Corporate Social Responsibility for Biscuits and Confectionary: A Case Study at Shoon Fatt Trading Sdn. Bhd.

LIM PEI FANG

BACHELOR OF TECHNOLOGY MANAGEMENT WITH HONOURS
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2024

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LIM PEI FANG

A thesis submitted
in fulfillment of the requirements for the degree of
Bachelor of Technology Management with Honours

Faculty of Technology Management and Technopreneurship

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2024

DECLARATION

I declare that this thesis entitled "Corporate Social Responsibility for Biscuits and Confectionary: A Case Study at Shoon Fatt Trading Sdn. Bhd. is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.
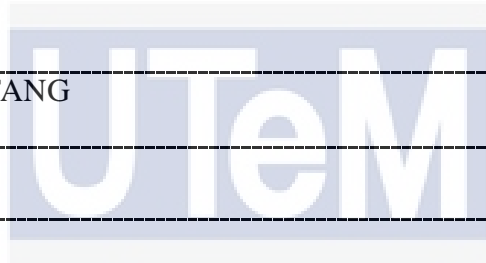
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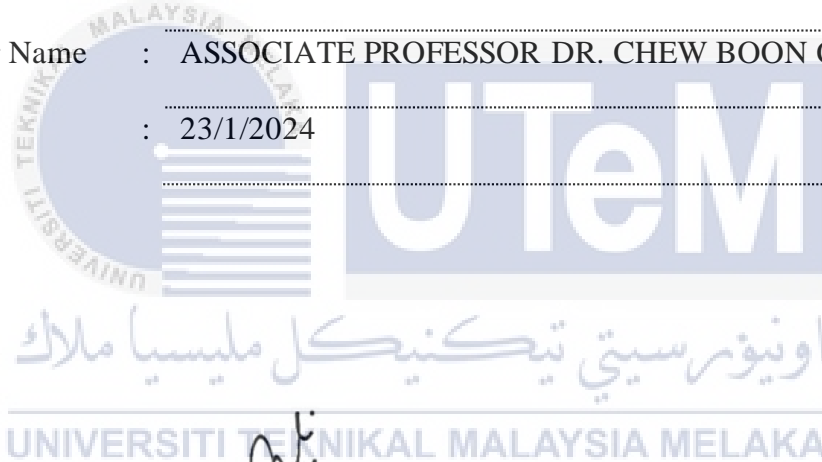
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I hereby declare that I had read through this thesis and in my opinion that this thesis is adequate in terms of scope and quality which fulfil the requirements for the award of Bachelor of Technology Management with Honours

Signature   :   *BCChew*

Supervisor Name : ASSOCIATE PROFESSOR DR. CHEW BOON CHEONG

Date   : 23/1/2024

Signature   :

Panel Name   : EN. MOHD SHAMSURI BIN MD SAADI

Date   : 23/1/2024

DEDICATIONS

I would like to sincerely express my appreciation towards my supervisor, Associate Professor Ts. Dr. Chew Boon Cheong, who has guided me along this research journey. I would also like to convey my most profound appreciation towards my family members and friends, who have provided me with moral and emotional support throughout this research. Before I finish, I also appreciate all the participants who assisted me in completing my study.

ACKNOWLEDGEMENTS

ABSTRACT

Corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment. CSR helps both improve various aspects of society as well as promote a positive brand image of companies. Besides, CSR Malaysia acts as a bridge between corporate companies and the needy by organizing various events that benefit the poor. By implementing a CSR policy, companies can show investors that they are doing their best to operate ethically and responsibly. While carrying out their activities, companies have particular social responsibilities such as minimizing environmental pollution. Nowadays, many companies implement CSR program in their business. Despite the growing awareness of the importance of CSR, many companies struggle to effectively implement and integrate CSR practices into their core business operations. Therefore, this study aimed to identify the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance. Exploratory research design and qualitative research method were adopted in this study because it allowed the researcher to better comprehend the existing problem by gaining information from respondents in the Shoon Fatt Trading Sdn Bhd through interview sessions. The first research objective was achieved as the reasons Shoon Fatt Trading Sdn Bhd implement CSR program include economic CSR, environmental CSR, society CSR, customer loyalty, and corporate image. The second research objective had also been achieved as the ways implement effective CSR governance in Shoon Fatt Trading Sdn Bhd successfully, which are societal community within sustainability awareness, community care and sustainability contribution, and program initiated on the sustainable development. By gaining valuable insights into each reasons implement CSR programs and ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd, this research is beneficial to the researcher in order to develop a case study to furthermore that the successful implementation of CSR within an organization.

ABSTRAK

Pertanggungjawaban sosial korporat (CSR) adalah model perniagaan di mana syarikat berusaha untuk beroperasi dengan memberi manfaat kepada masyarakat dan alam sekitar. CSR membantu meningkatkan pelbagai aspek masyarakat sambil mempromosikan imej positif syarikat. Di Malaysia, CSR berperanan sebagai jembatan antara syarikat dan golongan yang memerlukan, dengan mengadakan acara yang memberi faedah kepada golongan miskin. Dengan melaksanakan dasar CSR, syarikat dapat menunjukkan kepada pelabur bahawa mereka berusaha untuk beroperasi secara etika dan bertanggungjawab, termasuk mengurangkan pencemaran alam sekitar. Walaupun kesedaran tentang kepentingan CSR semakin meningkat, banyak syarikat menghadapi kesulitan untuk melaksanakan dan mengintegrasikan amalan CSR secara berkesan. Oleh itu, kajian ini bertujuan untuk mengenalpasti sebab-sebab Shoon Fatt Trading Sdn. Bhd. melaksanakan program CSR dan menyelidiki cara mereka melaksanakan tadbir urus CSR yang berkesan. Kajian ini menggunakan reka bentuk penyelidikan eksploratori dan kaedah kualitatif melalui sesi temu ramah untuk memahami masalah dan mendapatkan pandangan mengenai CSR ekonomi, alam sekitar, masyarakat, kesetiaan pelanggan, imej korporat, serta tadbir urus CSR dalam kelestarian dan sumbangan kepada pembangunan lestari. Kajian ini memberi manfaat kepada penyelidik untuk mengembangkan kajian kes dalam pelaksanaan CSR yang berjaya dalam organisasi.

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CHAPTER 1

INTRODUCTION

1.1   Background of study

CSR activities of companies are generally evaluated with the following three approaches: Carroll's (1979, 1991) approach, stakeholders approach and sustainable development approach. To prevent conceptual anarchy (De Vaus, 2013), these approaches will be explained below in detail. Carroll (1991) has put forward four CSR dimensions. These are economic, legal, ethical and philanthropic responsibilities. Economic responsibility concerns the responsibility of the business to produce products and services needed by consumers and selling them to make profit. Legal responsibility refers to companies obeying the laws and regulations while carrying out their activities. On the other hand, although economic and legal responsibility contains fairness and honesty, ethical responsibility concerns the activities and practices not necessarily imposed by law but expected by the public. Philanthropic responsibility is composed of activities containing artistic and educational characteristics and protecting the public interest (Carroll, 1991). Schwartz and Carroll (2003) have re-designed the four-dimensional model and created a new three-dimensional (economic, legal and ethical) structure.

Apart from that, CSR dimensions can be evaluated in terms of stakeholders as follows: Responsibility to the environment includes protection and management of especially non-renewable resources or the ones quite important for life support. While carrying out their activities, companies have particular social responsibilities such as minimizing environmental pollution, protecting natural resources and water and energy saving (Benavides-Velasco et al., 2014). While responsibility to employees includes activities such as protecting employee rights, guaranteeing occupational health and safety, improving workers' skills and ensuring labor quality (Longo et al.,

2005), responsibility to customers also includes responsibilities such as protecting consumer rights, providing exact information about products, providing products in best quality and ensuring product safety in usage (Swaen and Chumpitaz, 2008; Longo et al., 2005). Responsibility to society, on the other hand, includes contributing to increasing the welfare level of the society, carrying out charitable activities, supporting educational and artistic activities and increasing life standards of the society (Turker, 2009; Abaeian et al., 2014).

In this research, the researcher focuses on the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and to examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance. Shoon Fatt is a Malaysia based biscuits and confectionery factory. It specializes in making crackers, cookies, wafer rolls and sandwich biscuits. It is founded in 1966 at a shophouse at Durian Sebatang. The company then shifted its operations to a small factory at Kampung Banjar in 1976.

In 1987, Shoon Fatt made their mark on the international stage by exporting biscuits for the first time. Starting with Singapore, the export market expanded to include Bahrain, Brunei, Cambodia, Canada, China, East Timor, Ghana, Guyana, Hong Kong, India, Myanmar, Indonesia, Thailand, Taiwan, India, Libya, Maldives, Mauritius, Myanmar, Nepal, New Zealand, Nigeria, Seychelles, South Africa, USA, Vanuatu, Vietnam and the Middle East Countries. From 2000 onwards, Shoon Fatt underwent rapid transformation that modern biscuit-making machines were introduced to produce 30 tonnes of biscuits daily to meet local and international demands. The continuous commitment to produce safe and quality biscuits resulted in the company receiving back-to-back ISO22000 (Food Safety Management Standard) and HACCP (Hazard Analysis & Critical Control Points) certifications respectively in 2011 and 2009.

Today, Shoon Fatt owns a 6-acre plant with a staff strength of 400. It is justifiably proud to say that it shall continue to uphold the standard of producing quality biscuits and expand its range of products to meet current market demand and changing trends.

Shoon Fatt Trading Sdn. Bhd. aims to serve the quality of human life by implement Corporate Social Responsibility that entirely penetrate the global market. The company also aim to serve their customers worldwide and provide pre- and post-natal care line at the most reasonable prices. In a nutshell, the company's mission is satisfying hunger anytime, anywhere and enhance the local community's socioeconomic and health benefits that will thus be disseminated to the global community. From that case, the researcher studies the reasons of Shoon Fatt Trading Sdn. Bhd. implement CSR programs and to examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance.

1.2   Problem statement

Although CSR is a popular topic in literature, researchers have not agreed upon a common definition of CSR (Mackenzie and Peters, 2014). For example, Nicolau (2008) defines CSR as a company's obligation to be accountable to all of its stakeholders affected by its operations and activities. Garay and Font (2012) define CSR as the voluntary contribution of companies to environmental, economic and social development. Despite this disagreement, it is possible to say that CSR means any organization acts in an "ethical" and "responsible" manner toward all stakeholders within both its internal and external environment (Aktan and Börü, 2007).

Besides, corporate social responsibility is a business model by which companies make a concerted effort to operate in ways that enhance rather than degrade society and the environment. CSR helps both improve various aspects of society as well as promote a positive brand image of companies. CSR Malaysia acts as a bridge between corporate companies and the needy by organizing various events that benefit the poor. (CSR Malaysia. (2022, April 18)). The main reason that company implement the CSR activities may help a company attract investors by showcasing good risk management practices and awareness of impact. By implementing a CSR policy, companies can show investors that they are doing their best to operate ethically and responsibly. According to (Park et al., 2014), CSR refers to the responsibility of the business to its internal and external stakeholders.

Nowadays, many companies implement CSR program in their business, CSR helps both improve various aspects of society as well as promote a positive brand image of companies. Despite the growing awareness of the importance of CSR, many companies struggle to effectively implement and integrate CSR practices into their core business operations. (Jaakko Siltaloppi, et a. 2021) However the problem is, how the company implement effective CSR in their business. That is why this problem made the researcher interested to study this topic.

Therefore, the researcher needs to identify which of the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs enhances each customer's relationship under customer relationship management (CRM). Moreover, the researcher needs to ascertain the corporate social responsibility process that Shoon Fatt implemented. The research questions are constructed as below:

   i. What are the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs?

   ii. How does Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance?

1.3   Research objectives

The research objective of the study presented by the researcher is to identify the case study in Shoon Fatt Trading Sdn Bhd, where this company specializes in baking, talking to the customers and sharing the passion with their bakers. Furthermore, by analyzing successful case studies, best practices, and innovative approaches through secondary data employed by Shoon Fatt Trading Sdn Bhd, the study seeks to identify reasons to implement the CSR program and ways to implement CSR program, within the manufacturer sector successfully. The research objectives of this study are stated below:

i.   To identify the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs.

ii.   To examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance.

1.4   Scope, limitation and key assumption

This research focuses on studying the reasons and the ways of CSR program in creating business value through an organization. Next, the researcher will determine what the ways affected the success of CSR program in creating its business value. The research case study is conducted in a biscuit & confectionery factory. Based on the Shoon Fatt biscuit & confectionery factory Sdn Bhd, it is one of the company that conduct the CSR program with customers. Additionally, Shoon Fatt is a biscuit & confectionery factory Sdn Bhd that offers trustworthy and strengthen the food safety and quality capabilities in entire organization through structured development program which is committed to drive its business value. Thus, this study enables a researcher to discover and examine the reasons of implement CSR programs and to examine the ways implements effective CSR governance. The respondents of this research include management staff and executives working in biscuit & confectionery factory.

A few limitations existed in performing and identifying this study. First and foremost, the limitation of this study is that the researcher only focuses on the Shoon Fatt Trading Sdn Bhd located in Malaysia. Therefore, all the findings and conclusion made will be based on Malaysian business context, business culture, and organizational behavior which cannot be generalized to all other Shoon Fatt Trading Sdn Bhd located in elsewhere.

