empirical evidence from Germany. *Review of Managerial Science*, 5(2), 233-262.

Gao, S., Saeed.H.,& Xiao J. (2005). Determinants of corporate social and environmental reporting in Hong Kong: a research note. *Accounting Forum*, 29(2), 233-242.

Gerrans, P., & Hutchinson, B. (2000). Sustainable development and small to medium-sized enterprises: a long way to go. *Small and medium-sized enterprises and the environment: Business imperatives*, 75-81.

Ghazali, N. A. M. (2007). Ownership structure and corporate social responsibility disclosure: some Malaysian evidence. *Corporate Governance*, 7(3), 251-266.

Gibson, J. J. (1966). *The senses considered as perceptual systems*. Houghton Mifflin, Boston.

Godos-Díez, J. L., Fernández-Gago, R., & Martínez-Campillo, A. (2011). How important are CEOs to CSR practices? An analysis of the mediating effect of the perceived role of ethics and social responsibility. *Journal of Business Ethics*, 98(4), 531-548.

Goll, I., & Rasheed, A. A. (2004). The moderating effect of environmental munificence and dynamism on the relationship between discretionary social responsibility and firm performance. *Journal of Business Ethics*, 49(1), 41-54.

Gray, S. (1988). Towards a theory of cultural influence on the development of accounting systems internationally. *Abacus*, 24(1), 1-15.

Gray, R., Kouhy, R., & Lavers, S. (1995a). Corporate social and environmental reporting: A review of the literature and a longitudinal study of UK disclosure. *Accounting, Auditing, & Accountability Journal*, 8(2), 47-77.

Gray, R., Kouhy, R., & Lavers, S. (1995b). Constructing a research database of social and environmental reporting by UK companies. *Accounting, Auditing & Accountability Journal*, 8(2), 78-101.

Gray, R., Owen, D., & Adams, C. (1996). *Accounting & accountability: changes and challenges in corporate social and environmental reporting*: Prentice Hall London.

Gray, R., Javad, M., Power, D. M., & Sinclair, C. D. (2001). Social and environmental disclosure and corporate characteristics: a research note and extension. *Journal of Business Finance & Accounting*, 28(3 4), 327-356.

Gregory, R. L. (1970). *The intelligent eye*. Weidenfeld and Nicholson, London.

Gujarati, D. (2003). *Basic Econometrics*, (4th ed.), London: McGraw-Hill.

Gunawan, J. (2010). Perception of important information in corporate social disclosures: evidence from Indonesia. *Social Responsibility Journal*, 6(1), 62-71.

Guo, J., Sun, L., & Li, X. (2009). Corporate social responsibility assessment of Chinese corporations. *International Journal of Business and Management*, 4(4), 54.

Guthrie, J. E., & Parker, L.D. (1990). Corporate social disclosure practice: A comparative international analysis. *Advances in Public Interest Accounting*, 3(2), 159-176.

Guthrie, J., Petty, R., Yongvanick, K., & Ricceri, F. (2004). Using content analysis as a research method to inquire into intellectual capital reporting. *Journal of Intellectual Capital*, 5(2), 282-293.

Hackston, D., & Milne, M. J. (1996). Some determinants of social and environmental disclosures in New Zealand companies. *Accounting, Auditing & Accountability Journal*, 9(1), 77-108.

Hage, J. (1980). *Theories in Organizations: Form, Process and Transformation*, New York, NY: John Wiley & Sons.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th ed.). New Jersey: Prentice-Hall International Inc.

Hair, J. F., Black, W., Babin, B., Anderson, R., & Tatham, R. (2006). *Multivariate data Analysis*, 6th ed. Pearson Prentice Hall, Upper Saddle River, New Jersey.

Hall, E. (1976). *Beyond Culture*, New York: Anchor Books, Doubleday Garden City.

Hambrick, D. C., & Mason, P.A. (1984). Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review* 9(2), 193-206.

Hambrick, D. C. (2007). Upper echelons theory: An update. *Academy of management review*, 32(2), 334-343.

Hamid, F. Z. A. (2004). Corporate social disclosure by banks and finance companies: Malaysia evidence. *Corporate ownership and control*, 1(4), 118-131.

Hamid, F. Z. A., & Atan, R. (2011). Corporate social responsibility by the Malaysian telecommunication firms. *International Journal of Business and Social Science*, 2(5), 198-208.

Haniffa, R. M. & Cooke, T. E. (2002). Culture, corporate governance and disclosure in Malaysian corporations, *Abacus*, 38(3), 317-349.

Haniffa, R. M & Cooke, T. E. (2005). The impact of culture and governance on corporate social reporting. *Journal of Accounting and Public Policy*, 24(5), 391-430.

Haron, H., Ismail, I. & Yahya, S. (2007). *Factors influencing corporate social disclosure practices in Malaysia*. corporate social responsibility: Our first look, Malaysian Institute of Integrity, Kuala Lumpur.

Harris, J. (1990). Ethical values of individuals at different levels in the organisational hierarchy of a single firm. *Journal of Business Ethics*, 9(9), 741—750.

