

CORPORATE SOCIAL RESPONSIBILITY (CSR)
MANAGEMENT PROCESS AT
BANK ISLAM MALAYSIA BERHAD

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**CORPORATE SOCIAL RESPONSIBILITY (CSR) MANAGEMENT PROCESS
AT BANK ISLAM MALAYSIA BERHAD**

By

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ABSTRACT

The notion of corporate social responsibility (CSR) from the Islamic perspective has been viewed by reference to the *Tawhid* and *Shariah* paradigms and other concepts such as *maqasid Shariah* (objectives of *Shariah*), *maslahah ammah* (public interest) and *masuliyyah* (accountability). From this point of view, CSR engagement is a tool to maintain a good relationship to Allah, other human beings and the environment. However, the process of managing CSR engagement in accordance with *Shariah* principles has been given scarce attention in the academic and practitioner literature. Thus, this study aims to describe and develop a managerial guideline on the CSR management process in accordance with *Shariah* principles. Using the case study approach, CSR key players and beneficiaries at Bank Islam Malaysia Berhad were interviewed to determine the relevant concepts, objectives, factors, benefits and challenges of CSR. Several series of in-field observations of CSR events were conducted, and documentation was reviewed in order to better understand and explain the process. The findings of this study indicate that CSR relates to any activity in which the bank engages to discharge religious, social and economic responsibilities and accountabilities to attain *barakah* (Allah's blessings) and to enhance the well-being of the stakeholders and the business. Commitments from all members in the bank, pressure from various stakeholders and the amount of CSR funds are among the factors that influence CSR engagement. This engagement is part of *fard-kifayah* to fulfill religious obligations, strengthen relationships with various stakeholders, improve the well-being of the recipients and offer positive effects to the bank. In light of the CSR management process, the findings reveal that the process has shifted to a systematic approach and is well planned. Hence, the proposed managerial guideline on the process may offer new insights to the body of knowledge on CSR and may help business entities to manage CSR systematically.

Keywords: corporate social responsibility (CSR), CSR management process, Islamic bank, case study

ABSTRAK

Pandangan terhadap tanggungjawab sosial korporat menurut perspektif Islam ini bersandarkan kepada paradigma *Tawhid* dan *Syariah* dan juga konsep-konsep lain seperti objektif *Syariah*, kepentingan umum dan akauntabiliti. Menurut pandangan ini, penglibatan dalam tanggungjawab sosial korporat merupakan satu kaedah untuk mengekalkan hubungan yang baik kepada Allah, sesama manusia dan alam sekitar. Walau bagaimanapun, proses untuk menguruskan penglibatan dalam tanggungjawab sosial korporat berdasarkan kepada prinsip *Syariah* ini kurang mendapat perhatian dalam amalan dan penulisan akademik. Oleh itu, kajian ini bertujuan menerangkan dan mengusulkan satu garis panduan pengurusan berkaitan penglibatan dalam tanggungjawab sosial korporat berdasarkan prinsip *Syariah*. Dengan menggunakan kaedah kajian kes, sekumpulan pelaksana utama dan penerima bantuan tanggungjawab sosial korporat di Bank Islam Malaysia Berhad telah ditemu bual bagi menjelaskan tentang konsep, objektif, faktor, manfaat dan cabaran kepada tanggungjawab sosial korporat ini. Beberapa siri pemerhatian lapangan terhadap aktiviti-aktiviti tanggungjawab sosial korporat dan juga analisa dokumen-dokumen yang berkaitan telah dilakukan bagi mendapatkan gambaran yang lebih jelas tentang proses tersebut. Dapatan kajian ini menyatakan tanggungjawab sosial korporat berkaitan dengan sebarang aktiviti melibatkan bank untuk melaksanakan tanggungjawab dan akauntabiliti terhadap agama, sosial dan ekonomi bagi mendapatkan keberkatan dan meningkatkan kesejahteraan pihak berkepentingan dan juga perniagaan. Komitmen semua pihak di dalam bank, tuntutan pelbagai pihak berkepentingan dan juga jumlah dana tanggungjawab sosial korporat adalah antara faktor yang mempengaruhi tanggungjawab ini. Penglibatan ini merupakan sebahagian daripada kewajipan bersama untuk menyempurnakan tuntutan agama, mengukuhkan hubungan dengan pelbagai pihak berkepentingan, meningkatkan kesejahteraan penerima bantuan dan menyumbangkan kesan yang positif kepada bank. Berkaitan dengan proses pengurusan tanggungjawab, dapatan kajian menunjukkan proses ini telah mengalami perubahan menerusi pendekatan yang lebih sistematik dan terancang. Maka, garis panduan pengurusan yang dicadangkan ini boleh memberi pemahaman yang baru kepada kerangka ilmu tanggungjawab sosial korporat dan membantu entiti perniagaan untuk menguruskan tanggungjawab ini dengan lebih sistematik.