The key assumption of this study is that the researcher believes that the respondents with the designations/job titles selected for this study should have adequate knowledge to answer all questions truthfully during the interview session and offer experience and knowledge responses. Besides, the researcher thrust these repondents are well verse in their knowledge, skills that can respond to all questions during the interview sessions. It is the researcher's hope that these respondents could

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provide truthfully and honest answers and responses within their best comprehension of the CSR program.

1.5   Importance of the study

This study discusses the reasons implement CSR programs and examine the ways implements effective CSR governance to ensure effective commercialisation. The results help the researcher to better understand the reasons and the ways of companies engaged in CSR policy. Focus on Shoon Fatt Trading Sdn Bhd to find out how society feel and perceived about the delivery of the CSR program, evaluate it, and measure it would allow other companies in biscuit & confectionery industry could learn from this case study and improve the success in their business. It can be a understanding of the principles and concepts of corporate social responsibility and gain knowledge about the ethical, social, and environmental dimensions of business operations.

1.6   Summary

In summary, this research aims to identify the reasons of implement CSR programs and to examine the ways implements effective CSR governance in the biscuit & confectionery factory. In addition, it is also designed to propose the suggestions in order to improve the CSR policy. The CSR policy play a vital role in a company because a good relationship with the customer not only helps the company to enhance good relationship with loyal customer in an orderly manner, but also to avoid and reduce customer losses.

The scope of this research are focuses on activities under the implementation of CSR policy theory. The researcher will determine what activities are included in the CSR program. This research is being conducted with some limitations. First, the researcher selected a company called Shoon Fatt Trading Sdn Bhd as the subject of the research. Secondly, the respondents' knowledge of the CSR program might be lacking, and as a result, they may not be able to provide the proper and formal answers to theoretical questions during the interview sessions. The key assumption of this research is that the researcher will ask questions in a simple and understandable

manner and believe that the respondents will answer all prepared questions honestly and carefully during the interview session and provide the best possible answers and responses within their best understanding of the CSR system involved in the primary data collection. This would help the researcher to obtain accurate data, findings and results.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature review of the study will be introduced. The discussion outlines the reasons that implement corporate social responsibility (CSR) by Shoon Fatt Trading Sdn. Bhd which are the company of biscuit and confectionery. Additionally, it also discusses how does the organization implements effective CSR governance. The theoretical framework of this study will also be included at the last part of this chapter.

2.2 How does corporate social responsibility create customer loyalty? The role of corporate image

2.2.1 Corporate Social Responsibility

Corporate Social Responsibility is a business model that helps a company be socially accountable to itself, its stakeholders, and the public. Although CSR is a popular topic in literature, researchers have not agreed upon a common definition of CSR (Mackenzie and Peters, 2014). For example, Nicolau (2008) defines CSR as a company's obligation to be accountable to all of its stakeholders affected by its operations and activities. Garay and Font (2012) define CSR as the voluntary contribution of companies to environmental, economic and social development. Despite this disagreement, it is possible to say that CSR means any organization acts in an "ethical" and "responsible" manner toward all stakeholders within both its internal and external environment (Aktan and Börü, 2007).

CSR activities of companies are generally evaluated with the following three approaches: Carroll's (1979, 1991) approach, stakeholders approach and sustainable development approach. To prevent conceptual anarchy (De Vaus, 2013), these approaches will be explained below in detail. Carroll (1991) has put forward four CSR

dimensions. These are economic, legal, ethical and philanthropic responsibilities. Economic responsibility concerns the responsibility of the business to produce products and services needed by consumers and selling them to make profit. Legal responsibility refers to companies obeying the laws and regulations while carrying out their activities. On the other hand, although economic and legal responsibility contains fairness and honesty, ethical responsibility concerns the activities and practices not necessarily imposed by law but expected by the public. Philanthropic responsibility is composed of activities containing artistic and educational characteristics and protecting the public interest (Carroll, 1991). Schwartz and Carroll (2003) have re-designed the four-dimensional model and created a new three-dimensional (economic, legal and ethical) structure. They claimed that philanthropic activities turned into practices expected by the public rather than voluntary actions. Therefore, they included philanthropic responsibility in ethical and economic responsibility dimensions. Stakeholders approach is of utmost importance in terms of explaining CSR activities of companies (Jamali, 2008).

Stakeholders are "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984, p. 54). Companies struggle for satisfying their internal and external stakeholders through CSR practices (Paek et al., 2013). The dimensions of CSR emerge in line with internal and external stakeholders with whom the business is in a relationship. While on the one hand internal stakeholders are managers, employees and business partners, on the other hand, external ones are state authorities, consumers, society and environmental and civil society organizations.

Balanced economic growth, protection of environment and social values are basic principles of sustainable development (Tosun, 2001). CSR can be utilized as a tool in ensuring long-term sustainable development. With the sustainable development paradigm being included in business management, many companies have started to reduce their harmful effects on the environment. Even though the scope of sustainability covered environmental issues in the beginning, it was later expanded in a way to include social and economic matters (Panapanaan et al., 2003; Coles et al., 2013).

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2.2.2 Economic CSR

Economic responsibility of economic CSR refers to the practice of making financial decisions based on a commitment to doing good. Besides, the relationship between corporate social responsibility and economic performance are commentators have argued both for and against the view that corporate social responsibility is enlightened economic self-interest. The controversy at the theoretical level will be considered here, while the empirical evidence for and against will be presented later. Similarly, in order to clarify what is a complex and at times convoluted debate, the discussion will be divided into the relationships suggested with:

- concurrent and subsequent (to CSR) economic performance; and
- past economic performance.

First is about the relationship with concurrent and subsequent (to CSR) economic performance. Those who have theorised that a negative relation exists between social responsibility and economic performance have argued that a high investment in social responsibility results in additional costs. According to McGuire et al. (1988, p. 855) the added costs may result from actions such as "making extensive charitable contributions, promoting community development plans, maintaining plants in economically depressed locations and establishing environmental protection procedures". These costs might put a firm at an economic disadvantage compared to other, less socially responsible, firms.

In contrast, others have argued the case for a positive association. McGuire et al. (1988) cite the argument that a firm perceived as high in social responsibility may face relatively fewer labour problems or perhaps customers may be more favourably disposed to its products. Alternatively, CSR activities might improve a firm's reputation and relationship with bankers, investors and government officials. Improved relationships with them may well be translated to economic benefits. According to Spicer (1978a,b), Rosen et al. (1991), Graves and Waddock (1994) and Pava and Krausz (1996), a firm's CSR behaviour seems to be a factor that influences banks and other institutional investors' investment decisions. Thus, a high CSR profile may improve a firm's access to sources of capital.

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Modern corporate stakeholder theory (Cornell and Shapiro, 1987; Freeman, 1984; Jones, 1995; McGuire et al., 1988) can also explain part of the CSR/economic performance relationship. According to stakeholder theory the value of a firm is related to the cost of both "explicit claims" and "implicit claims" on a firm's resources. Claimants include not only the legal owners of the firm but other constituencies such as lenders, employees, consumers, banks, government, etc. Stakeholders who have explicit claims on the corporation include – besides its owners – lenders, employees, government, etc. In addition, there are others with whom the firm has made implicit contracts, which could include the quality of service and CSR. According to McGuire et al. (1988), if the firm does not honour these implicit contracts, then it is argued that the parties to these contracts may attempt to transform them from implicit to explicit agreements. The latter may be more costly for the firms involved.

According to Freeman (1984) and McGuire et al. (1988) the implications of the conversion of " implicit" to "explicit" contracts may have broader effects than the direct costs resulting from the forced change in its behaviour (e.g. cost of installment of gas emission control equipment). This could in turn result in other implicit stakeholders (e.g. trade unions) striving to make their claims explicit. Thus, firms with an image of high CSR may find that they face both fewer and lower-cost explicit claims than those with a less enlightened stance. Thus, from a theoretical perspective, arguments can and have been made both for and against a positive relationship between social responsibility and concurrent or subsequent (to CSR) economic performance.

Second is about the relationship with past economic performance. According to Parert and Eibert (1975), Ullmann (1985) and Roberts (1992), if corporate social responsibility is viewed as a significant cost, firms with relatively high past financial performance may be more willing to absorb these costs in the future. It is also expected that poor performers would seek more immediate results and consequently they may prefer short-term and high-yield investments to the uncertain and in general longer-term CSR investments. A similar view is that policies and expenditures in discretionary areas such as social programmes may be especially sensitive to the existence of "slack" resources in the firm (McGuire et al., 1988). Ullmann (1985) argued that corporations must reach an acceptable level of economic performance

before devoting company resources to meet social demands. This is supported by the assertion that corporations with strong prior economic performance appear to be more likely to have high current levels of social disclosure. Ullmann (1985) also suggested that companies with less stable stock market patterns would be relatively less likely to commit resources to social activities.

2.2.3 Environmental CSR

Environmental CSR is aims to reduce any damaging effects on the environment from your business processes. Activities may focus on: energy use, water use. Environmental dynamism refers to the intensity, regularity and unpredictability of environmental changes in an industry (Zhang et al., 2021). Dynamic environments are characterized by technological discontinuity, changes in customer preferences, the entry of new competitors and fluctuations in product demand or the supply of raw materials, among other factors (Bierly and Daly, 2007). Spital and Bickford (1992) point out that environmental dynamism depends critically on the speed of change for product technology or technological advances in processes. Wijbenga and Van Witteloostuijn (2007) also consider changes in customers' preferences and competitor technologies as main features of dynamic environments, which suggests that customer and competitors' actions are more difficult to predict in dynamic than in stable environments.

The type of environment in which the company operates affects managers' choices related to CSR and innovation strategies (Bierly and Daly, 2007; Jansen et al., 2009; Wijbenga and Van Witteloostuijn, 2007; Zhang et al., 2021). Haleblian et al. (2012) assert that, in dynamic environments, the ability to identify new opportunities and to exploit them through technological innovation is a key issue for achieving competitive advantages. Since technological advancements usually disseminate quickly to competitors in dynamic industries, firms must repeatedly search for new opportunity windows to be successful in the long term (Bierly and Daly, 2007).

Previous research suggests that a company's CSR commitment and performance depend on the context in which CSR is performed (Achi et al., 2022;

Martinez-Conesa et al., 2017). When a firm's environment is highly dynamic, technological changes will make its existing knowledge rapidly obsolete, thus reducing performance (Sun and Cui, 2014; Zhang et al., 2021). By adopting green technical processes or, in general, CSR practices, firms can reduce manufacturing costs or they could benefit from differentiation advantages by integrating social and ecological concepts into manufacturing (Sun and Cui, 2014).

However, when companies deal with low levels of technological dynamism, they can use an incremental approach to improve green and social innovation rather than implementing systematic change through green processes or CSR activities (Zhang et al., 2021). Cooperative links with stakeholders such as suppliers or consumers make it possible for firms to access a wide range of valuable knowledge that helps them to understand changes and deal with environmental uncertainty (Sun and Cui, 2014).

Specific environmental elements, such as regulatory measures and customer pressures, can promote organizational responses by developing green innovation (Huang et al., 2016; Lin and Ho, 2011). Huang et al. (2016) state that regulatory pressures have a positive impact on employees training and play a direct role in green innovation performance, while customer pressure has a positive impact on research and development (R&D) efforts and collaboration networks. In this regard, Zhang et al. (2021) assert that firms are reluctant to develop innovation efforts in relatively stable environments owing to inherent uncertainties and risks associated with green process innovation, referred as "the process innovation that is related to energy-saving, pollution prevention, waste recycling, or no toxicity.

Research on organizational adaptation identifies interactions with specific stakeholders (e.g. customers and suppliers) as channels that allow firms to understand dynamic environments. According to Zhang et al. (2021), in a highly dynamic environment customers' preferences and demands, as well as competitors' market strategies, change quickly, requiring companies to pay considerable attention and allocate extensive resources to cope with these changes. In this context, companies adopt CSR practices to exploit short-term opportunities and to respond proactively to

the changing marketplace. In addition, proactive CSR strategies confer environmental legitimacy to companies and improve their reputation, which are important social assets that reduce market fluctuations (Achi et al., 2022; Eiadat et al., 2008; Rothenhoefer, 2019; Sun and Cui, 2014). In contrast, when market dynamism is low, companies tend to make minor adjustments to manufacturing processes and marginal environmental commitments. A stable market environment allows companies to adopt standardized approaches to environmental decision-making and to rely on routinized methods for problem-solving. In other words, the routinization of business operations in stable markets makes it difficult for companies to develop highly proactive CSR practices. Moreover, if customer demand for environmentally friendly measures is relatively stable, the adoption of green process innovation can lead to high costs that are difficult to compensate by means of manufacturing. Consequently, high potential costs dissuade companies from adopting green processes and proactive CSR practices in stable markets (Zhang et al., 2021).

2.2.4   Society CSR

Society CSR is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. Business firms have been embedded in society as an operational entity (Frederick, 1994). Business firms through its product and service offerings not only generated revenue and profit but also served society through the firms' products and services offerings (Scherer and Palazzo, 2007). The notion of corporate social responsibility (CSR) gathered momentum in the western world from the mid-20th century with the intention of firms serving society (Bhattacharyya et al., 2009). This aspect of paying back to society was much more than just serving the market, and as Carroll (1999) had pointed out this was about doing philanthropic work though interventions in society. Through CSR initiatives, firms were expected to help society solve its problems like on poverty, education, healthcare and such others (Frederick, 1994).