Harris, L. C. & Crane, A. (2002). The greening of organizational culture: management views on the depth, degree and diffusion. *Journal of Organizational Change Management*, 15 (3), 214-34.

Hart, S. L. (1995). Beyond greening: strategies for a sustainable world. *Harvard Business Review*, 75(1), 66-76.

Harte, G. & Owen, D. L. (1991). Environmental disclosure in the annual reports of British companies: A research note. *Accounting Auditing & Accountability Journal*, 4(3), 51-61.

Harzing, A.W.; Reiche B. S., & Pudelko, M. (2012). Challenges in international survey research: A review with illustrations and suggested solutions for best practice. *European Journal of International Management*, 5(4).

Hasseldine, J., Salama, A. I., & Toms, J. S. (2005). Quantity versus quality: the impact of environmental disclosures on the reputations of UK Plcs. *The British Accounting Review*, 37(2), 231–248.

Hayatudin, Hayati (2002). *Environmental reporting could be made compulsory*, nation, New Straits Times, July 17.

Hayel, S. A. (2008). *Social responsibility in the thought of Hayel Saeed Anam Group: Motives – policies- a vision for the future*. Paper presented at the first corporate social responsibility conference in Yemen.

Haynes, K. T., & Hillman, A. (2010). The effect of board capital and CEO power on strategic change. *Strategic Management Journal*, 31(11), 1145-1163.

Healy, P., & Palepu, K. (2001). Information asymmetry, corporate disclosure, and the capital markets: A review of the empirical disclosure literature. *Journal of Accounting and Economics*, 31(1-3), 405-440.

Heinze, D.C. (1976). Financial correlates of a social investment measure. *Akron Business and Economic Review*. 7(1), 48-51.

Henderson, A. D., Miller, D., & Hambrick, D. C. (2006). How quickly do CEOs become obsolete? Industry dynamism, CEO tenure, and company performance. *Strategic Management Journal*, 27(5), 447-460.

Hillary, R. (1999). *Evaluation of study reports on the barriers, opportunities and drivers for small and medium sized enterprises in the adoption of environmental management systems*: Network for Environmental Management and Auditing.

Hinson, R., Boateng, R., & Madichie, N. (2010). Corporate social responsibility activity reportage on bank websites in Ghana. *International Journal of Bank Marketing*, 28(7), 498-518.

Ho, S., Ng, P., & Ng, A. (1994). A study of environmental reporting in Hong Kong. *Hong Kong Accountant*, 5(1), 62–65.

Holder-Webb, L., Cohen, J. R., Nath, L., & Wood, D. (2009). The supply of corporate social responsibility disclosures among US firms. *Journal of Business Ethics*, 84(4), 497-527.

Hong, Y. L. (1999). *Perceptions of senior managers on corporate social responsibility in the petrochemical industry in Malaysia*. (Doctoral dissertation, University of South Australia).

Hooks, J., Coy, D., & Davey, H. (2002). The information gap in annual reports. *Accounting, Auditing & Accountability Journal*, 15(4), 501-522.

Hooks, J. and C. J. van Staden. (2011). Evaluating environmental disclosure: The relationship between quality and extent measures. *The British Accounting Review*, 43(3), 200–213.

Hossain, M., Tan, L. M., & Adams, M. (1994). Voluntary disclosure in an emerging capital market: some empirical evidence from companies listed on the Kuala Lumpur stock exchange. *International Journal of Accounting*, 29(4), 334-351.

Huang, Y. C., Ding, H. B., & Kao, M. R. (2009). Salient stakeholder voices: Family business and green innovation adoption. *Journal of Management and Organization*, 15(3), 309-326.

Hutchinson, G., & Sofroniou, N. (1999). *The multivariate social scientist: Introductory statistics using generalized linear models*: Sage Publications Ltd.

Ibrahim, N. A. and Parsa, F. (2005). Corporate Social Responsiveness Orientation: Are there Differences between U.S. and French Managers? *Review of Business*, 26 (1), 27-33.

Idowu, S. O., & Papasolomou, I. (2007). Are the corporate social responsibility matters based on good intentions or false pretences? An empirical study of the motivations behind the issuing of CSR reports by UK companies. *Corporate Governance*, 7(2), 136-147.

Imam, S. (2000). Corporate social performance reporting in Bangladesh. *Managerial Auditing Journal*, 15(3), 133-142.

Inchausti, B. G., (1997). The Influence of company characteristics and accounting regulation on information disclosed by Spanish firms. *The European Accounting Review*, 6(1), 45-68.

Ingram, R.W. (1978). An investigation of the information content of (certain) social responsibility disclosures. *Journal of Accounting Research*, 16(2), 270-285.

Ioanna P. D, Maria Krambia-K & Katsioloudes. (2005). Corporate social responsibility: the way forward? Maybe not! A preliminary study in Cyprus. *European Business Review*; 17(3), 263.

Islam, M. A., & Deegan, C. (2008). Motivations for an organization within a developing country to report social responsibility information: Evidence from Bangladesh. *Accounting, Auditing & Accountability Journal*, 21(6), 850-874.