Kata kunci: tanggungjawab sosial korporat, pengurusan tanggungjawab sosial korporat, perbankan Islam, kajian kes

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LIST OF ABBREVIATIONS

CSR	Corporate social responsibility
SWT	Subhanahu wa Taala
Pbuh	Peace be upon Him
BIMB	Bank Islam Malaysia Berhad
CR	Corporate responsibility
ICRM	Institute of Corporate Responsibility Malaysia
IFI	Islamic financial institution
SC	Securities Commission
PINTAR	Promoting Intelligence, Nurturing Talent and Advocating Responsibility
GLC	Government-linked company
AAOIFI	Accounting, Auditing Organization for Islamic Financial Institutions
MASB	Malaysian Accounting Standard Board
CEO	Chief executive officer
MDAB	"Mengubah Destini Anak Bangsa"
BICC	Bank Islam Credit Card
NGO	Non-governmental organizations
PLCs	Public listed companies
JAWHAR	<i>Jabatan Waqaf, Zakat dan Haji</i>
MNCs	Multi-national corporations
SSC	<i>Shariah</i> supervisory council
KPI	Key performance indicators
JKM	<i>Jabatan Kebajikan Masyarakat</i>
UUM	Universiti Utara Malaysia
HR	Human Resource
UiTM	Universiti Teknologi Mara

CHAPTER ONE: INTRODUCTION

O Adam's son! Spend your wealth, it is good for you. And do not block it, it is bad for you, and the wealth according to the need cannot be reproached. Spend first for your family and dependents, and the raised hand is better than the lowered hand

(Muslim)

1.1 Introduction

Corporate social responsibility (CSR) has been recognized and developed significantly over the last few decades in the business sector and in the academic literature (Panapanaan, Linnanen, Karvonen, & Phan, 2003) all over the world. The issue of CSR is widely discussed and debated among researchers and also among leaders in companies. Various terms have been introduced to discussing the social responsibility of companies, such as corporate responsibility (CR), corporate social responsibility (CSR) (Carroll, 1991), corporate social performance (Clarkson, 1995; Wood, 1991) and corporate citizenship (Harribey, 2011; Hemphill, 2004). The term "CSR" is used in this study with the assumption that the terminology covers all the above (Argandona & Hoivik, 2009) and is well established in the CSR literature. As claimed by Carroll and Shabana (2010, p. 86), "CSR remains a dominant, if not exclusive, term in the academic literature and in business practice".

For this study, CSR is viewed from the Islamic perspective. The process of managing CSR activities is based on the experience of Bank Islam Malaysia Berhad (Bank Islam), the pioneer in the Islamic banking system in Malaysia. In this context, CSR engagement is a tool for companies to discharge their religious, social and economic responsibilities and accountabilities in order to maintain a good relationship with Allah, other human beings and the environment. The ultimate objectives of engaging in CSR activities are to attain *barakah* (Allah's blessings) and *al-falah* (wellbeing) in this life and the Hereafter.

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