

CSR AMONG THE STAKEHOLDERS IN MALAYSIA: EXAMINING THE CSR INITIATIVES, IMPACT, AND FUTURE TRENDS IN BUSINESS PRACTICES

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Abstract: *CSR practices have become increasingly significant in Malaysia, prompting researchers to explore their various dimensions and impacts. This paper presents a qualitative inquiry into CSR perceptions among stakeholders in Malaysia, focusing on unraveling narratives surrounding CSR initiatives, their perceived impacts, and anticipated future trends in business practices. Using a case study approach integrated with surveys, data were collected from workers across diverse sectors, including government, government-linked corporations (GLC), private, and small and medium-sized enterprises (SMEs), through Google Forms. The study adopts an interpretivist paradigm, recognizing the subjective nature of stakeholders' experiences and perspectives. Findings contribute to a nuanced understanding of CSR practices and governance dynamics, shedding light on their relationships with organizational and financial outcomes in the Malaysian context.*

Keywords: *CSR, CSR Initiatives Stakeholders In Malaysia, Business Practices*

Introduction

The intricate and symbiotic relationship between corporations and society has undergone a profound transformation in recent years, witnessing the emergence of CSR as a central and non-negotiable tenet in organizational priorities (Smith, 2018). This transformative shift is not a mere reflection of global trends but represents a nuanced response to the dynamic socio-economic landscape that defines Malaysia (Jones & Tan, 2020). Within the Malaysian context, the evolution of CSR is not a mere mimicry of international practices; rather, it is a conscious adaptation to the unique tapestry of the nation's economic, environmental, and social intricacies (Chong & Lim, 2019). The interplay between businesses and society is a complex dance, influenced by a myriad of factors that extend beyond the conventional realms of profit and loss (Chan et al., 2021). Economic forces, environmental concerns, and societal expectations interweave to create a multifaceted landscape that demands a strategic, thoughtful response from corporations.

In Malaysia, this intricate interplay is further heightened due to the nation's diverse cultural fabric, rich history, and rapid economic development (Ahmad & Rajoo, 2017). The call for businesses to engage with societal concerns goes beyond a generic global push; it is a resonant call rooted in the specific challenges and opportunities that define Malaysia's socio-economic milieu. As organizations navigate this multifaceted and dynamic terrain, the integration of CSR has transcended the realm of being a discretionary choice; it has become an imperative for ensuring not only immediate relevance but long-term success and sustainability (Lee, 2020). The contemporary business landscape in Malaysia demands a recalibration of corporate values, emphasizing not only financial returns but also a commitment to ethical, sustainable, and socially responsible practices.

The imperative nature of CSR in Malaysia is underscored by the realization that businesses are not isolated entities but integral components of the larger societal ecosystem (Tan & Ng, 2019). The consequences of corporate actions ripple far beyond boardroom decisions, affecting employees, communities, and the environment. As such, CSR is not merely a corporate accessory but a strategic investment in building resilient, symbiotic relationships that contribute to both corporate and societal well-being. This paradigm shift requires a reevaluation of organizational goals, a redefinition of success metrics, and a recalibration of corporate strategies (Lim, 2018). Malaysian corporations are not merely responding to a global trend; they are pioneers in crafting a localized model of CSR that is attuned to the nation's specific needs and aspirations. In conclusion, the integration of CSR in Malaysia is not a mere reflection of global movements; it is a bespoke response to the intricate socio-economic landscape that defines the nation (Ng & Wong, 2020). As this transformation unfolds, Malaysian corporations find themselves at the vanguard of a movement that transcends profit motives, emphasizing a commitment to sustainable, responsible, and socially conscious business practices as the bedrock for enduring success and societal advancement.

The inception of CSR in Malaysia traces its roots back to the nation's historical journey of economic development. The earliest inklings of CSR can be identified in the aftermath of Malaysia's independence in 1957, as the government recognized the need for businesses to contribute to nation-building efforts. The concept gained formal recognition in the early 1970s, coinciding with the establishment of the New Economic Policy (NEP), which aimed to address socio-economic imbalances among different ethnic groups. The NEP emphasized the importance of corporate involvement in social development and community well-being as a means to foster a more equitable society (Malaysian Institute of Corporate Governance, 2018).