Islam, M. A., & Dellaportas, S. (2011). Perceptions of corporate social and environmental accounting and reporting practices from accountants in Bangladesh. *Social Responsibility Journal*, 7(4), 649-664.

Jaccard, J. J., Turrisi, R., & Wan, C. K. (1990). *Interaction Effects in Multiple Regression*. Newbury Park, CA: Sage.

Jacobs, M. T. (1991). *Short-term America: the causes and cures of our business myopia*. Boston: Harvard Business School Press.

Jaggi, B., & Zhao, R. (1996). Environmental performance and reporting: Perceptions of managers and accounting professionals in Hong Kong. *The International Journal of Accounting*, 31(3), 333–346.

Jamali, D., & Mirshak, R. (2007). Corporate social responsibility (CSR): theory and practice in a developing country context. *Journal of Business Ethics*, 72(3), 243-262.

James, H. (1999). Owner as manager, extended horizons and the family firm. *International Journal of the Economics of Business*, 6(1), 41-56.

Janggu, T., Joseph, C., & Madi, N. (2007). The current state of corporate social responsibility among industrial companies in Malaysia. *Social Responsibility Journal*, 3(3), 9-18.

Jensen, M., & Meckling, W. (1976). Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. *Journal of Financial Economics*, 3(4), 305-360.

Kakabadse, A.P. (1993). Success levers for Europe: The cranfield executive competencies survey. *Journal of Management Development*, 13(1), 75-96.

Kakabadse, A. P., Kakabadse, N. K., & Rozuel, C. (2007). *Corporate social responsibility: Contrast of meanings and intents*, In Kakabadse et al. (eds.), CSR in practice: Delving Deep. New York: Palgrave Macmillan.

Kangarluie, S. J., & Bayazidi, A. (2012). Corporate governance mechanisms and corporate social responsibility (CSR): Evidence from Iran. *Australian Journal of Basic and Applied Sciences*, 5(9), 1591-1598.

Karande, K., Rao, C., & Singhapakdi, A. (2002). Moral philosophies of marketing managers: A comparison of American, Australian, and Malaysian cultures. *European Journal of Marketing*, 36(7/8), 768-791.

Kelly, S. W., Ferrell, O. C., & Skinner, S. J. (1990). Ethical behavior among marketing researchers: an assessment of selected demographic characteristics. *Journal of Business Ethics*, 9(8), 681-8.

Khan, A. F., & Atkinson, A. (1987). Managerial attitudes to social responsibility: A comparative study in India and Britain. *Journal of Business Ethics*, 6 (6), 419 - 432.

Khanna, T. (2000). Business groups and social welfare in emerging markets: Existing evidence and unanswered questions. *European Economic Review*, 44(4-6), 748-761.

Khanna, T., & Palepu, K. (1997). Why focused strategies may be wrong for emerging markets. *Harvard Business Review*, 75(4), 41-51.

Khanna, T., & Rivkin, J. W. (2001). Estimating the performance effects of business groups in emerging markets. *Strategic management journal*, 22(1), 45-74.

Kidwell, J. M., Stevens, R. E., & Bethke, A. L. (1987). Differences in ethical perceptions between male and female managers: myth or reality? *Journal of Business Ethics*, 6(6), 489-493.

Kimberly, J. R. (1976). Organizational size and the structuralist perspective: a review, critique, and proposal. *Administrative Science Quarterly*, 21(4), 571-597.

Kin, H. S. (1990). *Corporate social responsibility disclosures in Malaysia*. Akauantan Nasional, January, pp. 4-9.

Kisenyi, V., & Gray, R. (1998). Social disclosure in Uganda. *Social and Environmental Accounting*, 18(2), 16-18.

Kline, R. B. (1998). *Principles and practices of structural equation modeling*. New York: Guilford.

Kolk, A., Hong, P., & Van Dolen, W. (2010). Corporate social responsibility in China: an analysis of domestic and foreign retailers' sustainability dimensions. *Business Strategy and the Environment*, 19(5), 289-303.

Krippendorff, K. (1980). *Content Analysis: An introduction to its methodology*, London: Sage.

Kuasirikun Nongnooch. (2005). Attitudes to the development and implementation of social and environmental accounting in Thailand. *Critical Perspectives on Accounting*, 16(8), 1035–1057.

Lam, K. C., & Shi, G. (2008). Factors affecting ethical attitudes in mainland China and Hong Kong. *Journal of Business Ethics*, 77(4), 463-479.

Landsman, W. (1986). An empirical investigation of pension fund property rights. *Accounting Review*, 61(4), 662-691.

Laplume, A. O., Sonpar, K., & Litz, R. A. (2008). Stakeholder theory: Reviewing a theory that moves us. *Journal of Management*, 34(6), 1152-1189.

Le Breton-Miller, I. & Miller, D. (2009). Agency vs. stewardship in public family firms: a social embeddedness reconciliation. *Entrepreneurship Theory and Practice*, 33(6), 1169-1191.

