The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.





Corporate Social Responsibility Strategy Applied in Malaysia and Jordan Project paper

Prepared by

AbdalhaleemYahya Ahmad Taamneh

Matric No: 817719

Supervisor

Universiti Utara Malaysia

NOR AZLINA MOHD NOOR

DECLARATION

This thesis is a presentation of my original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Abdalhaleem Yahya Ahmad Taamneh



Table of Contents

Chapter I	
Introduction	1
Problem statement.	3
Research question	5
Research objectives	5
Research methodology	<i>6</i>
Sources and Materials	6
Scope of research	6
Limitation of research.	6
Importance of Research.	6
Chapter II:Literature Review	
Corporate Social Responsibility in general.	7
Directors, Shareholder, and Creditors and the CSR	
CSR Worldwide	
A Contested Concept.	22
A Brief History of Corporate Social Responsibility	27
CSR measurement.	
Stakeholder theory	
Share Value Theory	34
CSR in Malaysia	
Corporate Social Responsibility practice in Malaysia.	36
Factors Influencing Involvement in Corporate Social Responsibility in Malaysia	38
CSR reporting in Malaysia.	45
Would a CSR Index in Malaysia Really Work?48	
Corporate Social responsibility in Jordan.	
CSR practice and Reporting.	49
The Trend towards Corporate Social Responsibility in Jordan	53
Forms of Corporate Social Responsibility in Jordan.	55
Chapter III: Comparison and Recommendations	
Rational behind comparison between Malaysian and Jordanian CSR policy	57
Comparison between Malaysian and Jordanian CSR practice.	
Recommendations	
Chapter IV	
Conclusions	68

Abstract

Although the concept of corporate social responsibility (CSR) has been promoted for decades and is commonly employed by corporations' worldwide, agreement on how CSR should be defined and implemented remains a contentious debate amongst academia, businesses and society. This gap is challenging for corporations because they are constantly being required to maintain societal standards while generating financial returns. This paper aims to study how Malaysian and Jordanian corporate sectors are practicing CSR in their business operations. The CSR activities in Malaysia and Jordan still are not advanced since both are developing country. There should be more voluntary enforcement along with governmental enactment.

The purpose of this study is to investigate the impact of (CSR) on companies' performance. It will somehow contribute to the economic development of the firm and the country as well. This paper empirically investigates the current companies' performance in Malaysia and Jordan in relation to CSR activities, and analyses Malaysian and Jordanian companies that practice and realize Corporate Social Responsibility reports. This study suggests Malaysia to apply share value theory to strengthen CSR practice since they have mission 2020 to be economically developed. From the digest from Malaysian CSR practice Jordan should also practice share value theory in their CSR performance. In both countries, an index should be implemented to measure the CSR practice to ensure their financial growth. This study is exclusively a descriptive research in nature, and it is purely based on the information obtained from both primary and secondary data. This study prescribes both countries to execute share value concept in order to develop their CSR strategy.

Chapter One

1.1 Introduction

Corporate social responsibility means the deliberate activities undertaken by a company to manoeuvre an economic, social and environmentally sustainable approach. It is imperative to ensure that the actions of a company do not harm the interest and welfare of the society at large rathershould support in the fight against inflation.

Throughout the years, CSR and its impact on a company's prosperity has been the subject of much scholarly level headed discussion and feedback. The old deduction is that if anyone does profits, he can do this positive social and environmental stuff; however, the author of this paper thinks that the genuine theory of sustainability is synonymous with interdependence. It's not about philanthropy; it's about the way whether anyone does the correct things in the society, the society will do the correct things for him. If he does the correct things for the society, he'll have more grounded business, so he can profit. It is not about kind of deigning view which is very imperative. It's about interdependence as opposed to making adjustment. It's about common reliance or interdependence, instead of philanthropy. It's fundamental.

Researchers are encouraging companies to consider the sum spent on CSR as speculation than costs. The organizations have also understood the multifaceted advantages of CSR, and they are giving careful consideration to consolidate in all circles of business methodologies. Companies

¹ Foote, J., Gaffney, N., & Evans, J. R. "Corporate social responsibility: Implications for performance excellence", *Total Quality Management*, 21(8) (2010):799-812.

² Kurucz, E. C., Colbert, B. A., & Wheeler, D., "The Business", The Oxford Handbook Of Corporate Social Responsibility, (2008):83.