Subsequent legal frameworks further solidified the role of CSR in Malaysia. The Companies Act of 1965 was amended in 2007 to include Section 135, mandating companies above a certain size and profitability to allocate a portion of their profits for CSR initiatives. This legal provision aimed to institutionalize CSR practices and integrate them into corporate governance structures.

Additionally, the Malaysian Code on Corporate Governance, first introduced in 2000 and subsequently revised, underscores the significance of CSR as a crucial component of corporate governance, emphasizing the responsibility of boards to ensure sustainable and ethical business practices (Securities Commission Malaysia, 2017). The legal framework supporting CSR initiatives in Malaysia has evolved to reflect the growing importance of businesses in contributing to societal well-being. Beyond the Companies Act and the Malaysian Code on Corporate Governance, the government has introduced specific policies and guidelines to guide CSR practices. For instance, the Malaysian Palm Oil Certification Council (MPOCC) has established the Malaysian Sustainable Palm Oil (MSPO) certification standard, encouraging palm oil companies to adopt environmentally sustainable and socially responsible practices (Malaysian Palm Oil Certification Council, 2021). The National Corporate Responsibility (NCR) initiative, launched in 2010, further underscores the government's commitment to promoting responsible business conduct by encouraging companies to align their CSR activities with national development goals (Ministry of Finance Malaysia, 2010). To ensure clarity and precision in the discourse, it is imperative to provide nuanced definitions of key terms. CSR in the Malaysian context refers to the voluntary actions and initiatives undertaken by corporations to address societal concerns while balancing economic objectives. This includes philanthropic activities, environmental sustainability efforts, and ethical business practices. The term 'sustainable business practices' denotes the integration of environmental, social, and economic considerations into corporate strategies to ensure long-term viability and positive impacts on stakeholders. Moreover, 'socially responsible practices' encompass actions that contribute positively to communities, employees, and the broader society, reflecting a commitment to ethical conduct and stakeholder well-being. In weaving together the historical evolution, legal framework, and refined definitions, this introduction comprehensively sets the stage for a thorough exploration of Corporate Social Responsibility among stakeholders in Malaysia.

Literature Review

Theoretical Framework

The theoretical framework is the intellectual compass directing the study, providing a robust conceptual scaffold to interpret and analyse the complex dynamics of CSR within the Malaysian context. Drawing upon a rich reservoir of CSR theories, this section aims to establish a theoretical lens that not only frames the exploration of CSR initiatives but also guides the examination of their impacts and future trajectories. In navigating this theoretical terrain, the research draws inspiration from well-established theories such as stakeholder theory, legitimacy theory, and institutional theory. Stakeholder theory forms the cornerstone, highlighting the importance of understanding and satisfying the needs of diverse stakeholders (Yan & Loang, 2024). Legitimacy theory underscores the notion that organizations must actively manage the perceptions of stakeholders to ensure continued support and legitimacy. Institutional theory contributes by recognizing the influence of external social, political, and economic institutions on organizational behaviour, including CSR practices.

Literature review on dependant variables

Board Diversity, Company's Financial Performance and Corporate Social Responsibility Information Disclosure in Malaysia

The study conducted by Lily Suriana Hassan, Norman Mohd Saleh, and Izani Ibrahim and published in the International Business Education Journal in 2020 explores the intricate relationship between board diversity, financial performance, and the disclosure of CSR information in Malaysian listed companies. The research framework is grounded in the Upper Echelon Theory and Slack Resources Theory, providing a theoretical foundation for understanding the impact of diversity within the board of directors on financial performance and CSR information disclosure (Yang & Loang, 2024). The methodology involves regression analysis on a sample of 205 companies listed on Bursa Malaysia, aiming to assess the relationships between various dimensions of board diversity, including gender, age, tenure, educational level, professional membership, and functional background, and financial performance, as well as CSR information disclosure. The key findings of the study are twofold. Firstly, in terms of financial performance, the research reveals a significant positive correlation between the functional background diversity of directors and a company's financial performance. Notably, diversity in gender, age, tenure, educational level, and professional membership does not exhibit a significant influence on financial performance. Secondly, concerning CSR information disclosure, the study finds that board diversity, particularly in terms of professional membership, significantly enhances the disclosure of CSR information. Conversely, gender, age, tenure, educational level, and functional background diversity do not demonstrate a significant impact on CSR information disclosure. The implications of the study suggest that companies can benefit from fostering diversity in the functional background and professional membership of their boards. Such diversity is more likely to positively influence both financial performance and the disclosure of CSR information. In terms of contributions, the research injects a diversity perspective into existing theories and offers insights into the complex interplay between board diversity, financial performance, and CSR information disclosure within the Malaysian context.