However, as most countries (especially in the developing world) witnessed substantial population growth (relatively higher than the economic growth),

government agencies fell short of providing adequate developmental interventions (Fosu, 2017). Thus, many governments were unable to support adequately and effectively social initiatives and interventions (Mercer, 2002). Some scholars even argued that many of the social ills were actually created by the action of business firms (as negative externalities like pollution, growth of urban slums and such others) in the first place (Bhattacharyya et al., 2009). Thus, there was a need for business firms to engage with certain social actions proactively with a vision of generating positive externalities in society (Waddock, 2008).

Firm simply did not often possess the managerial capability or the bandwidth to address the varied and deep social challenges (Jenkins, 2004a). Given this background, many advocated that the purpose of business firms was to do business and pay taxes or engage in strategic CSR (Friedman, 2007; Porter and Kramer, 2006). Strategic CSR entailed doing of such CSR initiatives that was good for society as well as good for business (a win-win proposition) (Porter and Kramer, 2006; Bhattacharyya, 2013). Certain firms in turn partnered with civil society organizations (CSOs) to continue to undertake social and environmental initiatives (Eweje, 2007), and thus it was not firm–society engagement but firm–CSO engagement to serve society (Dahan et al., 2010). In India, CSR has been made mandatory; thus, firms have had to necessarily undertake affirmative CSR action (Nair and Bhattacharyya, 2019).

Preston and O'bannon (1997) had initiated the domain of typology-based analysis in the context of corporate social-financial performance relationship. The range of approaches could be a very independent action to an integrated collaborative approach by a firm and a CSO regarding CSR action. Thus, the authors developed a typology (as advocated by Doty and Glick, 1994) regarding firm–CSO engagement for CSR initiatives dependent upon the nature and intensity of sharing of resources, to capability sharing and process flow during coordination between a firm and a CSO and other aspects.

2.2.5 Corporate social responsibility and customer loyalty

Customer loyalty is an ongoing emotional relationship between seller and customer, manifesting itself by how willing a customer is to engage with and

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repeatedly purchase from seller versus competitors. The concept of customer loyalty is defined as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior"(Oliver, 1997, 1999). Customer loyalty contributes to decrease in costs, increase in amount of sales and confidence to the business (Dowling and Uncles, 1997; Yang and Peterson, 2004). Companies have ensured that their customer loyalty gained more advantage compared to their competitors (Aksu, 2006) because customer loyalty is a significant component that enables companies to gain profit and ensures their sustainability.

This concept is generally examined through three main approaches as behavioral approach, attitudinal approach and integrated approach (Oh, 1995; Kim et al., 2004). Behavioral loyalty is defined as the purchase frequency of customers (Kandampully and Suhartanto, 2000). Attitudinal approach can be defined as the psychological and emotional commitment of customers to products and services of a specific business. Customers, having adopted attitudinal approach remain loyal to the business in emotional terms. Lastly, in integrated approach, customer loyalty can be regarded as the customers' re-preferring product and services of the same business and recommending these to their immediate vicinity (Bowen and Chen, 2001). While Caruana (2002) has associated attitudinal dimension with a psychological link between customers and products, he has explained behavioral dimension via the purchase rate of a specific product and service. However, customer's having a positive attitude regarding a particular product may not lead him/her to re-purchasing the product. Therefore, researchers emphasize that customer loyalty should be measured in terms of both behavioral and attitudinal dimensions (Martínez and del Bosque, 2013).

Blau (1964, p. 92) stated that "if a man makes charitable donations", this creates generalized reciprocity. Eisingerich et al. (2010) have indicated that the principle of generalized reciprocity can be used in explaining the effect of CSR activities carried out by companies on customer attitudes. Economic, social and environmental social responsibility activities create generalized reciprocity. Although companies do not provide a direct benefit through CSR activities for their customers,

customers as members of the society reciprocate these activities (Eisingerich et al., 2010). Individuals care not only about their own interests, but also public interest and welfare (Farooq et al., 2014). How CSR affects customer attitudes based on generalized reciprocity is demonstrated in Figure 1. Accordingly, if a company carries out CSR activities, customers as members of the society can possess a positive impression and positive attitude (e.g. loyalty) to the company.

Via customer loyalty, corporations gain a permanent and sustainable competitive advantage and so they have an extra marketing opportunity compared to their competitors (Aaker, 2012). Leading the occurrence of these opportunities, CSR can be utilized as a tool to create customer loyalty (Pirsch et al., 2007; Maden et al., 2012; Ofluog˘lu and Atılgan, 2014).

2.2.6 Corporate social responsibility and corporate image

Corporate image is the public image and perception of a business or brand. Corporate image is the sum of corporation-related beliefs, experiences, information, emotions and impressions that occur in the mind of the public (Dowling, 1993; Abratt and Mofokeng. 2001; Nguyen and Leblanc, 2002; Kim et al., 2014). Dutton et al. (1994) have indicated that a corporate image is the concrete outcome of opinions, emotions, impressions and interactions of stakeholders regarding the corporation. On the other hand, Barich and Kotler (1991) define corporate image as one of the non-physical components of the corporation and perceptions or images of stakeholders regarding the corporation. As an external stakeholder, customers are of vital importance for companies (Mostafa et al., 2015). Through creating a positive corporate image in the eye of customers, companies can achieve a sustainable competitive advantage within the competitive environment (Porter and Kramer, 2006; Leonidou et al., 2013). CSR is an important tool to create a positive corporate image (Porter and Kramer, 2002) because companies create positive impression regarding the corporation through influencing their target audience with social responsibility activities (Yoon et al., 2006; Vlachos et al., 2009; Fraj-Andrés et al., 2012). Considering public benefit in their decisions, contributing to cultural and art activities, donating to charity institutions and protecting environmental, physical and non-physical cultural heritage, companies make an effort for creating a positive image

(Graci and Dodds, 2008; Bohdanowicz and Zientara, 2008; Lee and Heo, 2009; Inoue and Lee, 2011; Font et al., 2012; Tamajón and Aulet, 2013), because corporate image is a complex structure composed of all visual, verbal and behavioral components comprising the business (Howard, 1998).

CSR practices lead consumers to develop positive attitudes regarding the business (Simon, 1995; Sen and Bhattacharya, 2001). Researchers have emphasized that all CSR practices are a perfect variable influencing corporate prestige and image (Zairi, 2000; Cornelius et al., 2007; Worcester, 2009; Brown and Dacin, 1997). In addition, it was found in many studies that CSR affects corporate image positively and significantly (Arendt and Brettel, 2010; Gupta and Pirsch, 2008).

2.2.7 Corporate social responsibility, corporate image and customer loyalty

Attitudes of customers regarding the business are related to corporate image of the business. Although there are particular researchers who have found a direct relationship between CSR and customer loyalty (Mandhachitara and Poolthong, 2011), many have revealed that CSR indirectly affects customer loyalty. CSR is quite an effective way of creating and increasing both corporate image and customer loyalty. Via the corporate image that they have achieved through CSR activities, companies can contribute to the creation of customer loyalty.

2.3   Empowering corporate social responsibility (CSR)

2.3.1   Societal community within sustainability awareness

Societal community within sustainability awareness is the awareness of sustainability issues is to understand the fragility of the environment and the importance of its protection, thinking in terms of an ecological consciousness. It is related with the growth and development of awareness, understanding and consciousness toward the biophysical environment and its problems, including human interactions and effects. To making upgrade changes with fostering the way to assist the responsibility needs, the exhibition in both personal and social involvement with setting the positive examples aims to provide such opportunities in supporting the community through adopting beneficial values accomplished within the civic action (Huda et al., 2018a). Through certain actions within the participation in society, adopting beneficial values to encourage the service learning such as environmental, political and economic advocacy covered within actions and attitudes should be taken into consideration in displaying the civic responsibility (Andriof et al., 2017; Huda et al., 2018c; Kurniasih et al., 2018). To engage in the duties within the service learning program, the goal of corporate responsibility is set out to provide the good example through acting in an ethical manner with moral values that may benefit to the society. Both conversation and action in a wise approach refer to integrate the guidelines covered within the society's laws and rules. As a result, working together with performing corporate responsibility and civic values to take necessary engagement in making societies and communities aims to make the condition in the extent to generate the duty, which the citizen has in providing a good chance to conduct in the midst of nation with diverse society.

(i) Creating social participants in the community

The way with considering the concept in addressing a variety of topics including human rights, health and safety, corporate governance, environmental effects and working conditions to contribute into economic development, the purpose of CSR aims to shed a light on taking the responsibility with sustainability awareness in giving insights into both decisions and activities on society (Lee et al., 2016). With

this regard, defining the drive change towards sustainability within an organization would be significant to contribute into the environmental responsibility. As a result, the social responsibility standard may become a pivotal role to attract the ethical behaviour as an attempt to contribute sustainable development transparency between health and welfare basis among the society. Towards the expectations of stakeholders in compliance with applicable law and consistency with international norms of behaviour, attempts carried out between organizational and individual basis in the way to maintain ecosystem and economy need to take responsible awareness throughout the initiative practised together with ethical framework. In particular, the way to attract attention from businesses and stakeholders in regard to its benefits refers to enlarge the potential value to strengthen the social responsibility. In particular, pointing out the effort with an entity between organizational and individual basis refers to apply among the society, at large, to take the benefit of social responsibility. It is necessary for individuals to be responsible in maintaining the balance between the economy and the ecosystems. Focusing on the impacts of the operation stage in the way to enlarge the profit between society and environment at large, CSR refers to the ethical principle within four responsibilities, namely, economic, legal, ethical and philanthropic responsibilities (Lyra et al., 2017). Expressing the stage of considering CSR points out the initiative to manage the system including waste and pollution reduction processes through educational and social programs and thus will lead to earning adequate returns on the used resources.

(ii) Sustainable awareness into the service learning program

In addition, the corporate responsibility basis that can be achieved to be applied into the service learning programs should be engaged into the particular element in building corporate responsibility. As the significant essence of the service learning engaged into CSR basis, it refers to address company's initiative concerning about the environmental and social sphere by assessing the responsibility action (Camilleri, 2017).

This view points out the conceptual themes with more equitable for all in giving the feedback to incorporate the further inquiry on making the corporate responsibility. In particular, the core foundation to enable them in facing challenges

while solving problems more efficiently by providing good feedback could strengthen the effort to empower service learning with a deep impact to give clear understanding and insightful view on the importance of sustainable awareness based corporate responsibility. As a result, exploring service learning role with such cultural identities on students' learning in HE enlarges the guideline considered to contribute to the significant insights towards diverse aspects of engaged scholarship and corporate responsibility (Aminin et al., 2018; Huda et al., 2018a). Critically as a core guideline in empowering the learning enhancement to address the significance of CSR, this becomes the key role to initiatively give the beneficial feedback to empower the performance with continuous learning.

In terms of elevating an individual to perform corporate responsibility, sustainable awareness to open opportunities in strengthening service learning where students are involved in particular projects could enhance in transforming continuously creating better citizenship personality with community service engagement (Ketschau, 2017; Huda et al., 2018d). With regard to improvement in service-learning programs, achieving high commitment in an effort to build community service may become a valuable insight to gain the value of service learning. In particular, the subsequent initiative would be engaged to link the community service and sustainable awareness-based environmental concern. In terms of volunteering the programs like team sport advisor and environmental awareness program, the high level of feeling ownership to the organization on caring towards the environmental issue will lead to the engagement on personal and social concern in becoming more caring toward the real practice determined into the community engagement.

(iii) Sustainable awareness based environmental concerns

Furthermore, the need in solving such issues is required to engage the moral values in pointing out the sustainability awareness in possessing responsible integrity within the public community. Towards addressing the steps to serve as the sustainability awareness as a pivotal value in addressing the active participation into the societal and environmental concern, both actions and attitudes referring to the sustainable responsibility associated with the interaction extent into others broaden the committed and constructive manner to contribute to the society. In terms of the social

responsibility delivered through encompassing the economic tendency of business, the social involvement with focusing on enhancing democratic governance and social participation within the common good requires the people's activities within legal, ethical and discretionary expectations (Illia et al., 2015).

In particular, corporate responsibility in contributing to the active participation should strengthen the actual responsibility with regard to the individual and social tendency. With considering the responsibility awareness on sustainable engagement into the societal and environmental concern, attempts to develop the sense of this sustainable responsibility through the service-learning would create the chance to foster both the corporate responsibility engaged within the community in order to ensure that the future citizen in implanting the action plan may have good chance to make changes within the community.

2.3.2 Community care and sustainability contribution

In terms of incorporating service learning in a sense that gives insights into controlling careful planning and preparation attempts to behave the connection into the community need to provide the evaluation within the flexibility in the extent to which the experiential learning would be encouraged in working together with the company to promote the community care and sustainability contribution. In addition, integrating the experiential learning basis transmitted into the community service refers to an attempt in pointing out the models in embracing pedagogy of learning and teaching together with the community development. It points out the sense in addressing the corporate citizenship with sustainability awareness. With this regard, the experiential learning initiative can be integrated to value the sustainability in entailing to improve the community service engagement among the outcomes. In particular, attempts to address the significant empowerment in adopting the learning process through using information and communication technology (ICT) in improving the holistic education with itself social change refer to enhance the particular way in the frameworks of the community awareness engaged into the academic communities, institutions of higher learning, businesses and governments (Anshari et al., 2017; Yusop and Correia, 2013).