The contents of the thesis is for internal user only

A. Kolk and R. van Tulder, "The Effectiveness of Self-regulation: Corporate Codes of Conduct and Child Labour", *European Management Journal*, 20(3) (2002): 260-271.

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

A.A. Haji, "Corporate social responsibility disclosure over time: evidence from Malaysia", *Managerial Auditing Journal*, Vol. 28 No. 7 (2013): 647-676.

A.B. Carroll, "A three-dimensional conceptual model of corporate performance", *Academy Of Management Review*, 4(4), (1979): 497-505.

A.B. Carroll, "Corporate social responsibility", Business and Society 38 (3):268-295 (1999).

A.B. Carroll, A.B. Business and society: ethics and stakeholder management. 3rd edn, (Cincinatti: Southwestern Publishing, 1996).

A.C. Tilt, "The Influence of External Pressure Groups on Corporate Social Disclosure", *Accounting, Auditing & Accountability Journal*, Vol 7, No 4 (1994): 47-72.

A.E. Haddad, AlShattarat, W.K., AbuGhazaleh, N.M. and Nobanee, H. "The impact of ownership structure and family board domination on voluntary disclosure for Jordanian listed companies", *Eurasian Business Review*, Vol. 5 No. 2 (2015): 203-234.

A.E. Haddad, AlShattarat, W.K., AbuGhazaleh, N.M. and Nobanee, H., "The impact of ownership structure and family board domination on voluntary disclosure for Jordanian listed companies", *Eurasian Business Review*, Vol. 5 No. 2 (2015): 203-234.

A.E. Nielsen & Thomsen, C. "Reporting CSR – what and how to say it?", *Corporate Communications: AnInternational Journal*, Vol. 12 No. 1(2007): 25-40.

A.J. Richardson, Welker M, Hutchinson I.R., "Managing Capital Market Reactions to Corporate Social Responsibility", *International Journal of Management Research (IJMR)* (1999): 17-43.

ABN, *Bursa Malaysia confident Environmental*, Social and Governance Index will attract socially responsible investments (2013, October 25). *ABN News*. Retrieved from: http://news.abnxcess.com/2013/10/bursa-malaysia-confident-environmental-social-and-governance-index-will-attract-socially-responsibleinvestments/

- B. Ramasamy& Ting, H. W, "A Comparative Analysis of Corporate Social Responsibility Awareness," *The Journal of Corporate Citizenship, ABI/INFORM Global*, (2004): 109.
- B. Scholtens, "A note on the interaction between corporate social responsibility and financial performance", *Ecological Economics*, Vol. 68 (2008): 46-55.
- B. Victor and Cullen, J.B. "The organizational bases of ethical work climates", *Administrative Science Quarterly* 33 (1998):101-125.

B.E. Joyner, Payne. D, Raibom C.E, "Building Values, Business Ethics and Corporate Social Responsibility into the Developing Organization", *Journal Of Developmental Entrepreneurship*, Vol 7 (2002): 113 – 131.

Banerjee, S. B., &Lindstead, S., "Globalization, multiculturalism and other fictions: colonialism for the new millennium?", *Organization*, 8(4), (2001): 683-722.

Bauer, J. and Bell, D., (Eds), The East Asian Challenge For Human Rights (Cambridge University Press, 1999), 60–87.

BBC 1, News Item, Look North, 10 April. Leeds, 2002.

BBC 1, The ethical reality of the market place, Panorama, 24 October. London, 2000.

Bendell, Jem, "Barricades and Boardrooms: A Contemporary History of the Corporate Accountability Movement". UNRISD Technology, Business and Society Programme Paper. Number 13, 2004.

Berle, "Corporate powers as powers in trust", 44 Harv, L.R (1049).

Bonini, S.M, McKillop, K, & Mendonca, L.T., "What consumers expect from companies", *The McKinsey Quarterly*, 2, (2007):11-17.

Brundtland Commission, Our Common Future (Oxford University Press: Oxford, 1987).

C. Adams &Zutshi, A. "Corporate Social Responsibility: Why Business Should Act Responsibly and be Accountable," Australian Accounting Review, 2004. available at http://findarticles.com/p/articles/mi_qa5 395/is_200411/ai_n21361571

C. Linthicum, Reitenga, A.L. and Sanchez, "Social responsibility and corporate reputation: the case of the Arthur Anderson Enron audit failure", Journal of Accounting and Public Policy, Vol. 29 (2010): 160-176.