Lepoutre, J., & Heene, A. (2006). Investigating the impact of firm size on small business social responsibility: A Critical review. *Journal of Business Ethics* 67(3), 257-273.

Li, H., & Atuahene-Gima, K. (2001). Product innovation strategy and the performance of new technology ventures in China. *Academy of Management Journal*, 44(6), 1123-1134.

Li, W., & Zhang, R. (2010). Corporate social responsibility, ownership structure, and political interference: Evidence from China. *Journal of Business Ethics*, 96(4), 631-645.

Lindblom, C. (1994). The *implications of organizational legitimacy for corporate social performance and disclosure*. Paper presented at the Critical Perspectives on Accounting Conference.

Maignan, I., Ferrell, O. & Hult, GTM. (1999). Corporate citizenship: Cultural antecedents and business Benefits. *Journal of the Academy of Marketing Science*, 27(4), 455-469.

Maignan, I., & Ferrell, O. (2000). Measuring corporate citizenship in two countries: The case of the United States and France. *Journal of Business Ethics*, 23(3), 283-297.

Mangena, M., & Tauringana, V. (2007). Disclosure, corporate governance and foreign share ownership on the Zimbabwe stock exchange. *Journal of International Financial Management & Accounting*, 18(2), 53-85.

Mangos, N. C., & Lewis, N. R. (1995). A socio-economic paradigm for analysing managers' accounting choice behavior. *Accounting, Auditing & Accountability Journal*, 8(1), 38-62.

Manner, M. H. (2010). The impact of CEO characteristics on corporate social performance. *Journal of Business Ethics*, 93(1), 53-72.

Maon, F., Lindgreen, A., & Swaen, V. (2008). Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda. *Systems Research and Behavioral Science*, 25(3), 413-426.

March, J. G., & Simon, H. A. (1958). *Organizations*.

Martos, M. C., & Torraleja, F. A. (2007). Is family business more socially responsible? The case of group CIM. *Business and Society Review*, 112(1), 121-136.

Mathews, M. R. (1993). *Socially responsible accounting*, London: Chapman and Hall.

McCabe, D. L., Dukerich, J. M., & Dutton, J. E. (1991). Context, values and moral dilemmas: comparing the choices of business and law school students. *Journal of Business Ethics*, 10(12), 951-60.

McDonald, G. M., & Kan, P. C. (1997). Ethical perceptions of expatriate and local managers in Hong Kong. *Journal of Business Ethics*, 16(15), 1605-1623.

McDonald, J. L. (2004). *The optimal number of categories for numerical rating scales*. Unpublished doctoral dissertation, University of Denver.

McGuire, J. B., Sundgren, A., & Schneeweis, T. (1988). Corporate social responsibility and firm financial performance. *Academy of Management Journal*, 31(4), 854-872.

McIver, J. P., & Carmines E. G. (1986). *Unidimensional scaling*. London: Sage Publications.

McMurtrie, T. (2001). *Disclosure through the looking glass*. Paper presented at the at the 3rd AAPIRA Conference, Adelaide University.

McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26(1), 117-127.

Meek, G. K., Roberts, C. B., & Gray, S. J. (1995). Factors influencing voluntary annual report disclosures by US, UK and continental European multinational corporations. *Journal of International Business Studies*, 26(3), 555-572.

Mellor, R., Hettihewa, S., & Batten, J. A. (2006). The relationship between firm management and the ethical practices of the firm. Australian evidence. *The Journal of Corporate Citizenship*, 6(22), 27-37.

Menassa, E. (2010). Corporate social responsibility: An exploratory study of the quality and extent of social disclosures by Lebanese commercial banks. *Journal of Applied Accounting Research*, 11(1), 4-23.

Merchant, K. A., Chow, C., & Wu, A. (1995). Measurement, evaluation and reward of profit center managers: A cross-cultural field study. *Accounting, Organizations and Society*, 20, (7-8), 619-638.

Mills, D. L., & Gardner, M. J. (1984). Financial profiles and the disclosure of expenditures for socially responsible purposes. *Journal of Business Research*, 12(4), 407-424.

Min, H., & Galle, W. P. (1997). Green purchasing strategies: trends and implications. *Journal of Supply Chain Management*, 33(3), 10-17.

Ministry of Planning and International Cooperation (2006). *Yemen's Third Socio Economic Development Plan for Poverty Reduction (2006-2010)*. Sana'a, Yemen.

Mitchell, R., Agle, B., & Wood, D. (1997). Toward a Theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-886.

Morck, R., & Yeung, B. (2003). Agency problems in large family business groups. *Entrepreneurship Theory and Practice*, 27(4), 367-382.

Murphy, P. R., Smith, J. E., & Daley, J. M. (1992). Executive attitudes, organizational size and ethical issues: Perspectives on a service industry. *Journal of Business Ethics*, 11(1), 11-19.

Naser, K. (1998). Comprehensiveness of disclosure of non-financial companies: Listed on the Amman financial market. *International Journal of Commerce and Management*, 8(1), 88-119.