This point attempts to bridge the potential value in managing the instrument tool that can be adopted into the community service engagement. As the series of learning process within the actual action throughout the community service, conducting the form of organizing management basis in promoting the program within an organization is supposed to deliver the stages of directing the community service engagement needs to transmit the performance in providing such opportunities with getting benefits among the company, stakeholder, instructor and community partner in possessing awareness into the challenges to solve (Arli and Pekerti, 2016).

(i) Making aware of environmental issues

In addition, the opportunities in gaining the experiential basis of learning indicate the potential value in creating the environmental awareness combined with strengthening the service exerted to achieve CSR-based experiential learning. Moreover, the experiential learning to enhance the sustainability within the learning setting should be engaged in achieving what to contribute to the community. As a result of learning in creating the situation where the balance between serving and learning can be achieved, attempts to encourage them in joining the service learning program should be collaborated with orienting both personal and social community (Huda et al., 2017a; Waterman, 2014; Yusop and Correia, 2013). Towards the opportunities leading to the service with the orientation comprehensively in underlying the responsibility awareness, the sustainability-based moral values aim to enhance the understanding stage about caring for protecting the environmental concern within learning experience. This regard should be emphasised into serving with such awareness among individuals in the society to make them aware of the environmental issues within respective communities.

Between CSR and sustainability awareness, the extent of caring into the environmental basis towards service learning basis should point out passionate awareness, which can be set out in HE setting. This can be seen for example from the way which the societal concern into the natural life can make a pivotal role into the strength of sustainable awareness (Engert et al., 2016). Attempts to strengthen the business empowerment with concerning sustainable awareness should be engaged into

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the result of caring with the environmental basis to lead to desire in making the difference into the community involvement. In particular, the ethical responsibility becomes significant to fulfil the social expectations together with maintaining the attitude from immoral behaviour.

This initiative could be seen, for instance, avoiding harm or social injury, respecting moral rights of individuals and doing what is right, just and fair (Camilleri, 2017). With this regard, attempts to meet the discretionary responsibility would denote the behavioural attitude into particular activities that can empower society in drawing the potential value to let the society achieve the desirable value. This awareness includes philanthropic initiatives like financial contribution, which can be transmitted into such kinds of cultural and social enterprises (Bondy and Starkey, 2014). In particular, the initiative of business ethics specifically in driving the big deal, which can be initiated into the balance between business goals and approaches, could be linked together in designing the responsibilities in a way that can be particularly inculcated to enable the personal and societal concern into the business world.

In conjunction with incorporating the way of company's initiative to concern about the environmental and social sphere by assessing the responsibility action, the particular stage of abbreviating the corporation's initiatives is entirely applied with an attempt to assess and take responsibility to achieve the environmental and social side. This effort should be inculcated in protecting the environmental concern with regulating the rules in underlying the activities. Beyond the initiative to enhance the regulation to encounter the environmental protection, attempts to encourage the company should addresses the way with being aware of the impact on such societal progress, like in running the business process. In achieving the potential value on business approach that contributes to the sustainable development, CSR is considered as the movement aimed at encouraging companies to be more aware of society and environment, where it points out delivering economic, social and environmental benefits for all stakeholders (Shaari et al., 2017). Moreover, CSR is entirely a particular initiative gathered into the practices encountered to see the implementation stage between the company and the country.

(ii) Commitment with the intention to serve others

Associated in terms of engaging to communicate with the people in the community, the learning enhancement transmitted into the corporate responsibility should incorporate creative solution to brainstorm in producing the responsibility through such opportunities in achieving certain attitudes and actions exhibited in the participation stage. In terms of the society to exhibit in society and democratic governance through working and rethinking about the problems surrounding the society's needs that can be taken into action, strengthening the commitment with the intention to serve others should be balanced into both community and individual citizenship in terms of some attitudes related to corporate responsibility (Amin et al., 2018; Mason and Simmons, 2014). As a result of enhancing social responsibility, attempts to communicate with the intentions and activities to promote awareness underlie in fostering the ability and goodwill with the significance to the organization in community affairs and public activities in the digital environment (Huda, 2018). The approaches to address corporate responsibility in supporting participation by promoting the corporate giving into civic duties attempt to help the community care about creating social participants in the community.

By engaging the responsible citizens with preparing engaged scholarship to empower service learning, this insight gives into the corporate responsibility associated with such actions regarded as an important view to the effectiveness of participating the event for corporate responsibility. In the HE setting, this initiative to be constructed as actions of corporate responsibility should refer to maintain civic values with various instrumental stages in advocating environmental and social issues to be concerned.

(iii) Helping community care

The approaches to address corporate responsibility in supporting participation by promoting the corporate giving into civic duties attempt to help the community care about creating social participants in the community. By engaging the responsible citizens with preparing engaged scholarship to empower service learning, this insight

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gives into the corporate responsibility associated with such actions regarded as an important view to the effectiveness of participating the event for corporate responsibility. In the HE setting, this initiative to be constructed as actions of corporate responsibility should refer to maintain civic values with various instrumental stages in advocating environmental and social issues to be concerned.

Although re-examined in recent years, care was conceptualized by Gilligan (1982) and Noddings (1984) as a feminist approach to normative moral theory (Held, 2006; Steiner, 2009). Responding to Lawrence Kohlberg's moral stages of development, Gilligan (1982) asserted that women move through different – although equally valuable and powerful – levels of moral development than men. For women, developmental levels emphasized perceptions of responsibility and relationships, factors that conceptually evolve into morality based on care. Controversially, Noddings (1984) elevated the importance of traditionally feminine virtues and values by highlighting the caring, selfless work done by women in the home. Challenges to these original conceptualizations have expanded care to its current forms (Collins, 2017; Nguyen et al., 2017; Nicholson and Kurucz, 2017; Steiner, 2009). Theorists argue against care ethics emphasizing domestic qualities, instead focusing on building trust, mutual benefit and elevation in social, political and economic settings (Held, 2006; Ruddick, 1995).

More recently, scholars have examined how care can be applied in various contexts including sustainability leadership (Nicholson and Kurucz, 2017), social work (Collins, 2017) and crisis communication (Fraustino and Kennedy, 2018). Ideally, care focuses on relationship-based instead of character-based ethics, asserting that human flourishing relies on mutually beneficial relationships that are developed and governed by responsibilities to others (Held, 2006). Care also values the emotional experiences of daily life and the arbitrariness of lived experience; unlike moral theories that use abstract reasoning to establish universal rules, care posits that relational connections often guide moral decision making and suggests ethics are best explored through contextually relevant experiences.

Here, care is more appropriate for everyday challenges and care-based institutions, whereas universals are more appropriate for specialized domains of

morality, such as law-based fields (Held, 2006). Held (2006) conceptualizes care as caring practices and values. Caring practices are actions taken in relationships to support others; determining whether actions are caring involves understanding both the effectiveness and motives of those efforts. Caring values are the attitudes or characteristics embodied by those doing the caring and are generally driven by desires to be good. Held (2006) believes that combining caring practices and values leads to relationships built on "care and concern and mutual responsiveness to need on both the personal and wider social levels" (p. 43).

2.3.3 Program initiated on the sustainable development

CSR is widely enhanced to transmit these three particular elements in designing CSR including society, economic, social and environmental basis where all these refer to the enhancement of community involvement. CSR aims to enlarge the potential value in a sense that the societal concern needs to be adopted into referring to join the program initiated into the societal group in which it points out the significant essence on the sustainable development (Aras and Crowther, 2009). With regard to manufacturing the corporate responsibility in achieving the sustainability, the personal and social concern in improving the life quality among the citizen needs to build together the way of life and work (Boyd and Brackmann, 2012). These two here should be enlarged into the process of engaging in dialogue and collaboration with the community involvement. As a result, an entire participation with such particular programs organized into the real practice-based learning setting may strengthen the meaningful community involvement. In this view, the environmental action should be adopted into the significant parts in building the sustainability process. Towards the improvement to let the program run well, all the elements need to work together in delivering the tasks into the responsibility awareness, which should be inculcated into service learning basis.

In addressing the environmental action as an attempt to facilitate the sustainable awareness into the service, learning program needs to enhance the extent of the community involvement. Moreover, the commitment to enlarge the betterment of CSR in achieving the sustainability awareness with pointing out the environmental basis has to be involved into initiating the corporate agenda designed into enhancement

of societal conditions. With regard to treating the way of stakeholders taking decision with firming ethically responsible manner, an entire concern into balancing between economic and environmental responsibility points out preserving the profitability of the corporation (Yeh, 2015). This would be one of the significant appointments in creating the personal trait with an ethically responsible quality. With this regard, attempting to give insights among the stakeholders with treating the manner deemed acceptably in the way to civilize societies refers to the community engagement with setting the social responsibility in the way to facilitate the enlargement with standardizing living together with firming the sector of economic endowment within the society and highlighting the profits in making the social responsibility.

(i) Corporate responsibility with actual performance

Attempts to strengthen the knowledge about CSR through gaining experience might be embodied into corporate responsibility referring to societal and personal aspect to improve the sustainability awareness. This embodiment should underlie corporate responsibility balanced with the integration between learning and serving simultaneously. The extent to which the stability on environmental sustainability and community involvement is entirely a point of view on the tendency to obtain CSR refers to gather the learning in building life character on such awareness to enable improving the community service involvement (Pless et al., 2012).

As a result, the community with its surrounding has to be generated into conducting service learning in a way that may transform the experiential learning basis. One of the learning elements that can be delivered within teaching basis enhances to give insights by achieving the feedback among the people surrounding. It can be seen on how to perform service learning enhancement in possessing the skills together with experiences. With this regard, attempts to improve the overall experience in terms of giving the effectiveness and development of such information and skill acquisition balanced in the community and surroundings broaden the extent to which both learning life lessons and building character could improve the future compliance in the midst of community service in permeating the combination of people in conducting service and learning.

(ii) Sustainability awareness responsibility

The way to enhance the creative thinking has a key role in driving the sustainability awareness among the company oriented through serving as the active participation to campaign into the public society. As a result of attempting to create sustainability, the attempts to serve as being active involvement into the sustainability with corporate responsibility refers to increase the potential value in advisory functions with monitoring management behaviour and organizational performance.

Between firm-level corporate governance and country-level institutional factors, both views could be broadened in improving the extent of advocates, which are necessary to reform the legal system of corporate boards in improving the corporate governance in the way of ethical behaviour among the workers (Almutairi and Quttainah, 2017). With this regard, the attempts simultaneously with improving the extent of being aware of environment reveals the monitoring by examining the procedural stage of service, real estate and investment, which could be enlarged with addressing the way to improve the ownership concentration (Lee et al., 2016; Lyra et al., 2017). Towards the effective managerial monitoring, enlarging to think creatively in running the investment and many other business transaction plays a pivotal role with significant positive essence in underlying the breakthrough to engage into managerial circumstance. In line with enhancing the investment on serving as the highly desirable role in managing the planning, thinking and decision, the effort to raise the enlargement plays a significant essence to expand such ways of conceiving the relationships of facilitating the service learning with some useful techniques and skills (Andriof et al., 2017). This attempt would contribute to enable in thinking more creatively in the extent to innovate and adapt to change more easily in empowering and enhancing the sustainable awareness creatively into the experiential learning-based service community.

Comprehensively in empowering service learning to build CSR, to in particular, the importance of getting involved into the societal awareness through the attempts to create in face to face interactions with others could be emphasised particularly to develop the civic attitude which is consistent with the views of such educational theories (Yusop and Correia, 2013). In the effort to make it more persistent

and relevant through the experiential basis in getting the reflective insights on the models concerned with the service learning, the learning with experiential basis enables the students to possess the skills needed to develop in participating in the social event aimed to uphold placement of the overall program in empowering service learning.

In terms of managing the program wisely in determining which students should participate in certain courses or co-curricular programs, helping the learning enhancement with such experiences referring to enhance the responsible awareness through maximizing certain programs provided into the particular event boosted the potentials they possess with much broader impact on awareness on sustainable responsibility awareness towards their attitudes and dispositions for instance through social charity initiative (Rosle et al., 2018). With this regard, the initiative of assisting the learning enhancement with possessing the real responsibilities plays a key role with significant and substantive impacts on students' increases in self-concept (Huda and Teh, 2018; Kolb, 2014). Service learning is supposed to help the students behave outstanding awareness on being better citizens with sustainable responsibility. As a result of the way in making the important decisions together with involvement in service-learning projects in paying particular attention especially into the CSR engagement within attitudes, the planning on the project that can be viewed into many positive effects imperative to guide the controlling initiative system such activities in the service learning programs should become a major goal in interacting with the diverse students' needs in attempting to gain the challenging tasks.

(iii) Advocating environmental and social issues

In pointing out the enlargement of keeping in mind about the business ethics, the moral extent in the stage of a person and a citizen may consent to point out the ultimate part to grow the part of business purpose around the world. The potentials portrayed into the proper role of business in the society have an insightful view in transmitting the explosion of corporate citizenship together with sustainability awareness (Doh and Tashman, 2014). In terms of addressing the ethical engagement, attempts with the tension between benefit maximization and esteem for individual rights need to enlarge the ethics of care and ethics of justice. This concern should look

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at the particular view in deciding the actual deeds to achieve the benefits through augmenting the respectful awareness among the individual rights as the foundation in revolving round notions, such as rationality, rights and justice (Camilleri, 2017). With this regard, this initiative refers to focus on responsibility from individual rights to societal concern with relational prerequisites.