The study acknowledges mixed results in prior literature regarding the diversity-performance relationship, emphasizing the need for further research and underlining the importance of considering the unique context of Malaysia in future studies. In conclusion, this research is significant for understanding how board diversity, particularly in functional background and professional membership, can impact financial performance and CSR information disclosure in the Malaysian business landscape. The findings contribute valuable insights to the broader discussions on corporate governance, board dynamics, and social responsibility.

Examining the Impact of Corporate Social Responsibility Towards Employee Engagement

The article in question delves into the examination of how CSR affects employee engagement, specifically within the context of Telekom Malaysia Berhad in Kedah. Employee engagement is a focal point in contemporary management discussions due to its perceived importance in ensuring business success and sustainability. CSR, recognized as an instrumental variable with multidimensional responsibilities, is posited to impact employee performance. The primary objective of the study is to discern which among the four dimensions of CSR—economic, legal, ethical, and philanthropic—exerts influence on employee engagement in Telekom Malaysia Berhad, Kedah. The research adopts a quantitative methodology, employing questionnaires as the main data collection tool. A total of 250 questionnaires were distributed to the Human

Capital Business Operation department for dissemination to employees. The analysis was conducted using Statistical Package for Social Science (SPSS) version 16.0. The findings, as revealed through multiple regression analysis, indicate that only one dimension of CSR, namely ethical CSR, exhibits a significant positive influence on employee engagement. Economic and legal CSR demonstrate influence but fail to reach a significant level, while philanthropic CSR does not show a significant impact. The regression analysis suggests that only 21.7% of the total variance in work engagement can be explained by CSR dimensions. Moreover, the study underscores the importance of ethical CSR practices in enhancing employee engagement within Telekom Malaysia Berhad, Kedah.

The management is advised to focus on improving ethical conduct within the workplace to enhance the emotional impact of employees, thereby increasing their interest and engagement in their jobs. The research methodology involves a quantitative approach with a hypothesis-testing design, specifically predictive in nature. The questionnaire, based on Likert scale responses, was distributed using simple random sampling techniques. The reliability of the questionnaire was tested through Cronbach's Alpha, demonstrating good reliability for both employee engagement and CSR dimensions. In conclusion, the article emphasizes that there is no one-size-fits-all solution for enhancing employee engagement through a single CSR dimension. The study highlights the complexity of employee engagement formation, influenced by various factors inherent in CSR variables. Ethical CSR emerges as a crucial factor, indicating that corporate practices emphasizing ethical behavior significantly contribute to improving employee engagement within Telekom Malaysia Berhad, Kedah. The broader implication is that CSR and business success are intricately linked, with ethical CSR serving as a key instrument for increased employee engagement and overall organizational success.

Literature Review on Independent Variables

A Study on Corporate Social Responsibility Practices amongst Business Organisations in Malaysia

The essay explores CSR practices in Malaysia, focusing on government-linked organizations (GLC), multinational corporations (MNC), local Malaysian organizations (NC), and small and medium-sized enterprises (SME). The research aims to analyze the depth of CSR practices and their variations based on listing status, industry nature, and organization size. In Malaysia, CSR has gained significance, with companies recognizing its role in sustainable development. The study draws on the European Union's definition of CSR, highlighting its integration into business operations.