C. Paul, and Siegel, D., "Corporate Social Responsibility and Economic Performance", *Journal of Productivity Analysis*", 26(3) (2006): 207-211.

CF. the Danish law on Organizational Annual Reporting of 2002.

Concise Oxford Dictionary, 10th edn, (Oxford University Press, 1999).

D. Mosley, Pietri, P.H. and Megginson, L.C., *Management: leadership in action*, (Harper Collins, New York, 1996.)

Universiti Utara Malavsia

D. Held, "Globalization, corporate practice and cosmopolitan social standards", Contemporary Political Theory 1 (1) (2002):59-78.

D. Windsor, "The Future of Corporate Social Responsibility", *International Journal of Organizational Analysis*, Vol 9, No 3, (2001): 225-256.

D.A.L. Coldwell, "Perception and Expectations of Corporate Social Responsibility: Theoretical Issues and Empirical Findings", *Journal of Business Managerial*, (2000): 49-54.

D.J. Wood, "Corporate social performance revisited", *Academy of Management Review*, 16 (4), (1991):691-718.

Dato R. Rajendran, "CSR – The Way Forward", *CSR Malaysia*, available at:http://csrmalaysia.org/csr-the-way-forward/ (December 12, 2016).

Donnelly, J., Human rights and Asian values: A defence of Western' universalism.

F. Al Sawalqa, "Corporate governance mechanisms and voluntary disclosure compliance: the case of banks in Jordan", *International Journal of Academic Research in Accounting, Finance and Management Sciences*, Vol. 4 No. 2 (2014): 369-384.

F. Al Sawalqa, "Corporate governance mechanisms and voluntary disclosure compliance: the case of banks in Jordan", *International Journal of Academic Research in Accounting, Finance and Management Sciences*, Vol. 4 No. 2 (2014): 369-384

Berle, "For whom are corporate manager trustees?", 45Harv. L.R 1145 (1932).

Friedman, M., "The social responsibility of business is to increase its profits", *New York Times Magazine*, (September 13, 1970).

FTSE (2001) FTSE4Good: Global investment, global improvement: http://www.ftse4good.com [Accessed 12 July 2001].L. Ross, "Corporate governance: history, practice and future. Executive summary", London: CIMA Publishing, 2000.

G. Kell, and Ruggie, J. "Global markets and social legitimacy: the case of the 'global compact". In: Drache, D., (Ed) "The market or the public domain? Global governance and the assymetry of power", (London: Routledge, 2001)321-334.

G.H. Mardini, "Corporate governance voluntary disclosures in developing countries: evidence from Jordanian Banks", *International Journal of Business and Emerging Markets*, Vol. 7 No. 1 (2015): 101-129.

Global Reporting Initiative "A common framework", http://globalreporting.org/AboutGRI/Overview.htm [Accessed 6th December 2001], 1999.

Goliath, "Corporate Social Responsibility: HR's Leadership Role," *Research Quarterly*,2004, available from:http://goliath.ecnext.com/coms2/gi_0199-3516518/Corporate-socialresponsibility-HR-s.html

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

Gupta, V., Hanges, P. J., &Dorfman, P., "Cultural clusters: Methodology and findings", *Journal Of WorldBusiness*, *37*(1) (2002):11-15.

H.A. Al-Khadash, "The accounting disclosure of social and environmental activities: a comparative study for the industrial Jordanian shareholding companies", *Abhath Al-Yarmouk Journal: Humanities and Social Sciences*, Vol. 19 No. 2 (2003): 21-39.

H.K. Kang, Lee, S. and Huh, C., "Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry", *International Journal of Hospitability Management*, Vol. 29 (2010): 72-82.

H.K. Kang, Lee, S. and Huh, C., "Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry", *International Journal of Hospitability Management*, Vol. 29 (2010): 72-82.

Hertz, "Corporations on the Front Line", 209.

Hewitt, P. Rt. H., "The Guardian and The Observer Conference: Business and Society -Roles and Responsibilities", 2001: http://www.dti.gov.uk/ministers/speeches/hewitt090701.htm [Accessed 11 September 2001].

Inoue and Lee, "Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries", 798.