In particular, the relationship between the ethics of caring and caring about emerging of the ethics of justice is concerned in addressing the way to sustain the focus of the process to let the people understand and apply amidst the societal level. Towards the community involvement, it provides an outstanding overview to give insights to make significant into the economic growth supposed to deliver the support to the society development with sustainable engagement. It refers to an attempt to expand the economic sector in a sense that the particular enhancement on the way to boost the responsibility involvement should point out the economic strength initiated into the real practice in the context of CSR and sustainable development awareness. In growing this sector, the basis of ethics of care in taking decision on policies with a crucial attribute to enhance the quality of human life through strengthening the set of principles with an activity to be embedded in the specific circumstances.

2.4   Summary

Corporate Social Responsibility (CSR) refers to a business approach that involves companies taking responsibility for their impact on society and the environment. It entails integrating ethical, social, and environmental concerns into their operations and decision-making processes. On the other hand, CSR encourages businesses to operate responsibly and contribute positively to society and the planet. It recognizes the interconnectedness between businesses and their stakeholders, aiming for long-term sustainable development while creating shared value for all.

2.5   Theoritical Framework
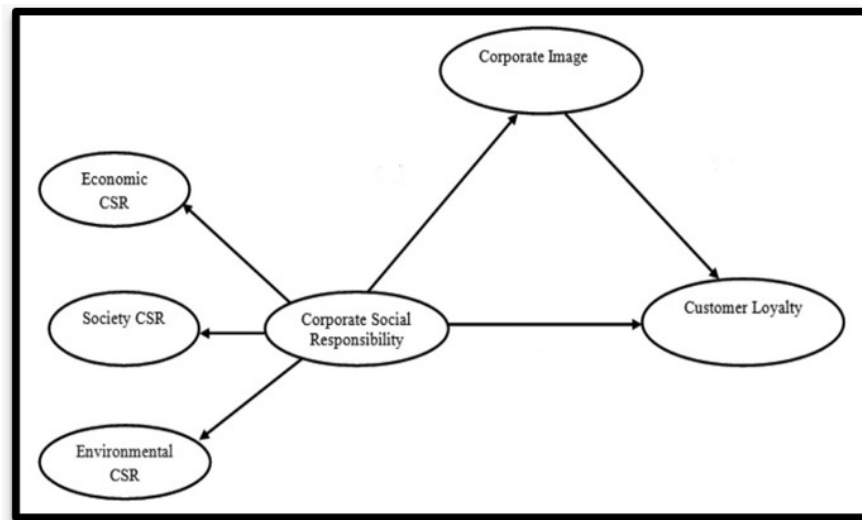
Figure 2.1: Corporate Social Responsibility

Source: Mert Gürlek, Ertugrul Düzgün and Selma Meydan Uygur (2017, August 7)
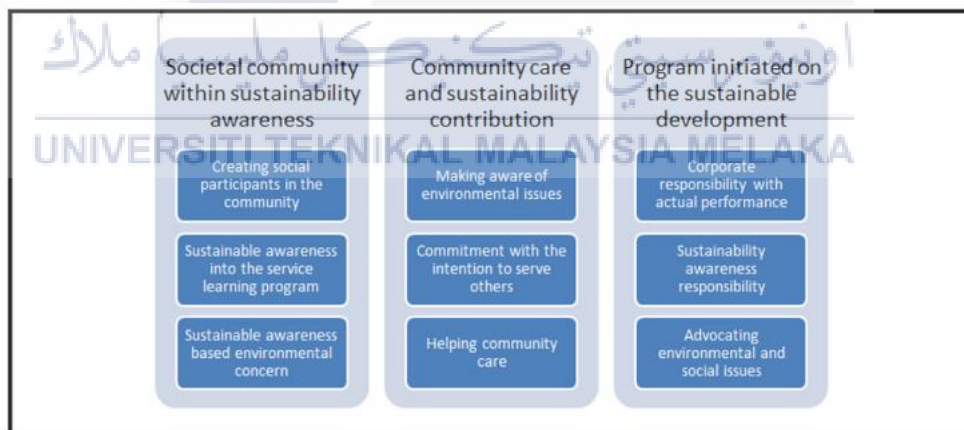
Figure 2.2: Empowering corporate social responsibility (CSR)

Source: Miftachul Huda, Dedi Mulyadi, April Lia Hananto, Nasrul Hisyam Nor
Muhamad, Kamarul Shukri Mat Teh and Abdul Ghafar Don (2018, October 10)

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

Research methodology is defined as the method conducted by researcher during the research study (Leedy & Ormrod, 2001). In this chapter, the researcher will focus and discuss comprehensively on the research methods of the study. Firstly, it began with explaining about the research design to provide answers towards the research questions and accomplish research objectives. In this study, descriptive research design was used. Next, methodological choice of this study was discussed. Qualitative method was utilized by the researcher in this study. Primary and secondary data resources were discussed at the next section. The reasons the research being carried out in a specific location were also explained. Besides, the methods of analysing the collected data were described. Besides, research strategy as well as time horizon and scientific canons were clarified respectively. In addition, the whole third chapter was summarised, and the concluding portion will describe the study's research framework.

3.2   Research Design

The research design is the general plan of how you will go about answering your research questions (Saunders et al., 2019). It will contain clear objectives derived from the research question, specify the source or sources from which to collect data, propose to collect and analyze these and discuss ethical issues and the constraints that will inevitably encounter (Saunders et al., 2019). According to Yin, R.K. (2012), research purpose and questions are the suggested starting points to develop a research design because they provide important clues about the substance a researcher aims to assess.

According to Saunders et al. (2019), four research designs are exploratory, descriptive, explanatory, and evaluative. The researcher chose descriptive research to profile events, persons, or situations accurately. Descriptive research may be an extension of a piece of exploratory research or a forerunner to a piece of explanatory research. It is necessary to have a clear picture of the phenomenon on which you wish to collect data before the collection of the data (Saunders et al., 2019). Therefore, this research would benefit De Can Cans Services Sdn Bhd in understanding its business strategy to provide custom products to customers.

To begin with, descriptive research questions are likely to include 'Who,' 'What', 'Where', 'When', or 'How' (Saunders et al., 2019). Under this research, the research question is What are the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and How does Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance?

Research would undertake descriptive research that is necessary to comprehend and define the setting of the research investigation. According to Atmowardoyo, H., 2018, descriptive research is a method used to describe existing phenomena as accurately as possible. The phenomena observed in descriptive research are already available (Atmowardoyo, H., 2018). This justified that this research on Corporate Social Responsibility (CSR) can help organizations gain more information about Corporate Social Responsibility (CSR) efficiency with the ability to deliver the biscuits with implement Corporate Social Responsibility (CSR) to the customers.

3.3   Methodological Choices

Research methodology is an approach to solving the research problem systematically. The researchers utilized the methodology of the research in identifying, explaining, and predicting problems to carry out the research. According to Saunders

et al. (2019), the methodological choices consist of three types which are the quantitative method, qualitative method, and mixed method research design. Researchers need to choose the most reliable and suitable technique for the investigation to interpret the collection of the data.

This research involved qualitative research techniques. According to Saunders et al. (2019), the meanings are expressed through words and images in qualitative research, not numbers. Words and images will have several meanings as well as unclear meanings. So, it is important to discuss and clarify them with participants. Besides, interpretive philosophy tends to be associated with qualitative research (Denzin and Lincoln, 2018). Researchers need to understand and investigate how the event under research can be interpreted in terms of its subjective and socially generated meanings.

Qualitative research is often used as a synonym for any data collection method such as an interview (Saunders et al., 2019). Therefore, the method of qualitative research utilized for this study is conducting interviews so that the researcher has better comprehended the respondents' opinions and points of view. The researcher interviewed 15 respondents to collect textual descriptions and literacy data during the research. For the researcher to accomplish the purpose of this research, various questions also are asked of the respondents when the interview session conducting to gather the relevant information depending on the research topics.

In this study, the researcher is required to explain the positive impact of Corporate Social Responsibility (CSR) in Shoon Fatt Trading Sdn. Bhd. identify the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance.

3.4   Primary Data Sources and Secondary Data Sources

According to Douglas (2015), there are different methods used to collect information in research which are primary data and secondary data. Primary data is a

set of data that the researcher collects for the first time, while secondary data are those that have already been collected by others. Primary data refers to data that is gathered by the researcher directly. Primary data can be gathered through surveys, observations, questionnaires, interviews, etc. In this research, the researcher targeted 12-15 respondents for an interview session. The respondent may include managers, executives, general staff, etc. To collect data more accurately, the researcher also set up a questionnaire for the respondents.

In contrast, secondary data refers to information that has already been collected. Secondary data can be found on government websites, books, journal articles, internal records, etc. Researchers obtained journal and scholarly books related to Shoon Fatt Trading Sdn. Bhd. and reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs to social from the Internet and libraries. Also, researchers will collect some past articles, company reports to understand reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance In addition, researchers can access information about Shoon Fatt Trading Sdn. Bhd. on its social platforms and official website, including their continual updating appropriate standards and improve Food Safety and Quality Management System (FSQMS) for material sourcing, manufacturing and distribution.

3.5   Location of the Research

Research for this study focused on Shoon Fatt Trading Sdn. Bhd. where the company sells various types of scales and provides related services to its customers. The company company is located at Lot 11776, Kg.Banjar, 36000 Teluk Intan, Perak. Shoon Fatt Trading Sdn. Bhd. continuously innovate and produce the best for customers and fans. For quality, the latest testing equipment are used to ensure adherence to food safety standards set by local and international bodies. For delivery, their efficient and wide distribution network will ensure timely delivery to all their customers. For the market, they continuously engage their customers and fans to encourage feedback for improvement. For their success, building customers trust to them, is their commitment. Apart from that, Shoon Fatt Trading Sdn. Bhd. implement

Corporate Social Responsibility (CSR) with donating Biscuits for 1 Year to Students of SMK Tanjung Rambutan and also has been held the CSR activity in elderly care facility in May 17, 2017.

The researcher chose Shoon Fatt Trading Sdn. Bhd. as the company to study. The first reason is that the company is located close by and the researchers can get the required information and data quickly. Additionally, the researcher were very interested in the industry and wanted to learn more about how it functions. Furthermore, the researcher discovered a dearth of industry research in earlier studies. As a result, the researcher conducted this research to learn more about this industry.

The theory of the implement CSR program will be applied by the researcher when interacting with respondents at Shoon Fatt Trading Sdn. Bhd. From the interviews, the researcher can collect data pertinent to the study's objectives. These actions were to get accurate data and information on CSR program from the respondents to understand the customer's needs.

3.6 Method of Primary Data Collection

According to Douglas (2015), there are different methods used to collect information in research which are primary data and secondary data. Primary data is a set of data that the researcher collects for the first time, while secondary data are those that have already been collected by others. Primary data refers to data that is gathered by the researcher directly. Primary data can be gathered through surveys, observations, questionnaires, interviews, etc. In this research, semi-structure interview was used to gather the data from 15 of the staff at Shoon Fatt Trading Sdn Bhd. The respondent may include managers, executives, general staff, etc. The main reason of using semi - interview is to provide the staff who involved in the Shoon Fatt Trading Sdn Bhd an open room to explain how the CSR program is implemented. To collect data more accurately, the researcher also set up a questionnaire for the respondents.

3.7   Research Interview

Research interviews may be classified into different types. There are 5 type of research interview that classified into structured interviews, semi-structured interviews, and in-depth interviews. In this research, the qualitative data collection method that used in this research is open-ended questionnaires through semi-structure interview to identify the reasons Shoon Fatt Trading Sdn Bhd implement CSR programs and examine the ways Shoon Fatt Trading Sdn Bhd implements effective CSR governance.

According to Saunders et al. (2019), semi-structured interviews start with a predetermined list of themes, and possibly some key questions related to these themes, to guide the conduct of each interview. Open questions, sometimes referred to as open-ended questions, allow respondents to give answers in their own way (Fink, 2016).

Semi-structured interview was carried out and the respondent involved the staff of Shoon Fatt Trading Sdn. Bhd. The 15 respondents in this company were selected as respondent based on designations or job titles and knowledge in a semi-structured interview. The respondents are from the managers, executives, general staff, etc that working in Shoon Fatt Trading Sdn. Bhd.

The interview guide for this type of interview will also be likely to contain some comments to open the discussion, a possible list of prompts to promote and further discussion, and some comments to close it (Saunders et al., 2019).

3.8   Research Strategy

As Saunders et al. (2019) explain, a research strategy is a plan for how a researcher will answer their research question. It is a framework that includes gathering, analysing, and interpreting data. Different research strategies include experiment, survey, archival and documentary research, case study, ethnography, action research, grounded theory and narrative inquiry. In contrast, each part of the research strategy typically researches methodologies used in business and

management. A case study will be used among these methodologies as it allows the researcher to concentrate on gathering data and information regarding the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs and examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance. In essence, this can assist the researcher in addressing the research questions and achieving the research objectives by outlining the specific research strategies the researcher intends to use.

According to Harling (2012), a case study thoroughly investigates a current phenomenon in its natural context. A holistic investigation involves gathering extensive, detailed information from various sources, including direct observation, participant observation, interviews, audio-visual material, documents, reports, and physical artefacts. The numerous sources provide the broad information required to present an in-depth picture. Moreover, Yin (2018) also stated that a case study is an in-depth into a topic or phenomenon within its real-life setting. A critical factor in defining a case study is selecting the case to be studied and determining the study's boundaries. (Flyvberg, 2011). In this case study, the researcher will look into the reasons implement CSR programs and examine the ways implements effective CSR governance to ensure effective commercialisation.