The evolution of CSR practices, from philanthropy to strategic corporate responsibility, is traced, emphasizing the shift from after-profit obligations to the incorporation of socially responsible principles into corporate management. The objectives include analyzing the extent of CSR practices across different organizations and assessing the relationship between organization size and CSR practices. GLCs, with significant government ownership, prioritize societal well-being, while MNCs bring diverse philosophies, emphasizing economic, social, and environmental responsibilities. SMEs, crucial to the economy, may prioritize profitability over CSR due to survival concerns. Industries with adverse environmental and social impacts often prioritize CSR for sustainability. CSR practices vary based on industry-specific challenges. Larger organizations, facing greater societal pressure, demonstrate more CSR activities due to better financial positions. CSR becomes a tool for improving organizational image, reputation, and employee motivation. The research provides insights into CSR practices

in Malaysia, underscoring its role in sustainability across organizations of varying sizes and listing statuses. The findings offer guidance for managers and policymakers and highlight the need for refined analyses and a broader understanding of CSR practices in Malaysia.

CSR Disclosures, CSR Awards and Corporate Governance as Determinants of the Cost of Debt: Evidence from Malaysia

The research investigates the intricate relationship between CSR disclosures, CSR award accolades, and the cost of debt incurred by publicly listed companies in Malaysia. The study focuses on 104 Malaysian companies listed on the Edge Billion Ringgit Club between 2009 and 2015. Utilizing panel data regression analysis and ordinary least squares estimation, the investigation seeks to discern how CSR-related factors influence a firm's cost of debt. The key findings underscore the significance of CSR disclosures and CSR award victories in mitigating the cost of debt for companies. The interaction between CSR disclosures and the recognition of CSR initiatives through awards is shown to have a favorable impact, reducing the overall cost of debt. This suggests that when companies provide comprehensive information about their CSR practices, coupled with the endorsement of awards, it enhances their marketability and negotiation leverage for better debt contracts.

However, the study introduces nuances, revealing that politically connected companies face higher debt costs compared to their non-politically connected counterparts. Furthermore, it unveils insights into corporate governance dynamics, indicating that smaller boards prove effective in monitoring CSR disclosures, while audit committees do not exhibit the same level of efficacy. The descriptive statistics present a snapshot of the industrial sectors represented in the sample, with a predominant presence in the industrial sector, followed by various other sectors. Correlation analyses highlight significant relationships between variables, illustrating the intricate interplay between CSR-related factors, ownership structures, and corporate governance mechanisms. The regression analysis supports the hypotheses posited in the study. Notably, it finds a negative correlation between CSR disclosures and the cost of debt, aligning with previous evidence that high-quality financial and social disclosures reduce information asymmetry between companies and creditors. However, the study introduces a nuanced perspective by indicating a positive relationship between winning CSR awards and the cost of debt, challenging the assumption that such accolades enhance the credibility of CSR disclosures.

Board Diversity and Corporate Social Responsibility

The study investigates the impact of board diversity on CSR performance within the context of 1,489 U.S. firms from 1999 to 2011. Employing seven distinct measures of board diversity, the research finds a positive association between board diversity and CSR performance, aligning with stakeholder theory. The study identifies gender, tenure, and expertise diversity as significant driving factors for firms' CSR activities. The multivariate regression analysis, controlling for influential factors established in prior research, reveals that overall board diversity positively correlates with CSR strengths and inversely correlates with CSR concerns. The results support the notion that diverse boards enhance firms' capacity to meet the needs of diverse stakeholder groups and manage conflicts effectively. Notably, gender diversity is found to increase overall CSR by boosting strengths and diminishing concerns. Race, tenure, and expertise diversity also contribute to enhanced CSR performance, particularly by reducing CSR concerns. The study employs ordinary least squares regression and two-stage least square regression methods, addressing potential endogeneity concerns regarding board diversity. The findings remain robust across different measures of CSR performance, estimation methods, and

samples. The study's contribution lies in providing insights into the nuanced impact of different dimensions of diversity on CSR components across various social responsibility areas. The analysis extends to examining the influence of board diversity on CSR components in community, environment, product, and corporate governance areas. While diversity positively affects CSR components in these areas, it does not significantly impact those related to employees and human rights. Furthermore, the study explores industry-specific variations, finding that the impact of board diversity on CSR is more pronounced in firms with consumer-oriented products and those operating in competitive markets. This underscores the varying dynamics of stakeholder management effectiveness in different business environments. In conclusion, the research contributes to the understanding of board diversity's role in overseeing CSR performance, supporting calls for increased diversity from regulators. The study implies that diverse boards play a crucial role in stakeholder management, particularly in environments demanding high-intensity stakeholder engagement. Future studies are encouraged to delve into the director selection process and corporate events triggering changes in board diversity, providing further insights into the dynamics of diverse boards in different market contexts.