Naser K.,& Abu Baker N. (1999). Empirical evidence on corporate social responsibility reporting and accountability in developing countries: The case of Jordan. *Advance in International Accounting*, 12, 193-226.

Netherwood, A. (1998). *Environmental Management Systems*', In R. Welford (ed.), *Corporate Environmental Management: Systems and Strategies*, (2nded.). Earthscan, London, pp. 37–60.

Neu, D., Warsame, H., & Pedwell, K. (1998). Managing public impressions: environmental disclosures in annual reports. *Accounting, Organizations and Society*, 23(3), 265-282.

Neubauer, F., & A. G. Lank (1998). *The Family Business: It's Governance for Sustainability*. London, GB: McMillan Press Ltd.

Neuman, W. L. (1997). *Social Research Method: qualitative and quantitative approaches* (3rded.). USA: Allyn and Bacon.

Neuman, W. L. (2000). *Social Research Methods: qualitative and quantitative approaches*. USA: Allyn & Bacon.

Neuman, W. L. (2003). *Social Research Method: qualitative and quantitative approaches* (5thed.). USA: Allyn and Bacon.

Newson, M., & Deegan, C. (2002).Global expectations and their association with corporate social disclosure practices in Australia, Singapore, and South Korea. *The International Journal of Accounting*, 37(2), 183-213.

Ng, A. Y. (2000). Going green: More cause than concern. *Australian CPA*, 70(7), 64–65.

Nielsen, C. (2008). A content analysis of analyst research: health care through the eyes of analysts. *Journal of Health Care Finance*, 34(3), 66–90.

O'Donovan, G. (2002). Environmental disclosures in the annual report: extending the applicability and predictive power of legitimacy theory. *Accounting, Auditing & Accountability Journal*, 15(3), 344-71.

O'Dwyer, B. (2002). Managerial perceptions of corporate social disclosure: An Irish story. *Accounting, Auditing and Accountability Journal* 15 (3), 406–436.

O'Leary-Kelly, S. and Vokurka, R. (1998).The empirical assessment of construct validity. *Journal of Operations Management*, 16 (4), 387-405.

O'Neill, H. M., Saunders, C., & McCarthy, A. (1989). *Board members' background characteristics and their level of corporate social responsiveness: A multivariate investigation*', in academy of management best papers proceedings, pp. 32–36.

Onwuegbuzie, A. J., & Daniel, L. G. (2002).Uses and misuses of the correlation coefficient. *Research in the Schools*, 9(1), 73-90.

Oppenheim, A. N. (1996). *Questionnaire Design, Interviewing and Attitude Measurement*, London and New York, NY: Pinter Publishers.

Ostlund, L.E. (1977). Attitudes of managers toward corporate social responsibility. *California Management Review*, 19(4), 35-49.

Pahuja, S. (2009). Relationship between environmental disclosures and corporate characteristics: a study of large manufacturing companies in India. *Social Responsibility Journal*, 5(2), 227-244.

Patten, D. M. (1991).Exposure, legitimacy, and social disclosure. *Journal of Accounting and Public Policy*, 10(4), 297-308.

Patten, D. M., & Crampton, W. (2003). Legitimacy and the internet: An examination of corporate web page environmental disclosures. *Advances in Environmental Accounting and Management*, 2(2), 31-57.

Paul, K., E. Cobas, R. Ceron, M. Frithiof, A. Maass, I. Navarro, L. Palmer, L. Serrano, & L. Z. Deaton (2006). Corporate social reporting in Mexico. *Journal of Corporate Citizenship*, 22(22), 67–80.

Perera, M. H., & Mathews, M. R. (1990). The cultural relativity of accounting and international pattern of social accounting. *Advances in International Accounting*. Vol. 3: 215-251.

Petrick, J. A., Scherer, R. F., Wendt, A. C, and Cox, M. K. (1994). Competing Social Responsibility Values and Managerial Level. *Review of Business*, 15(2), 20-25.

Pfeiffer Jr, R. J. (1998). Market value and accounting implications of off-balance-sheet items. *Journal of Accounting and Public Policy*, 17(3), 185-207.

Preston, A. M., Wright, C., & Young, J. J. (1996). Imagining annual reports. *Accounting Organisations and Society*, 21(1), 113-137.

Peterson, R. T. (1991). Attitudes of small business managers regarding the importance of various social responsibility themes. *Journal of Business & Entrepreneurship*, 3, 1-8.

Peterson, R. T., & Jun, M. (2006). Small business manager attitudes relating to the significance of social responsibility issues: A longitudinal study. *Journal of Applied Management and Entrepreneurship* 11(2), 32.

Polonsky, M., Zeffane, R., & Medley, P. (1992). Corporate environmental commitment in Australia a sectorial comparison. *Business Strategy and the Environment*, 1(2), 25-39.

Porta, R. L., Lopez-deSilanes, F., Shleifer, A., & Vishny, R. W. (1999). *Investor protection and corporate valuation*: National Bureau of Economic Research.

Posner, B. Z., and Schmidt, W. H. (1984). Values and the American manager: an update. *California Management Review*, 26 (3), 202-16.