Flyvberg (2011) recognised that case studies are primarily based on positivist criticisms of using small samples and interpretive, qualitative research. However, case studies are closely related to qualitative methods. In this case study, the researcher will use a qualitative method to ensure that the research findings are well-developed to directly connect the research study's findings with reality and demonstrate the validity that Shoon Fatt Trading Sdn Bhd adopted for the reasons implement CSR programs and examine the ways implements effective CSR governance.

Moreover, Saunders et al. (2019) note that the term 'case' in case study research can refer to a person, a group, an organisation, an association, a change process, an event, or a variety of other case subjects. In this study, the researcher chose Shoon Fatt

Trading Sdn Bhd as a case study subject to research the reasons implement CSR programs and examine the ways implements effective CSR governance to ensure effective commercialisation. Yin (2018) asserts that the purpose of a case study is to comprehend the uniqueness of a specific example about a specific research issue. As Saunders et al. (2019) mentioned, the volume of data collected could be reduced by collecting data from a specific subgroup rather than all potential participants. Hence, the researcher chose the related employees, and others involved in the CSR process at Shoon Fatt Trading Sdn Bhd to gather quality and accurate data for this research study.

On top of that, the researcher also used the judgmental sampling technique to select the best possible candidates to answer the research questions. Saunders et al. (2016) recommend that researchers should use their best judgement when selecting cases and respondents to answer the research questions. In this study, the researcher will select a sample group of 15 people as participants or informants. The researcher can better understand and develop more reliable research findings by purposefully sampling qualitative responses—consequently, this help provides adequate information on the research topic and produce remarkable results.

Ultimately, some target population members are subjected to a pilot test to assess their dependability. According to Saunders et al. (2019), a pilot test of the questionnaire with respondents who are similar to those who will fill it out should be conducted before data collection. The pilot test aims to fine-tune the questionnaire so that respondents can quickly answer questions and record the data. While before distributing the questionnaire to the respondent, the researcher chose two participants for Shoon Fatt Trading Sdn Bhd to process in the pilot study.

3.9   Time Horizon

In research, the time horizon is the time when the study is done or the data is collected. The time horizon can change based on what kind of study is done and what questions are asked. Saunders et al. (2009) say that the time it takes to study a

phenomenon is the same no matter which research method or technique is used. In the study onion, there are two types of time frames: cross-sectional and longitudinal, according to Bryman (2012). A cross-sectional time frame is a research plan or study that takes data at a certain point or over a short time, usually a few days or weeks. Cross-sectional studies show a picture of a community at a specific time. This differs from ongoing investigations, which follow people or groups over a long period of time.

Saunders et al. (2019) say cross-sectional studies can be done in most academic research projects. This is because most academic research projects have a limited amount of time and require the researchers to study a specific situation in a certain amount of time. One good thing about cross-sectional studies is that they are quick and cheap. This makes them an excellent way to collect data on a big scale. A researcher must also look into a specific topic within a particular time. The researcher has to do this college research between March 2023 and January 2024 to meet the study goals. Cross-sectional studies, like the one used in this study, are chosen by the researcher. This study used 15 interviews with managerial staff and executives from the Shoon Fatt Trading Sdn Bhd to make case studies quickly.

3.10   Scientific Canon

In the scientific canon, internal validity, external validity, construct validity, and reliability are essential factors contributing to the research's overall quality and credibility. These are crucial concepts for modern studies since they help to improve the accuracy of the assessment and evaluation of studies (Tavakol & Dennick, 2011). Saunders et al. (2019) emphasizes that reliability and validity are essential for evaluating the quality of research in the natural sciences and quantitative social sciences. Validity and reliability enhance transparency and reduce the chances of researcher bias in qualitative research (Singh, 2014).

3.10.1 Internal Validity

Saunders et al. (2019) explains that internal validity refers to the extent to which the researcher's findings can be attributed to the intervention researcher is

researching rather than to flaws in the research design. When an intervention can be statistically shown to produce an effect rather than this being caused by another confounding variable functioning concurrently, internal validity is proven (Saunders et al., 2019).

Researcher can reduce the possibility of ancillary variables and improve the study's internal validity by limiting the investigation's scope to the research topic, question, and objective. This research examines the ways Shoon Fatt Trading Sdn Bhd implements effective CSR governance. The researcher may resist the urge to discuss unrelated or tangential issues by concentrating on the study questions and objectives. As shown in Table 1 below, some factors might influence the internal validity of the researcher's work.

Table 3.1:Threats to internal validity
Source: Saunders et al. (2019). Research Method for Business Students.

Threat	Definition and explanation
Past or recent events	A situation that alters participants' perspectives. For instance, a car manufacturer recalling its vehicles for safety upgrades may have an unanticipated impact on a planned study and its customers' perceptions of product quality (unless the purpose of the research is to find out about post-product recall opinions).
Testing	The impact of testing on participants' views or actions. For example, informing participants about a study endeavour may cause them to change how they act or react throughout the research if they think it will impact their future.
Maturation	The effect of a participant's change impacts their attitudes or behaviours but is unrelated to the study. For instance, management training may ask participants to edit their answers later in the study.

3.10.2 External Validity

Saunders et al. (2019) mentions external validity concerns whether a study's research findings can be generalized to other relevant contexts. Validity describes how successfully a research study's findings may be applied to other populations, settings, and situations. This is crucial because if external validity is demonstrated, it suggests that the results may be used in comparable populations. The researcher will choose participants with characteristics relevant to the research question. The researcher ensures that the study participants represent the population of interest to ensure external validity in examining whether the Shoon Fatt Trading Sdn Bhd case study reflects the hypothesis interaction links the ways implements effective CSR governance.

3.10.3 Construct Validity

According to Saunders et al. (2019), construct validity is the degree to which a collection of questions captures the presence of the construct the researcher sought to test. Therefore, minimising each scale item depends on lexical and sentinel miscomprehension. Through job analysis, task analysis, and curriculum analysis, one may examine the boundaries and organisational structure of a construct domain and establish construct validity. These techniques entail dissecting the concept into its components and analysing how it manifests in various circumstances. Before distributing the measure to the study participants, the researcher can pre-test the standard with a sample of respondents to determine any possible issues or misunderstandings with the items and make any required adjustments. Besides that, the researcher interviewed 15 employees with experience in the company. Researchers claim that this is because they possess both theoretical and practical talents. While the data collected through employee interviews may provide helpful context and support for the study's results, it's crucial to apply a range of techniques to demonstrate construct validity and guarantee the dependability and correctness of the data.

3.10.4 Reliability

Consistency and replication are terms related to reliability. A research project would be dependable if the researcher could duplicate a previous study design and provide the same results (Saunders et al., 2019). Sometimes a difference between internal and external reliability is established when reliability is considered. To ensure uniformity across a research project is to provide internal reliability (Saunders et al., 2019). External reliability refers to whether the data collection techniques and analytic procedures would produce consistent findings if the researcher repeated them on another occasion or replicated them by a different researcher (Saunders et al., 2019). Since any bias or inaccuracy will impact the findings and subsequent interpretation and raise questions about the methods used to quantify the phenomena being examined, unreliable research will also be ineffective (Saunders et al., 2019). To ensure reliability in the study, the researcher compiled a table of concerns that should be examined in the Shoon Fatt Trading Sdn Bhd case study. By addressing these concerns, the researcher can improve the accuracy and validity of the results.

Table 3.2:Threats to reliability

Source: Saunders et al., (2019). Research Method for Business Students.

Threat	Definition and explanation
Participant error	Any factor that negatively affects a participant's performance or response. One common cause of participant error is timing. When a person is asked to complete the questionnaire right before lunch, it could result in hurried or careless answers, increasing the risk of errors or inaccuracies in the data. To minimize participant error, the researcher chooses a less sensitive time and avoids scheduling interviews when participants are likely to be busy or distracted, such as at the beginning or end of a workday. Instead, scheduling interviews may be more effective when participants are more likely to be relaxed and focused, such as mid-morning. Other than that, the researcher uses shorter interview sessions rather than longer

	ones. Shorter sessions may help to maintain participants' attention and concentration.
Participant bias	Any factor that may influence a participant to provide an incorrect response. This can occur when a participant feels pressure or desires to give a specific answer, even if it may not be true or accurate. One example of participant bias is when an interview is conducted in an open space where the participant may feel uncomfortable or self-conscious about being overheard. The researcher ensures that participants feel comfortable and relaxed during the interview so that they feel more comfortable sharing their honest opinions and experiences.
Researcher error	Any factor which alters the researcher's interpretation. This error can arise for several reasons, such as the researcher being tired, distracted, or unprepared to conduct the study. The researcher should clearly understand the research questions and be familiar with the literature in the field to ensure their data interpretation is accurate. During the interview, the researcher had to actively listen to the participant's responses and probe further to understand their opinions.
Researcher bias	Any factor which induces bias in the researcher's recording of responses. A researcher's personal beliefs, values, and experiences can potentially affect their interpretation of data, which can lead to inaccurate. The researcher must acknowledge that beliefs and assumptions may impact the data collection and analysis. It is critical for the researcher to have an unbiased perspective and to abstain from any personal biases that can affect the findings. The researcher should approach the research with an open mind and use objective measures and methods for collecting and analyzing data.

3.11 Data Analysis

According to Saunders et al. (2019), the data analysis consists of eight types which are thematic analysis, template analysis, explanation building and testing, grounded theory method, narrative analysis, discourse analysis, visual analysis and data display and analysis. Researchers used thematic analysis to analysis qualitative data.

According to Saunders et al. (2019), thematic analysis focuses on finding themes or patterns in data (such as interviews, observations, documents, diaries or websites). This method is used to code qualitative data in order to identify themes or patterns to be further analyzed related to the research question. According to Braun and Clarke (2006), thematic analysis allows researchers to analyze qualitative data in a systematic but flexible and accessible manner. Moreover, it can be used to analyze large qualitative data sets, as well as smaller ones, leading to a wealth of explanations and theorizing.

Briefly, thematic analysis was used to analyze the qualitative data collected in this study. Using this analysis, the researcher was able to collect relevant and essential information related to the research questions and accomplish the objectives of the study.

3.12 Interview Protocol

An interview guide includes a list of the topics or questions that will be covered during the interview. An interview guide is created to ensure that each interviewee receives the same fundamental lines of questioning. The interviewer is allowed to investigate, delve into, and ask questions that will further clarify and highlight the subject within the context of the subjects or areas provided by the interview guide. (Rubin & Rubin, 2012; Seidman, 2013; Weiss, 1994) Thus, the interviewer is still free to develop a discussion around a specific issue, ask questions informally, and maintain a casual tone while emphasising a predefined subject. Using the instructions as a checklist will ensure that all pertinent questions are answered during the interview.

The benefit of an interview guide is that it ensures that the interviewer or evaluate has carefully considered how to utilize the constrained time available in an interview setting. By defining the topics to be covered in the interviews, the guide aids in making the process more systematic and thorough. Focus group interviews need a guide to keep the discussions on topic while allowing for the emergence of individual opinions and experiences. With an interview plan, the investigator may arrange the interview using a tentative travel route (Brinkmann & Kvale, 2015; Patton, 2015). It does not explain in detail what will occur at each step of the travel, how long each stopover will take, or where the investigator will be at any given time. Still, it does provide a strong sense of the direction of the journey and the final terrain it will cover.

To have high-quality qualitative data on interview protocol, a trustworthy interview protocol is essential. The preceding delimitation of the subjects to be addressed simplifies the interview process involving multiple groups of individuals in a methodical, consistent, and thorough way (Gugiu & Rodriguez-Campos, 2007; Patton, 2015). Additionally, by ensuring thorough information is gathered within the allotted time, an interview protocol improves the efficacy of the interview process. By using rich qualitative data, the researchers may better comprehend the respondents' experiences and pinpoint critical components pertinent to the topic.

STEPS	EXPLANATION	EXAMPLE
Aligning Interview Question to the Research Question	- Increase the usefulness of interview questions - Ensure that the study's questions are necessary	Instead of wasting the time, the respondent will not want to interview the respondents with the entire questionnaires that discuss the reasons implement CSR programs and examine the ways implements effective CSR governance to ensure effective commercialisation. However, the respondent will select related questions that are relevant to

		respondent's position and knowledge.
Creating an inquiry-based conversation	- Interview questions are distinct from research questions - Conversational social rules - Prompt questions	The researcher will construct a list of question that based on the research question. At the same time, the researcher will not want to ask the new questions isolation to the respondents and will want to ensure that the earlier questions obtained guidance to ask further questions.
Getting Feedback from the Interview Protocol	- Expert opinion on the interview protocol - Expect responses from respondents - Ensure understandability	After completing the questionnaires, the researcher will consult with an expert to ensure that the questions are not considered sensitive or unsuitable for data collection. As a result of the expert feedback, the questionnaires will be more reliable, and the researcher will be able to obtain relevant data for the reasons implement CSR programs and examine the ways implements effective CSR governance to ensure effective commercialisation.
Piloting the Interview Protocol	- Feedback from actual respondent - Gaining interview experience	The researcher will design a short interview section test to determine whether the questions are successful and easy to understand for the respondent.

	- Interview scenario testing	Following that, the researcher will investigate whether the respondents can map their 'in mind' answer onto the available answer categories.