The Factors that Influence Individuals CSR-Perception in Malaysia

The article authored by Nurul Alia Binti Zamri explores the factors influencing individuals' perception of CSR within organizations in Malaysia. The study focuses on Internally Perceived CSR and its impact on organizational commitment. Derived from social exchange theory, social identity theory, and relevant literature, the research model is tested through a survey involving 100 respondents from a renewable energy company. The findings highlight that CSR fostered development significantly impacts individuals' CSR perception, emphasizing its relationship with the variable. The practical implications suggest that organizations should focus on enabling employees' CSR fostered participation and empowerment (Xin & Loang, 2024). The study identifies the importance of a good CSR reputation in fostering positive views among employees, contributing to job satisfaction and lowering turnover rates. The originality of the study lies in its exploration of the internal CSR dimension, often neglected in existing literature (Loang, Iqbal & Shah, 2024). The research introduces concepts like CSR fostered empowerment, participation, and development, shedding light on their significance for employees. The theoretical framework includes hypotheses related to these concepts, and the analysis involves reliability, correlation, and regression tests. The survey data is collected from 150 employees, and demographic factors such as age, job title, participation in CSR, company's CSR satisfaction, and perceived importance of CSR are considered. Reliability analysis using Cronbach's Alpha indicates satisfactory internal consistency for the variables (FaXing & Loang, 2024). Correlation analysis shows relationships between variables, while regression analysis reveals the impact of CSR fostered empowerment, participation, and development on individuals' CSR perception. The study concludes that CSR fostered development is positively related to individuals' CSR perception, whereas CSR fostered empowerment and participation show no significant relationship. The implications of the findings for both theory and practice are discussed, emphasizing the need for organizations to understand and implement effective internal CSR strategies. In summary, Nurul Alia Binti Zamri's research provides valuable insights into the factors influencing individuals' CSR perception within Malaysian organizations, contributing to the broader understanding of CSR's internal dimensions and its implications for employee commitment.

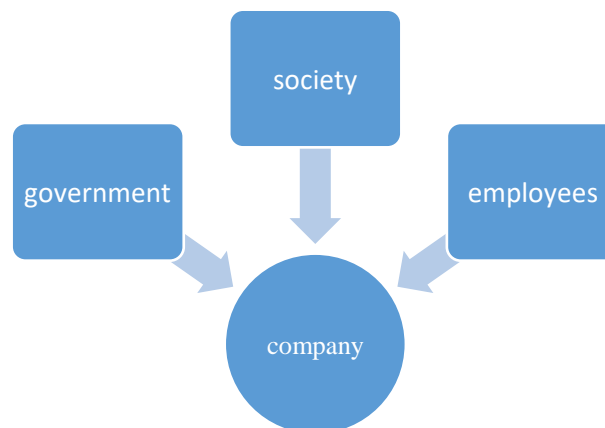
Corporate Social Responsibility and Firm Performance among Malaysian Firms

The article titled "Corporate Social Responsibility and Firm Performance among Malaysian Firms" by Samantha Chan and Fong Yew Ong explores the relationship between CSR disclosure and corporate financial performance (CFP) among manufacturing firms in Malaysia. The study focuses on CSR dimensions, including workplace, marketplace, community, and environment, and examines their impact on financial outcomes. The research, conducted through content analysis of annual reports from 97 manufacturing firms between 2017 and 2019, employs a CSR disclosure index. The findings reveal that CSR disclosure levels in Malaysian manufacturing firms are relatively low. The study employs Pearson's correlation and multiple regression analysis to analyze the relationship between CSR disclosure and financial performance. Interestingly, the study suggests a mixed relationship between CSR disclosure and financial performance, indicating a possible curvilinear association. Community, workplace, and marketplace-related CSR activities are found to significantly affect return on assets (ROA), while marketplace activities notably influence Tobin's Q. The study concludes that CSR disclosure, particularly in the marketplace dimension, has a positive relation with firm performance. However, environmental disclosures show a negative association with both ROA and Tobin's Q, suggesting a potential gap in investor perception regarding the impact of certain CSR dimensions on financial performance (Gang, Weili & Loang, 2024). The findings emphasize the need for a comprehensive understanding of CSR's influence on various aspects of firm performance. Despite providing valuable insights, the study acknowledges limitations, including its focus on a specific industry and a relatively short study period. The authors encourage further research to explore CSR-firm performance dynamics in different sectors and over extended timeframes. Overall, the study contributes to the ongoing discourse on the relationship between CSR practices and financial outcomes in the context of Malaysian manufacturing firms.