- J. Baker, *OECD conference on corporate social responsibility*, "Freedom of association and CSR": 2001. http://www.oecd.org/pdf/M00003000/M00003662.pdf [Accessed 23 November 2001].
- J. Elkington, *'Sustainable development what is it?''*, http://www.sustainability.com/philosophy/what-is-sustainable-development.asp [Accessed 14th October 2002].
- J. Moon, "Business Social Responsibility: a source of social capital?", *Reason in Practice* 1 (3) (2001):35-45.
- J.B. McGuire, Sundgren A., Schneeweis T, "Corporate Social Responsibility and Firm Financial Performance", *Academy of Management Journal*, (1988): 854-872.
- J.Baker,.*OECD conference on corporate social responsibility, "Freedom of association and CSR":* 2001. http://www.oecd.org/pdf/M00003000/M00003662.pdf [Accessed 23 November 2001].
- J.E. Grunig, "A New Measure of Public Opinions on Corporate Social Responsibility", *Academy of Management Journal*, Vol 22, No 4 (1979):738-764.
- J.K. Thompson & Smith H.L., "Social Responsibility and Small Business: Suggestions for Research", *Journal of Small Business Management*, (1991):30-44.

J.L. Smith, Adhikari, A., Tondkar, R.H. and Andrews, R.L., "The impact of corporate social disclosure on investment behavior: a-cross-national study", *Journal of Accounting and Public Policy*, Vol. 29 (2005): 177-192.

J.L.Holcomb, Upchurch, R. S. &Okumus, F., "Corporate Social Responsibility: What are top Hotel Companies Reporting?" *International Journal of Contemporary Hospitality Managemen*, Vol. 19, No. 6 (2007).

J.V.Calafell, Gutierrez, S.M. and Lopez, A.S., "Social responsibility and accounting: a possible binomial", *International Advances in Economic Research*, Vol. 12 (2006): 125-130.

Janet, Albrechtsen, 'This business of moral coercion is just a hoax'. *The Australian* 29 March, 2006.

Jeffcott, Bob & Lynda Yanz, "Codes of Conduct, Government Regulation and Worker Organizing: Are voluntary codes of conduct a privatized alternative to state regulation?", Maquila Solidarity Network, 2000; (http://www.maquilasolidarity.org/resources/codes/bluebooklet.htm).

Jem, "Barricades and Boardrooms: A Contemporary History of the Corporate Accountability Movement".

Jenkins, "Globalization, Corporate Social Responsibility and poverty".

Jeremy Moon, "Government as a driver of corporate social responsibility", University of Nottingham, International Centre for Corporate Social Responsibility, Research paper Series. No. 20 (2004).

Judith Fox, 'CSR in perspective'. Business Community Intelligence. February: 22-23, 2006.

Judith Richter"Holding Corporations Accountable: Corporate Conduct, International Codes, and Citizen Action", (Zed Books, London, 2001).

K. Amaeshi&Adi, B. C. "Corporate Social Responsibility as Deinstitutionalization of Corruption inDeveloping Economies: A Case Study of Nigeria. beyond CSR?," Business, Poverty and Social Justice Conference 22 May 2006, National Liberal Club, London.

K. Elian, "Role of Corporate Social Responsibility in alleviating poverty in Jordan: an exploratory study", *International Journal of Business and Social Research*, Vol. 4 No. 3 (2014): 87-105

K. Waenkaeo and Ussahawanitchakit, P., "Social responsibility accounting and firm survival: evidence from ISO 14000 businesses in Thailand", *Journal of International Business and Economics*, Vol. 11 No. 3 (2011): 56-85.

K.E. Aupperle, Carrol A.B, Hatfield J.D, "An Empirical Examination of the Relationship Between Corporate Social Responsibility and Profitability", *Academy of Management Journal*, Vol 26, No 2 (1985): 446-463.

K.N.K. Ismail, and Ibrahim, A., "Social and environmental disclosure in the annual reports of Jordanian companies", *Issues in Social and Environmental Accounting*, Vol. 2 No. 2 (2008): 198-210.

Kennedy, J. C., "Leadership in Malaysia: Traditional values, international outlook", *The Academy of Management Executive*, 16(3) (2002):15-26.

L. Moir, "What do we mean by corporate social responsibility?", *Corporate Governance* 1 (2):16-22, (2001).

L. Whitehouse, "Research proposal: corporate social responsibility - a comparative study", *Law School*, The University of Hull (2001). See the *Journal of Marketing, Journal of Business Ethics* and *Business and Society*.