Source: (Yeong et al., 2018)

3.13 Summary

To summarize, this research was descriptive research as that is descriptive is likely, to begin with, or include, either 'Who', 'What', 'Where', 'When', or 'How'. This helps to gain the correct situations. This research study would be beneficial to the researcher, it will encourage the researcher to develop the skills of evaluating data and synthesizing ideas. These are higher-order skills than those of accurate description.

Besides, the qualitative method was utilized to conduct this research. As stated by Saunders et al. (2019), the meanings are expressed through words and images in qualitative research, not numbers. Words and images will have several meanings as well as unclear meanings. Hence, it is important to discuss and clarify them with participants. According to Saunders et al. (2019), qualitative research is often used as a synonym for any data collection method such as an interview. Therefore, the method of qualitative research that will be utilized for this study is conducting interviews so that the researcher has better comprehended the respondents' opinions and points of view. For the researcher to accomplish the purpose of this research, various questions will also be asked of the respondents when the interview session is conducted to gather the relevant information by the way of interviewing 15 respondents.

The opinions and unstructured responses received from the managerial staff and executives through the interview sessions were the primary data of this research. Part of the extra information was displayed on the official website of the Shoon Fatt Biscuit & Confectionery Factory Sdn. Bhd. was also used as the secondary data of this research to generate a better understanding of the research topic.

The case study was used as the research strategy in this research. This is so that the researcher may do inquiry and study in a real-life setting, which is excellent. In short, the case study approach helped the researcher perform the study more thoroughly and generate trustworthy results.

3.14　Research Framework

Research Objectives:
1. To identify the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs.
2. To examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance.

Research Design:
Descriptive Research

Research Strategy:
Case Study: Shoon Fatt Trading Sdn. Bhd.

Methodological Choice:
Qualitative Research

Primary Data

Secondary Data

Interview: 15 Respondents
(a) 5 Top Management
(b) 5 Middle Management
(c) 5 Executive

Company report, articles, newsletters, official social media, and official website of Shoon Fatt Trading Sdn. Bhd.

Data analysis:
Thematic Analysis

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

4.1   Introduction

In this chapter, the results of the case study in Shoon Fatt Trading Sdn Bhd, which is located at Teluk Intan, Perak are discussed. First, the researcher collected the data by conducting a qualitative interview with 10 experienced managerial executives and general staff, which included the Executive, Human Resource Manager, 2 from Human Resource of safety, 3 from production, Director of Sales, reception, and Marketing Director. The findings are then analyzed and studied using qualitative methods and thematic analysis to analyze data for this research.

The focus of this case study is to identify the reasons implement CSR programs and examine the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd. Hence, the first section displayed the respondents' job profiles. The second section discussed the findings on the reasons implement CSR in Shoon Fatt Trading Sdn Bhd. The third section discussed the results of the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd.

4.2   Description of Respondents

The profiles of respondents from each respective respondent are presented in the table below. At the same time, the respondents' names are listed in the table below:

Table 4.1:Profile of Respondents

Experienced Managerial Executives and General Staffs		
Respondents	**COD Name**	**Job Scope**
Human Resource Executive	HR. Exe	-Ensuring the organization complies with labor laws, regulations, and employment practices, and mitigating legal risks -Help implement performance appraisal processes, provide feedback to employees
Human Resource Manager	HRM	-Recruiting, interviewing, and hiring new employees -Addressing employee concerns, conflicts, and grievances. -Handling employee disputes, disciplinary actions, and facilitating conflict resolution when necessary.
Director of Sales	DoS	-Developing and implementing the overall sales strategy -Creating sales plans and forecasts to ensure that sales targets and revenue goals are met.
Marketing Director	MD	-Overseeing and leading the marketing efforts within an organization -Developing and managing marketing campaigns, such as advertising

Human Resource of Safety 1	HRoS 1	-Ensuring that the workplace complies with all relevant safety and health regulations
Human Resource of Safety 2	HRoS 2	-Identifying and assessing workplace hazards
Assistant Production Manager	APM	-Developing production schedules and plans to meet customer demands and ensure optimal resource utilization. - Allocating and managing resources, including labor, materials, equipment, and facilities, to meet production goals.
Production Department 1	PD 1	-Ensuring that products or services meet quality standards and conducting inspections and tests as necessary.
Production Department 2	PD 2	-Analyzing production capacity and making recommendations for expansion or contraction as needed.
Reception	RCPT	-Managing incoming calls, taking messages, and directing calls to the appropriate individuals or departments. -Managing and responding to emails and other written correspondence, both internal and external. -Scheduling appointments and meetings for employees and clients, and maintaining the organization's calendar.

4.3 The reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs

As stated in Chapter 1, the first objective of this research was to identify the reasons Shoon Fatt Trading Sdn. Bhd. implement CSR programs. The qualitative findings collect by conducting semi-structured interview sessions with the respondents. Besides, the researcher uses secondary data and guiding theories from the theoretical framework to analyse and process the findings. Apart from that, the reason of implement CSR program include economic CSR, environmental CSR, society CSR, Corporate social responsibility (CSR) and customer loyalty, CSR and corporate image, CSR, corporate image and customer loyalty.

4.3.1 Economic CSR

According to Spicer (1978a,b), Rosen et al. (1991), Graves and Waddock (1994) and Pava and Krausz (1996), a firm's CSR behaviour seems to be a factor that influences banks and other institutional investors' investment decisions. Thus, a high CSR profile may improve a firm's access to sources of capital. Besides, economic responsibility of economic CSR refers to the practice of making financial decisions based on a commitment to doing good.

During the interview session, the Assistant Production Manager of Shoon Fatt Trading Sdn Bhd has outlined a strategic approach to their CSR program that emphasizes a mutually beneficial relationship with stakeholders. This approach is in line with the notion that a company's CSR behavior can significantly influence investment decisions made by banks and institutional investors. According to scholars such as Spicer (1978a,b), Rosen et al. (1991), Graves and Waddock (1994), and Pava and Krausz (1996), a company's CSR behavior is a key factor that shapes perceptions and decisions in the investment community.

By fostering a win-win relationship with stakeholders through CSR initiatives, Shoon Fatt Trading Sdn Bhd is not only contributing to societal and environmental

well-being, but also strategically positioning itself in the eyes of potential investors. The emphasis on mutual benefits suggests a proactive approach to building positive relationships with stakeholders, which can positively influence the perception of the company among institutional investors, according to CSR scholars.

In line with studies by Spicer (1978a,b), Rosen et al. (1991), Graves and Waddock (1994), and Pava and Krausz (1996), companies that engage in socially responsible behavior are perceived as more sustainable, ethical, and responsible by investors. This perception can influence investment decisions and contribute to the attractiveness of the company to banks and institutional investors.

Therefore, Shoon Fatt Trading Sdn Bhd's strategic approach to CSR, as outlined by the Production Assistant Manager, not only aligns with contemporary CSR theories but also reflects an understanding of how such behavior can positively impact the perceptions and decisions of banks and institutional investors.

For instance, when the company sponsors children with Shoon Fatt biscuits in the year of 16th June 2017 with program of "Sharing Brings Happiness" at Tadika QE (Teluk Intan, Perak area) it creates a ripple effect as the children share these biscuits with their parents. As a result, parents become indirectly acquainted with Shoon Fatt biscuits. This newfound recognition often translates into direct purchases from the company, further bolstering the brand. Simultaneously, this collaboration benefits the stakeholders by augmenting their sales in a symbiotic relationship, thereby contributing to the company's overall profitability.

Figure 4.1: Program of "Sharing Brings Happiness" at Tadika QE in 16 June, 2017
Source: Shoon Fatt official website

According to McGuire et al. (1988, p. 855) the added costs may result from actions such as "making extensive charitable contributions, promoting community development plans, maintaining plants in economically depressed locations and establishing environmental protection procedures".

Production Assistant Manager also mentioned that the important role of the CSR activities in elevating Shoon Fatt Sdn Bhd's brand recognition within the community. According to their insights, these initiatives not only serve as a means to raise awareness but also make Shoon Fatt's biscuit brand more prominent in the eyes of the public. Concurrently, the community exhibits a growing tendency to purchase Shoon Fatt's biscuits, driven by the increased recognition the brand has garnered through its CSR endeavors. Therefore, greater recognition of the brand is directly correlated with an upswing in biscuit sales and a commensurate increase in the company's profitability.

4.3.2 Society CSR

According to the Frederick (1994), firms were expected to help society solve its problems like on poverty, education, healthcare and such others through CSR initiatives. Society CSR is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. Thus, strategic CSR entailed doing of such CSR initiatives that was good for society as well as good for business (a win-win proposition) (Porter and Kramer, 2006; Bhattacharyya, 2013).

During the interview session, the Human Resource Manager expressed a strong commitment to supporting community care initiatives as part of Shoon Fatt's mission to give back to the community. Additionally, Shoon Fatt takes pride in its active participation in the Blood Donation Health Campaign, which took place on June 9, 2017, at SJKC Chung Cheng, Kelantan. This event exemplifies their dedication to making a positive impact on public health and well-being. Shoon Fatt sees community engagement, particularly in health-related activities like blood donation, as a crucial aspect of their corporate social responsibility, aligning their values with the broader needs of the community they serve.

Figure 4.2: Engagement in activity of Blood Donation in June 9, 2017

Source: Shoon Fatt Trading Sdn Bhd official Facebook Page

The strategies employed to fulfill corporate responsibility involve actively encouraging participation by integrating corporate giving into civic duties. This initiative aims to cultivate a sense of community care and promote social participation. By intertwining corporate philanthropy with civic responsibilities, the company endeavors to foster a community that is not only receptive to social initiatives but actively engaged in them. This approach signifies a commitment to creating social participants who understand and contribute to the collective well-being and growth of the community.

As a result of enhancing social responsibility, attempts to communicate with the intentions and activities to promote awareness underlie in fostering the ability and goodwill with the significance to the organization in community affairs and public activities in the digital environment (Huda, 2018). The approaches to address corporate responsibility in supporting participation by promoting the corporate giving into civic duties attempt to help the community care about creating social participants in the community.

4.3.3 Environmental CSR

According (Benavides-Velasco et al., 2014), responsibility to the environment includes protection and management of especially non-renewable resources or the ones quite important for life support. Based on the findings of Benavides-Velasco et al. (2014), Shoon Fatt Trading Sdn Bhd's commitment to the environment goes beyond just conserving resources. It involves a complete approach that takes into account the entire life cycle of products, from production to disposal. The use of tin containers for biscuit storage highlights this comprehensive environmental CSR commitment. Unlike traditional plastic buckets that often contribute to pollution and environmental degradation, tin provides a sustainable alternative that aligns with the principles of responsible resource management.

In the interview section, the Production Director had mentioned that, Shoon Fatt Trading Sdn Bhd is a company that is devoted to environmental Corporate Social Responsibility (CSR) through their innovative and sustainable practices. One of their

environmentally conscious initiatives is their choice to use tin containers for storing biscuits instead of plastic buckets. This strategic decision reflects their dedication to reducing plastic waste and their awareness of the environmental impact associated with conventional packaging materials. By opting for tin, Shoon Fatt Trading Sdn Bhd contributes to the reduction of plastic pollution and aligns their business practices with a broader environmental vision. This eco-friendly approach not only demonstrates the company's social responsibility but also sets a positive example for the industry and encourages others to adopt similar measures. Shoon Fatt Trading Sdn Bhd's commitment to using sustainable materials highlights their role as a responsible corporate citizen who is dedicated to making a positive impact on the environment.

In addition, the method used to store biscuits in plastic buckets can have an impact on the environment. This is because plastic is not biodegradable and can cause harm to the planet. To fulfill its corporate social responsibility towards the environment, Shoon Fatt Trading Sdn Bhd has taken the initiative to switch to reusable biscuit tins for storing biscuits.

Figure 4.3: Tin Biscuits of Shoon Fatt Trading Sdn Bhd
Source: Online website of Shopee Page

4.3.4 Customer loyalty

The concept of customer loyalty is defined as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 1997, 1999).

Eisingerich et al. (2010) have indicated that the principle of generalized reciprocity can be used in explaining the effect of CSR activities carried out by companies on customer attitudes. Economic, social and environmental social responsibility activities create generalized reciprocity. Although companies do not provide a direct benefit through CSR activities for their customers, customers as members of the society reciprocate these activities. Accordingly, if a company carries out CSR activities, customers as members of the society can possess a positive impression and positive attitude to the company such as loyalty.

Throughout the interview sessions with the respondents, the Human Resource Manager at Shoon Fatt Trading Sdn Bhd agree that Corporate Social Responsibility (CSR) activities play a pivotal role in influencing individuals to choose Shoon Fatt biscuits. This positive association with CSR initiatives contributes significantly to cultivating a sense of loyalty within the community. The company's ability to meet the community's needs with both reasonable pricing and exemplary services further solidifies its position, fostering a strong and enduring customer base. Below are the noteworthy parts of the transcript recorded to agree with the statement above:

"Our product is based on good quality, this is because if the biscuits taste good, then people will look for it. The other thing is, we give support for do CSR, the consumer will also support our company's product. Of course, our cost of the product is reasonable, it is the major issue. If price higher, then the people will don't buy it." said Human Resource Manager. According to (Aaker, 2012), via customer loyalty, corporations gain a permanent and sustainable competitive advantage and so they have an extra marketing opportunity compared to their competitors.