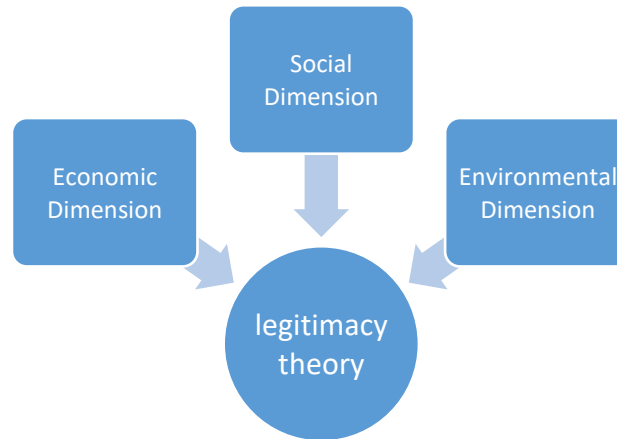
Conceptual Framework

Theoretical Framework:

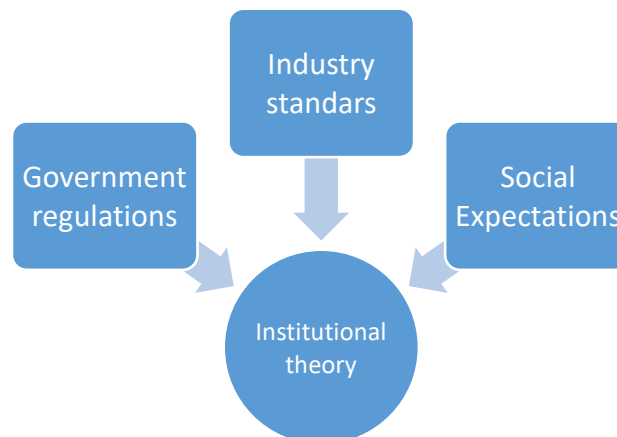
Stakeholder Theory: Emphasizes understanding and meeting the needs of diverse stakeholders.



Legitimacy Theory: Suggests organizations must manage stakeholder perceptions for continued support and legitimacy.



Institutional Theory: Recognizes external institutions' influence on organizational behavior, including CSR practices.



Dependent Variables (CSR Impact):

Board Diversity, Financial Performance, and CSR Disclosure:

Study: Investigates how board diversity influences financial performance and CSR disclosure in Malaysian listed companies.

Findings: Functional background diversity positively correlates with financial performance; professional membership diversity positively impacts CSR disclosure.

CSR's Impact on Employee Engagement:

Study: Explores how CSR dimensions (economic, legal, ethical, philanthropic) affect employee engagement in Telekom Malaysia Berhad.

Findings: Ethical CSR significantly influences employee engagement; economic and legal CSR demonstrate influence but not significantly.

Independent Variables (CSR Practices and Governance):

CSR Practices among Different Organizations:

Study: Analyzes CSR practices across government-linked organizations (GLC), multinational corporations (MNC), local Malaysian organizations (NC), and SMEs.

Findings: CSR practices vary across organizations based on size, listing status, and industry-specific challenges.

CSR Disclosures, CSR Awards, and Cost of Debt:

Study: Investigates the relationship between CSR disclosures, CSR awards, and the cost of debt for Malaysian companies.

Findings: CSR disclosures and awards mitigate the cost of debt; political connections impact debt costs.

Board Diversity and CSR Performance:

Study: Explores the impact of board diversity on CSR performance in U.S. firms.

Findings: Overall board diversity positively correlates with CSR performance, particularly in community, environment, product, and corporate governance areas.