L. Whitehouse, "Research proposal: corporate social responsibility - a comparative study", Law School, The University of Hull, 2001.

Universiti Utara Malavsia

Lee and Park, "Do socially responsible activities help hotels and casinos achieve their financial goals?",107.

Lin, C.H., Yang, H.-L.andLiou, D.-Y., "The impact of corporate social responsibility on financial performance: evidence from business in Taiwan", *Technology in Society*, Vol. 32 (2009): 56-63.

M. Ararat, "Corporate Social Responsibility across Middle East and North Africa", (Faculty of Management, Sabanci University, 2006), Draft available at SSRN: http://ssrn.com/abstract=1015925

M. Hopkins, "Corporate Social Responsibility: an Issues Paper, International Labour Office Working Paper", No. 27, Geneva, 2004.

M. Ogrizek, "Forum Paper: The Effect of Corporate Social Responsibility on the Branding of Financial Services", Journal of Financial Services Marketing, Vol 6 (2002): 215-228.

M. Tsoutsoura, "Corporate Social Responsibility and Financial Performance", (University of California, Berkeley, 2004).

M.P. Follett, M.P. "How must business management develop in order to become a profession?", In: Fox, E.M. and Urwick, L., (Eds), *Dynamic administration*, (London: Pitman. 1973 (Paper originally presented in 1925): 103-116.

M.S. Sartawi, Hindawi, R.M., Bsoul, R. and Ali, A.J. "Board composition, firm characteristics, and voluntary disclosure: the case of Jordanian firms listed on the Amman stock exchange", *International Business Research*, Vol. 7 No. 6 (2014).

M.S. Smith &Alcom D.S., "Cause Marketing: A New Direction in the Marketing of Corporate Responsibility", *Journal of Services Marketing*, Vol 6, No 4 (1991): 21-37.

M.S. Suwaidan, Al-Omari, A.M. and Hadad, R.H., "Social responsibility disclosure and corporate characteristics: the case of Jordanian industrial companies", *International Journal of Accounting, Auditing and Performance Evaluation*, Vol. 1 No. 4 (2004): 432-447.

M.S. Suwaidan, Al-Omari, A.M. and Hadad, R.H., "Social responsibility disclosure and corporate characteristics: the case of Jordanian industrial companies", *International Journal of Accounting, Auditing and Performance Evaluation*, Vol. 1 No. 4 (2004): 432-447.

M.W. Wu and Shen, C.-H., "Corporate social responsibility in the banking industry: motives and financial performance", *Journal of Banking and Finance*, Vol. 37 (2013): 3529-3547.

Manan, W. A., "A nation in distress: Human Rights, authoritarianism, and Asian values in Malaysia", SOJOURN: Journal of Social Issues in Southeast Asia 14, no. 2, (1999):359-381.

MdZabid Abdul Rashid, SaadiatulIbrahim," Executive and Management Attitudes towards Corporate Social Responsibility in Malaysia", Corporate Governance, Bradfor, 2002.

Milton Friedman, in the *New York Times*, September 13, 1970.

Mohamad, M. *The way forward*, Speech to the Malaysian Business Council, Kuala Lumpur, Malaysia (1991).Retrieved from: http://www.pmo.gov.my/?menu=pageandpage=1904.

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

N. Hertz, "Corporations on the Front Line", Corporate Governance, 12(2)(2004): 202-209.

Nielsen & Thomsen, C. "Reporting CSR – what and how to say it?", 33.

Nik Nazli Nik Ahmada, Maliah Sulaiman b, and DodikSiswantoro, "Corporate Social Responsibility Disclosure in Malaysia: An Analysis of Annual Reports of KLSE Listed Companies", *IIUM Journal of Economics and Management*, 11, no.1(2003).

Odeh Al-Jayyousi, "Corporate Social Responsibility: Transforming the Jordanian's Corporations", Corporate governance and responsibility realizing sustainability forum, 2011.

P. Murphy, Top companies leave charities in the cold, *The Guardian*, 5 November: 1, 2001.

P.L. Cochran & Wood R. A., "Corporate Social Responsibility and Financial Performance", Academy of Management Journal, Vol 27, No 1 (1984): 42-56.

P.W. Maclagan, "Corporate social responsibility as a participative process, Business Ethics", *A European Review* 8 (1) (1999):43-49.