Pratten, J.D., & Mashat, A. A. (2009). Corporate social disclosure in Libya. *Social Responsibility Journal*, 5(3), 311-327.

Preston, L. E. (1978). Analyzing corporate social performance: Methods and results. *Journal of Contemporary Business*, 7(1), 135-149.

Quazi, A. (2003). Identifying the determinants of corporate managers perceived social obligations. *Management Decision*. 41(9), 822-831.

Rahman, A. A., Hashim, M. F. A. M., & Bakar, F. A. (2010). Corporate Social Reporting: A Preliminary study of Bank Islam Malaysia Berhad (BIMB). *Issues in Social and Environmental Accounting*, 4(1), 18-39.

Rahman, N. H. W. A., Zain, M. M., & Al-Haj, N. H. Y. Y. (2011). CSR disclosures and its determinants: evidence from Malaysian government link companies. *Social Responsibility Journal*, 7(2), 181-201.

Rajagopalan, N., & Datta, D. K. (1996). CEO characteristics: Does industry matter? *Academy of Management Journal*, 39(1): 197-215.

Ramanathan, K. V. (1976). Towards a theory of corporate social accounting. *The Accounting Review*, 51(3), 516-528.

Ramasamy, B., & Ting, W.H. (2004). A comparative analysis of corporate social responsibility awareness among local firms from Malaysia and Singapore. *Journal of Corporate Citizenship* 13 spring, 109-24.

Ramasamy, B., Ling, Ng, & Ting, W. H. (2007). Corporate social performance and ethnicity a comparison between Malay and Chinese chief executives in Malaysia. *International Journal of Cross Cultural Management*, 7(1), 29-45.

Ratanajongkol, S., Davey, H., & Low, M. (2006). Corporate social reporting in Thailand: The news is all good and increasing. *Qualitative Research in Accounting & Management*, 3(1), 67-83.

Reverte, C. (2009). Determinants of corporate social responsibility disclosure ratings by Spanish listed firms. *Journal of Business Ethics*. 88(2), 351-366.

Riahi-Belkaoui, A. (2001). Level of multinationality, growth opportunities, and size as determinants of analysts ratings of corporate disclosures. *American Business Review*, 19(2), 115-120.

Rivera, J., & De Leon, P. (2005). Chief executive officers and voluntary environmental performance: Costa Rica's certification for sustainable tourism. *Policy Sciences*, 38(2), 107-127.

Rizk, R., Dixon, R., & Woodhead, A. (2008). Corporate social and environmental reporting: a survey of disclosure practices in Egypt. *Social Responsibility Journal*, 4(3), 306-323.

Roberts, R. W. (1992). Determinants of corporate social responsibility disclosure: an application of stakeholder theory. *Accounting, Organizations and Society*, 17(6), 595-612.

Robson, C. (1993). *Real World Research: A Resource for Social Scientists and Practitioner-Researchers*. Oxford: Blackwell Publishers.

Romlah, J., Takiah, M., & Nordin, M. (2002). An investigation of environmental disclosures: Evidence from selected industries in Malaysia. *International Journal of Business and Society*, 3(2), 55-68.

Rose, J. M. (2007). Corporate directors and social responsibility: Ethics versus shareholder value. *Journal of Business Ethics*, 73(3): 319-331.

Said, R., Zainuddin, Y. H., & Haron, H. (2009). The relationship between corporate social responsibility disclosure and corporate governance characteristics in Malaysian public listed companies. *Social Responsibility Journal*, 5(2), 212-226.

Savage, A. A. (1994). Corporate social disclosure practices in South Africa: A research note. *Social and Environmental Accounting*, 14(1), 2-4.

Sazali A. W., Haslinda A., Jegak U., & Raduan C. R. (2009). Moderating effects of MNCs' size in the relationship between knowledge characteristics and Degree of inter-firm technology transfer in international joint ventures. *American Journal of Scientific Research*, 6, (2009), 52-66.

Schiff, R. Myra (1970). *Some theoretical aspects of attitudes and perception*. Paper presented at Symposium on the Role of Perceptions and Attitudes in Decision Making in Resources Management. Victoria, B.C., Canada.

Sekaran, Uma. (2003). *Research Methods for Business: A Skill Building Approach*, 4th Edition. USA.

Serwinek, P. J. (1992). Demographic & related differences in ethical views among small businesses. *Journal of Business Ethics*, 11(7), 555-566.

Shauki, E. (2011). Perceptions on corporate social responsibility: A study in capturing public confidence. *Corporate Social Responsibility and Environmental Management*, 18(3), 200-208.

Shleifer, A., & Vishny, R. (1986). Large Shareholders and Corporate Control. *Journal of Political Economy*, 94(3, Part 1), 461-488.

Simsek, Z. (2007). CEO tenure and organizational performance: an intervening model. *Strategic Management Journal*, 28(6), 653-662.

Singh, D. R., & Ahuja, J.M. (1983). Corporate social reporting in India. *The International Journal of Accounting*, 18(2), 151-69.