Factors Influencing CSR Perception:

Study: Examines factors influencing individuals' CSR perception within Malaysian organizations.

Findings: CSR fostered development significantly impacts individuals' CSR perception.

CSR Disclosure and Firm Performance in Manufacturing Firms:

Study: Focuses on the relationship between CSR disclosure and financial performance in Malaysian manufacturing firms.

Findings: Mixed relationship; certain CSR dimensions significantly affect return on assets (ROA) and Tobin's Q.

Methodology

This study employs a qualitative approach to investigate CSR perceptions among stakeholders in Malaysia. A combination of a case study approach integrated with surveys is utilized to delve into the nuanced perceptions and insights surrounding CSR practices within organizational contexts.

Data Collection

Structured questionnaires are distributed using Google Forms to systematically gather information from stakeholders. The questionnaire comprises a mix of open-ended and structured questions to capture stakeholders' opinions comprehensively. Structured questions, including Likert-scale items, are designed to quantify responses on CSR initiatives, satisfaction levels, awareness, engagement, perceived impact, and preferred focus areas. Open-ended

inquiries allow participants to provide detailed insights, experiences, and suggestions regarding CSR practices.

Sampling Strategy

Purposive sampling is employed to ensure inclusivity and diversity in participant selection. Stakeholders from various sectors in Malaysia are targeted to provide a comprehensive understanding of CSR perceptions. The sample includes individuals working in government, government-linked corporations (GLCs), private companies, and small and medium-sized enterprises (SMEs). This diverse sample ensures representation across different organizational contexts and facilitates a rich exploration of CSR dynamics.

Ethical Considerations

Ethical considerations are paramount throughout the data collection process. Clear communication of the research's purpose is provided to participants, ensuring transparency and informed consent. Measures are in place to guarantee respondent confidentiality and protect sensitive information. Participants are informed of their rights regarding data usage and confidentiality. Ethical guidelines outlined by relevant institutional review boards are strictly adhered to throughout the research process.

In summary, this qualitative study utilizes a case study approach integrated with surveys conducted through Google Forms to explore CSR perceptions among stakeholders in Malaysia. The structured questionnaire includes a mix of open-ended and structured questions to comprehensively capture stakeholders' perspectives. Purposive sampling ensures diversity in participant selection, while ethical considerations are prioritized to safeguard participant rights and confidentiality. This methodology aims to provide a robust framework for understanding the complexities of CSR dynamics within the Malaysian business landscape.

Conclusion

In conclusion, this study offers valuable insights into the multifaceted landscape of CSR practices among stakeholders in Malaysia. Through a qualitative inquiry employing a case study approach integrated with surveys, the research delves into the narratives surrounding CSR initiatives, their perceived impacts, and anticipated future trends in business practices. The adoption of a qualitative methodological framework, complemented by structured questionnaires distributed via Google Forms, facilitates a nuanced exploration of stakeholders' subjective experiences and perspectives within their organizational contexts.

The findings contribute to a deeper understanding of CSR practices and governance dynamics, shedding light on their relationships with organizational and financial outcomes in the Malaysian context. The study underscores the imperative nature of CSR in Malaysia, highlighting its role as a strategic imperative for ensuring both immediate relevance and long-term sustainability in a dynamic socio-economic landscape. By recognizing the unique challenges and opportunities that define Malaysia's business environment, the research emphasizes the localized adaptation of CSR practices to address the nation's specific needs and aspirations.

Moreover, the study illuminates the evolution of CSR in Malaysia, tracing its historical roots and examining its institutionalization within legal frameworks and corporate governance structures. Through analyses of various dimensions of CSR, including board diversity, CSR disclosure, and its impact on employee engagement and firm performance, the research

provides comprehensive insights into the intricate interplay between CSR practices and organizational dynamics.

Overall, this study contributes to advancing scholarly understanding and practical implications of CSR in Malaysia, offering valuable guidance for stakeholders, policymakers, and researchers interested in promoting responsible business conduct and sustainable development. As Malaysian corporations navigate the complex terrain of CSR, they are poised to lead the charge in fostering resilient, symbiotic relationships that contribute to both corporate success and societal well-being.

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