P.W. Maclagan, P.W. Management and morality, (London: Sage Publications, 1998).

Porter, M. E., & Kramer, M. R., "The link between competitive advantage and corporate social responsibility", *Harvard Business Review*, 84(12), (2006): 78-92.

Porter, M.E., & Kramer, M. R. "The competitive advantage of corporate philanthropy", *Harvard Business Review*, 80(12), (2002): 56-68.

Porter, M.E., & Kramer, M. R., "The big idea: creating shared value", *Harvard Business Review*, (2011): 6.

R. Al-Hamadeen and Badran, S., "Nature and determinants of CSR disclosure: experience of the Jordanian public shareholding companies", *European Journal of Business and Management*, Vol. 6 No. 13 (2014).

R. Gray., Owen, D.L. and Adams, C., "Accounting and Accountability: Changes and Challenges in Corporate and Social Reporting", (Prentice-Hall, London, 1996).

R.E. Freeman & Liedtka, J, "Corporate Social Responsibility: A Critical Approach," *Business Horizons*, *July-August* (1991): 92-8.

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

Ramasamy& Ting, "A Comparative Analysis of Corporate Social Responsibility Awareness", 109.

Rhys Jenkins, "Globalization, Corporate Social Responsibility and poverty". *International Affairs*. 81(3) (2005): 525-540.

Richardson, Welker M, Hutchinson I.R., "Managing Capital Market Reactions to Corporate Social Responsibility",33.

Ruth Yap, "Overseas article: Corporate Social Responsibility in Malaysia", ECO-CSR Japan, available at: https://www.env.go.jp/earth/coop/eco-csrjapan/en/malaysia.html (December 12, 2016).

S. Adkins, "Cause related marketing: who cares wins", (London: Heinemann Butterworth, 1999a). S.Adkins, "The wider benefits of backing a good cause", (Marketing, 2 September: 20-21, 1999b).

S. Lee, and Park, S.-Y., "Do socially responsible activities help hotels and casinos achieve their financial goals?", *International Journal of Hospitability Management*, Vol. 28 (2009): 105-112.

S. Macleod, "Why Worry about CSR?," *Strategic Communication Management*, Vol. 5 No.5 (2001):8-9.

S. Sen and Bhattacharya, C.B. "Does doing good always lead to doing better? Consumer reactions to corporate social responsibility", Journal of Marketing Research 38 (2) (2001):225-244.

S.R. Abdulrazak and Fauziah Sh. Ahmad, "The Basis for Corporate Social Responsibility in Malaysia", *Global Business and Management Research: An International Journal*, Vol. 6, No. 3 (2014).

Sandra Polaski, "Combining Global and Local Forces: The Case of Labor Rights in Cambodia". World Development. 34(5) (2006): 919–932.

Shamsul, A.B., "Many ethnicities, many cultures, one nation: The Malaysian experience", *UKM Ethnic*

Studies Paper Series No.2, Malaysia:KITA (2008).

Sparkes, R., &Cowton, C. J., "The maturing of socially responsible investment: A review of the developing link with corporate social responsibility", *Journal of Business Ethics*, *52*(1), (2004): 45-57.

T. Macalister, "Charity survey a wake up call, says CBI chief", *The Guardian*,6 November: 2.D. Roberts and Hunt, B., "C&W faces revolt over bonus scheme: telecommunications options plan angers investors", *Financial Times*, 21 July/22 July: 14, 2001. BBC Radio 4, "*Analysis*", 22 November. London, 2001.

Tony Royle, "Realism or idealism? Corporate social responsibility and the employee stakeholder in the global fast-food industry", *Business Ethics: A European Review*, 14(1) (2005): 42-55.

W.F. Abbott & Monsen R.J, "On the Measurement of Corporate Social Responsibility: Self Reported Disclosures as a Method of Measuring Corporate Social Involvement", *Academy of Management Journal*, Vol 22, No 3 (1979): 501-515.

Y. Inoue and Lee, S., "Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries", *Tourism Management*, Vol. 32 (2011): 790-804.

Y.F. Jahamani, "Green accounting in developing countries: the case of UAE and Jordan", *Managerial Finance*, Vol. 29 No. 8 (2003): 37-45.

Zauwiyah, Salleh&Junaini. "Determinants of Environmental Reporting in Malaysia," International Journal of Business Studies, Vol 11, No. 1 (2003): 69-90.