Singh, D. A., & Gaur, A. S. (2009). Business group affiliation, firm governance, and firm performance: Evidence from China and India. *Corporate Governance: An International Review*, 17(4), 411-425.

Slater, D. J., & Dixon-Fowler, H. R. (2009). CEO international assignment experience and corporate social performance. *Journal of Business Ethics*, 89(3), 473-489.

Sobczak, A., Debucquet, G., & Havard, C. (2006). The impact of higher education on students' and young managers' perception of companies and CSR: an exploratory analysis. *Corporate Governance*, 6(4), 463-474.

Souder, D., Simsek, Z., & Johnson, S. G. (2011). The differing effects of agent and founder CEOs on the firm's market expansion. *Strategic Management Journal*, 33(1), 23-41.

Soutar, G., McNeil, M. M., & Molster, C. (1994). The impact of the work environment on ethical decision making: some Australian evidence. *Journal of Business Ethics*, 13(5), 327-339.

Stanwick, S. D., & Stanwick, P. A. (1998). Corporate social responsiveness: an empirical examination using the environmental disclosure index. *International Journal of Commerce and Management*, 8(3/4), 26-40.

Stavrou, E., Kassinis, G., & Filotheou, A. (2007). Downsizing and stakeholder orientation among the Fortune 500: does family ownership matter? *Journal of Business Ethics*, 72(2), 149-162.

Sunee, R., Howard D., & Mary L. (2006). Corporate social reporting in Thailand: The news is all good and increasing. *Qualitative Research in Accounting & Management*, 3(1), 67-83.

Sutcliffe, K. M., & Huber, G. P. (1998). Firm and industry as determinants of executive perceptions of the environment. *Strategic Management Journal*, 19(8), 793-807.

Suzuki, K., Tanimoto, K., & Kokko, A. (2010). Does foreign investment matter & Effects of foreign investment on the institutionalization of corporate social responsibility by Japanese firms. *Asian Business & Management*, 9(3), 379-400.

Szekely, F., & Knirsch, M. (2005). Responsible leadership and corporate social responsibility: Metrics for sustainable performance. *European Management Journal*, 23(6), 628-47.

Tabachnick, B., & Fidell, L. (1996). *Using Multivariate Statistics*, (3rded.). New York: Harper Collins.

Tagesson, T., Blank, V., Broberg, P., & Collin, S. O. (2009). What explains the extent and content of social and environmental disclosures on corporate websites: a study of social and environmental reporting in Swedish listed corporations. *Corporate Social Responsibility and Environmental Management*, 16(6), 352-364.

Teoh, H. Y., & Thong, G. (1984). Another look at corporate social responsibility and reporting: An empirical study in a developing country. *Accounting, Organizations and Society*, 9(2), 189-206.

Terpstra, D., Rozell, E., & Robinson, R. (1993). The influence of personality and demographic variables on ethical decisions related to insider trading. *The Journal of Psychology*, 27(4), 375-392.

Thomas, A. S., & Simerly, R.L. (1994). The chief executive officers and corporate social performance: an interdisciplinary examination. *Journal of Business Ethics*, 13(12), 959-68.

Thompson, P., & Zakaria, Z. (2004). Corporate social responsibility reporting in Malaysia: Progress and Prospects. *The Journal of Corporate Citizenship*, 13(Spring), 125-126.

Tilley, F. (1999). Small-firm environmental strategy: the UK experience. *Greener Management International, spring* (25), 67-80.

Tilt, C. A. (1994). The influence of external pressure groups on corporate social disclosure: some empirical evidence. *Accounting, Auditing & Accountability Journal*, 7(4), 47-72.

Tilt, C. A. (1997). Environmental policies of major companies: Australian evidence, *British Accounting Review*, 29(4), 367-394.

Trevino, LK & Nelson, KA (1999). *Managing Business Ethics, Straight Talk About how to do it right*, 2nd edn, John Wiley & Sons, New York.

Trotman, K. T., & Bradley, G. W. (1981). Associations between social responsibility disclosure and characteristics of companies. *Accounting, Organizations and Society*, 6(4), 355-362.

Tsang, E. W. K. (1998). A longitudinal study of corporate social reporting in Singapore: the case of the banking, food and beverages and hotel industries. *Accounting, Auditing & Accountability Journal*, 11(5), 624-635.

Uhlenan, L. M., van Goor-Balk, H. J. M. A., & Masurel, E. (2004). Family business and corporate social responsibility in a sample of Dutch firms. *Journal of Small Business and Enterprise Development*, 11(2), 186-194.

Ullmann, A. A. (1985). Data in search of a theory: A critical examination of the relationships among social performance, social disclosure, and economic performance of US firms. *Academy of Management Review*, 10(3), 540-557.

Unerman, J. (2000). Methodological issues-reflections on quantification in corporate social reporting content analysis. *Accounting, Auditing & Accountability Journal*, 13(5), 667-681.

United Nations Development Programme (2004). *State of desertification in the Arab world*. Damascus, Syria.

United Nations Development Programme (2010). *Country Profile, Yemen*

Van der Zee, A., & Swagerman, D. (2009). Upper Echelon theory and ethical behaviour: An illustration of the theory and a plea for its extension towards ethical behaviour. *Journal of Business Systems, Governance and Ethics*, 4(2), 27-43.

Waddock, S. A., & Graves, S. B. (1997). The corporate social performance-financial performance link. *Strategic management journal*, 18(4), 303-319.

Waldman, D. A., de Luque, M. S., Washburn, N., House, R. J., Adetoun, B., Barrasa, A., Bobina, M., Bodur, M., Chen, Y. J., & Debbarma, S. (2006a). Cultural and leadership predictors of corporate social responsibility values of top management: A GLOBE study of 15 countries. *Journal of International Business Studies*, 37(6): 823-837.

Waldman, D. A., Siegel, D. S., & Javidan, M. (2006b). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, 43(8), 1703-1725.

Waldman, D. A., & Siegel, D. (2008). Defining the socially responsible leader. *Leadership Quarterly*, 19(1): 117-131.

Wallace, R. (1988). Intranational and international consensus on the importance of disclosure items in financial reports: a Nigerian case study. *The British Accounting Review*, 20(3), 223-265.

Wallace, R., & Naser, K. (1995). Firm specific determinants of the comprehensiveness of mandatory disclosures in the corporate annual reports of firms listed on the stock exchange of Hong Kong. *Journal of Accounting and Public Policy*, 14(4), 311-368.

Wanderley, L. S. O., Lucian, R., Farache, F., & de Sousa Filho, J. M. (2008). CSR information disclosure on the web: a context-based approach analysing the influence of country of origin and industry sector. *Journal of Business Ethics*, 82(2), 369-378.

Ward, J. L. (1987). *Keeping the Family Business Healthy: how to plan for continuous growth, profitability, bad family leadership*. San Francisco: Jossey-Bass.

Watson, A., Shrives, P., & Marston, C. (2002). Voluntary Disclosure of Accounting Ratios in the UK. *The British Accounting Review*, 34 (4), 289-313.

Watts, R. L., & Zimmerman, J. L. (1978). Towards a positive theory of the determination of accounting standards. *Accounting Review*, 53(1), 112-134.

Wiklund, J. (2006). Commentary: family firms and social responsibility: preliminary evidence from the S&P 500. *Entrepreneurship Theory and Practice*, 30, pp. 803-808.

Williams, S. M., & Ho Wern Pei, C. A. (1999). Corporate social disclosures by listed companies on their web sites: an international comparison. *The International Journal of Accounting*, 34(3), 389-419.

Wilmshurst, T. D., & Frost, G.R. (2000). Corporate environmental reporting: A test of legitimacy theory. *Accounting, Auditing & Accountability Journal*, 13(1), 10-26.

Wood, D. J (1991). Corporate social Performance Revisited. *Academy of Management Journal*, 16(1), 691-718.

World Bank (2010). World Bank's response to Qat consumption in Yemen. http://siteresources.worldbank.org/INTYEMEN/Resources/YEMENWorldBank_Response_to_QatConsumption.pdf.

World Business Council for Sustainable Development. (1999). *Corporate social responsibility: Meeting changing expectations*: World Business Council for Sustainable Development. Geneva.

Xiao, J. Z., Gao, S. S., Heravi, S., & Cheung, Y. C. Q. (2005). The impact of social and economic development on corporate social and environmental disclosure in Hong Kong and the UK. *Advances in International Accounting*, 18, 219-243.

Yaffee, R. A. (2002). *Robust regression analysis: some popular statistical package options*. ITS Statistics, Social Science and Mapping Group, New York State University, downloaded on Sep, 15, 2012 from http://spider.ipac.caltech.edu/staff/fmasci/home/statistics_refs/RobustRegAnalysis.pdf.

Zadek, S. (2001). *The Civil Corporation: The New Economy of Corporate Citizenship*, London: Earthscan.

Zain, M. M. (1999). *Corporate social reporting in Malaysia: the current state of the art and future prospects*. (Doctoral dissertation, University of Sheffield, Sheffield, 1999).

Zain, M. M., & Janggu T. (2006). Corporate social disclosure (CSD) of construction companies in Malaysia. *Malaysian Accounting Review*, 5(1), 85-114.

Zeghal, D., & Ahmed, S. A. (1990). Comparison of social responsibility information disclosure media used by Canadian firms. *Accounting, Auditing & Accountability Journal*, 3(1), 38-53.

Zikmund, W.G. (1994). *Business Research Methods*, Forth Worth, TX: Dryden Press.

Zikmund, W. G. (1997). *Exploring marketing research*, 5th ed. TX: The Dryden Press.

Zu, L., & Song, L. (2008). Determinants of managerial values on corporate social responsibility: Evidence from China. *Journal of Business Ethics*, 88(1), 105-117.

Zulkifli, N., & Amran Azlan (2006).Realising corporate social responsibility in Malaysia: A View from the Accounting profession.*The Journal of Corporate Citizenship*, 24(Winter), 101-114.