4.3.5 Corporate image

Corporate image is the public image and perception of a business or brand. Corporate image is the sum of corporation-related beliefs, experiences, information, emotions and impressions that occur in the mind of the public (Dowling, 1993; Abratt and Mofokeng. 2001; Nguyen and Leblanc, 2002; Kim et al., 2014).

Furthermore, CSR is an important tool to create a positive corporate image (Porter and Kramer, 2002) because companies create positive impression regarding the corporation through influencing their target audience with social responsibility activities (Yoon et al., 2006; Vlachos et al., 2009; Fraj-Andrés et al., 2012).

In the interview session, the implementation of Corporate Social Responsibility (CSR) initiatives has significantly enhanced the favorable perception of Shoon Fatt Trading Sdn Bhd within the community. The Assistant Production Manager highlighted the impact of CSR activities conducted in kindergartens and primary schools, emphasizing that children become aware of these initiatives. Subsequently, these children actively share their experiences with their parents, detailing how Shoon Fatt Trading Sdn Bhd sponsored biscuits and provided stationery during school CSR events. This form of word-of-mouth communication serves to positively influence the image of Shoon Fatt Trading Sdn Bhd among parents, creating a lasting and positive association with the company.

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Figure 4.4**:** Biscuits and stationery provided of school CSR events

Source: Shoon Fatt official Facebook Page

Table 4.2: Thematic Analysis of The Reasons Shoon Fatt Trading Sdn Bhd Implements CSR Programs

Reasons Implements CSR Programs	Theory	Primary Data	Secondary Data
Economic CSR	Economic responsibility refers to the practice of making financial decisions based on a commitment to doing good. According to Spicer (1978a,b), Rosen et al. (1991), Graves and Waddock	Assistant Production Manager: (a) By fostering a win-win relationship with stakeholders through CSR initiatives, Shoon Fatt Trading Sdn Bhd is not only contributing to societal and	Tim Stobierski (2021): Economic responsibility is the practice of a firm backing all of its financial decisions in its commitment to do good. The end goal isn't just to maximize profits, but also to make

	(1994) and Pava and Krausz (1996), a firm's CSR behaviour seems to be a factor that influences banks and other institutional investors' investment decisions.	environmental well-being, but also strategically positioning itself in the eyes of potential investors. (b) Parents become indirectly acquainted with Shoon Fatt biscuits when the company sponsors children with their biscuits, it creates a ripple effect as the children share these biscuits with their parents.	sure the business operations positively impact the environment, people, and society.
Society CSR	Refers a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.	Human Resource Manager: (a) a strong commitment to supporting community care initiatives as part of Shoon Fatt's mission to give back to the community	Frederick (1994): Firms were expected to help society solve its problems like on poverty, education, healthcare and such others through CSR initiatives.

Environmental CSR	Aims to reduce any damaging effects on the environment from business processes.	Production Director: (a) Use tin containers for storing biscuits instead of plastic buckets. (b) reducing plastic waste and their awareness of the environmental impact associated with conventional packaging materials. (c) Implement initiative to switch to reusable biscuit tins for storing biscuits because plastic is not biodegradable and can cause harm to the planet.	Benavides-Velasco et al., (2014): Responsibility to the environment includes protection and management of especially non-renewable resources or the ones quite important for life support.
	An ongoing emotional relationship	Human Resource Manager:	(García de Leaniz and del Bosque Rodríguez, 2015):

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	between seller and customer, manifesting itself by how willing a customer is to engage with and repeatedly purchase from seller versus competitors. The concept of customer loyalty is defined as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching	(a) positive association with CSR initiatives contributes significantly to cultivating a sense of loyalty within the community. (b) Company's ability to meet the community's needs with both reasonable pricing and exemplary services further solidifies its position, fostering a strong and enduring customer base.	CSR activities increase customer loyalty directly or indirectly. (Aaker, 2012): Via customer loyalty, corporations gain a permanent and sustainable competitive advantage and so they have an extra marketing opportunity compared to their competitors.
Customer loyalty			

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		behavior" (Oliver, 1997, 1999).		
Corporate image		Corporate image is the sum of corporation-related beliefs, experiences, information, emotions and impressions that occur in the mind of the public (Dowling, 1993; Abratt and Mofokeng. 2001; Nguyen and Leblanc, 2002; Kim et al., 2014).	Assistant Production Manager: (a) Children actively share their experiences with their parents, detailing how Shoon Fatt Trading Sdn Bhd sponsored biscuits and provided stationery during school CSR events. (b) form of word-of-mouth communication serves to positively influence the image of Shoon Fatt Trading Sdn Bhd among parents, creating a lasting and positive association with the company.	(Porter and Kramer, 2002): CSR is an important tool to create a positive corporate image. (Yoon et al., 2006; Vlachos et al., 2009; Fraj-Andrés et al., 2012): Companies create positive impression regarding the corporation through influencing their target audience with social responsibility activities

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4.4 Empowering corporate social responsibility (CSR)

As stated in Chapter 1, the second objective of this research was to examine the ways Shoon Fatt Trading Sdn. Bhd. implements effective CSR governance. The respondents were interviewed in semi-structured interviews to gather qualitative data. Additionally, the findings were analysed and processed using secondary data and guided theories from the theoretical framework. The generated results will be covered in the following sections. The ways implement effective CSR governance include societal community within sustainability awareness, Community care and sustainability contribution, and program initiated on the sustainable development.

4.4.1 Societal community within sustainability awareness

Societal community within sustainability awareness is the awareness of sustainability issues is to understand the fragility of the environment and the importance of its protection, thinking in terms of an ecological consciousness. It is related with the growth and development of awareness, understanding and consciousness toward the biophysical environment and its problems, including human interactions and effects. To making upgrade changes with fostering the way to assist the responsibility needs, the exhibition in both personal and social involvement with setting the positive examples aims to provide such opportunities in supporting the community through adopting beneficial values accomplished within the civic action (Huda et al., 2018a).

(i) Creating social participants in the community

According to (Huda, 2018), enhancing social responsibility attempts to communicate with the intentions and activities to promote awareness underlie in fostering the ability and goodwill with the significance to the organization in community affairs and public activities in the digital environment. The approaches to address corporate responsibility in supporting participation by promoting the corporate

giving into civic duties attempt to help the community care about creating social participants in the community.

In the interview session, the Human Resource Manager highlighted the company's proactive approach to community engagement by organizing campaigns in town centers, distributing their products directly to the local community. Additionally, Shoon Fatt has executed Sampling and Promotion activities at the University of Nottingham, Semenyih, coinciding with the commencement of the new semester and the opening of Oasis & Nexus outlets at the University of Nottingham from September 28th to October 1st, 2015. These initiatives underscore Shoon Fatt's commitment to reaching diverse audiences and creating a tangible presence in both town and academic settings.

Figure 4.5**:** Sampling & promotion activities at the University in 2015
Source: Shoon Fatt official Facebook

(ii) Sustainable awareness into the service learning program

Sustainability basis to emphasize the awareness in constructing the community service plays a significant role in attempting to construct in designing the service learning in contouring the main foundation to solve the challenges. According to (Boyd and Brackmann, 2012), this remains the engaged scholarship in empowering the way to integrate learning enhancement with knowledgeability on understanding the set of behaviours and characteristics in enabling those to develop the systematic approach in the affection of academic achievement.

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In the interview session, the Marketing Director of Shoon Fatt Trading Sdn Bhd had mentioned that they are engage with the stakehoders to involves in the CSR activity and carry on the activity of provide scholarship for the students. The main purpose for this activity is to renovate the old school building, upgrade the equipment of the auditorium and purchase a large LED screen to enhance the rental attractiveness of the auditorium and achieve the plan of supporting the school with the auditorium at San Min Independent Secondary School, Teluk Intan.

Figure 4.6: Scholarship for San Min Independent Secondary School, Teluk Intan in 2017
Source: Kwongwah's Website

(iii) Sustainable awareness based society concerns

Critically as a core guideline in empowering the learning enhancement to address the significance of CSR, this becomes the key role to initiatively give the beneficial feedback to empower the performance with continuous learning. According to (Ketschau, 2017; Huda et al., 2018d), in terms of elevating an individual to perform corporate responsibility, sustainable awareness to open opportunities in strengthening service learning where students are involved in particular projects could enhance in

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transforming continuously creating better citizenship personality with community service engagement.

In the interview session, the reception of Shoon Fatt Trading Sdn Bhd mentioned that they are proceed the CSR activity with donation biscuits for the students at SMK Tanjung Rambutan for 1 year. According to the website of "Perak Today" in 2018, the preparations for the Chinese New Year are increasingly felt, as the Chinese community is currently busy making arrangements by purchasing various traditional delicacies, decorating their homes with various ornaments, and not forgetting to contribute to those in need. Therefore, the school also receives a donation of biscuits for students throughout the year from Shoon Fatt Biscuit Company.

Figure 4.7: Donating biscuits for 1 year to students of SMK Tanjung Rambutan in 2018
Source: Perak Today News Official Website
References link: https://peraktoday.com.my/2018/02/lebih-500-pelajar-smk-tanjung-rambutan-terima-sumbangan/

According to the (Lee et al., 2016), in the way to immerse the community engagement with enhancing both students' growth and common good, reflecting upon learning goal and sustainable awareness is entirely an outstanding combination deeply into supporting the corporate responsibility.

With regard to improvement in service-learning programs, achieving high commitment in an effort to build community service may become a valuable insight to gain the value of service learning. In particular, the subsequent initiative would be engaged to link the community service and sustainable awareness-based environmental concern.

On the other hand, Human Resources Manager of Shoon Fatt Trading Sdn Bhd, he was emphasized that the implementation of Corporate Social Responsibility (CSR) programs plays a pivotal role in enhancing relationships with community members and fostering a more favorable operating environment for the company during interview session. The manager acknowledged that engaging in CSR activities not only aligns with the company's commitment to social responsibility but also contributes to building positive connections with the local community.

For instance, Shoon Fatt had make a donation to the St. John Ambulance of Malaysia towards the SJAM Food Aid in the year 2021. These activities organized as the COVID-19 pandemic has wreaked havoc on the financial well-being of many Malaysians, especially those in the B40 group who are in dire need of help.

Figure 4.8: Donation for St. John Ambulance
Source: St. John Ambulance of Malaysia official Facebook Page

This approach not only strengthens the company's reputation but also establishes a foundation for a supportive and harmonious relationship with the surrounding community, ultimately contributing to a more conducive operating environment for sustainable business growth.

4.4.2 Community care and sustainability contribution

In terms of incorporating service learning in a sense that gives insights into controlling careful planning and preparation, attempts to behave the connection into the community need to provide the evaluation within the flexibility in the extent to which the experiential learning would be encouraged in working together with the company to promote the community care and sustainability contribution.

(i) Making aware of environmental issues

Attempts to enlarge corporate responsibility to strengthen sustainability awareness should be widely deployed with the experiential learning enhancement. Moreover, the extent of community service-based experiential learning to engage into corporate responsibility refers to correlate the company engagement with reflecting on the experiences to see the social change, social problems and environmental issues.

During the interview session with Shoon Fatt's Human Resource Manager, it was emphasized that the company genuinely cares about environmental issues. They actively encourage their employees to participate in environmental clean-up activities as a way to demonstrate the company's commitment to contributing to the betterment of the environment. This proactive approach aligns with Shoon Fatt's dedication to corporate social responsibility and highlights the importance of fostering a sense of environmental stewardship among its workforce. By promoting employee volunteering in such initiatives, Shoon Fatt aims to cultivate a workplace culture that values sustainability and actively contributes to the well-being of the surrounding environment.

Figure 4.9: Environmental clean-up activity by employees in 2017
Source: Shoon Fatt official Facebook Page

According to Illia et al. (2015), the organizations at a given point in time to the societal concern such as volunteering or making donations to sustain the environmental issues refer to enlarge the corporate responsibility in forming to direct the social participation.

(ii) Commitment with the intention to serve others

According to (Amin et al., 2018; Mason and Simmons, 2014), in terms of the society to exhibit in society and democratic governance through working and rethinking about the problems surrounding the society's needs that can be taken into action, strengthening the commitment with the intention to serve others should be

balanced into both community and individual citizenship in terms of some attitudes related to corporate responsibility.

Associated in terms of engaging to communicate with the people in the community, the learning enhancement transmitted into the corporate responsibility should incorporate creative solution to brainstorm in producing the responsibility through such opportunities in achieving certain attitudes and actions exhibited in the participation stage.

In the interview session, the Director of Sales, Director of Marketing and Production Department 1 mentioned that Shoon Fatt continuously innovate and produce the best for their customers and fans. For quality, the latest testing equipment are used to ensure adherence to food safety standards set by local and international bodies. To ensure the quality, continual updating appropriate standards and improve Food Safety and Quality Management System (FSQMS) for material sourcing, manufacturing and distribution. For delivery, their efficient and wide distribution network will ensure timely delivery to all their customers. For the market, they continuously engage their customers and fans to encourage feedback for improvement. As their said, "for our success, building your trust in us, is our commitment!" On the other hand, customer will also notice a HALAL logo on their biscuits' packaging which used in relation to food indicates as being permissible to be consumed by Muslims and allowed in their religion.

Figure 4.10**:** Commitment of Shoon Fatt
Source: Shoon Fatt Trading Sdn Bhd official website

(iii) Helping community care

Helping community care are designed to help people who need support and care to live in the community with dignity and independence, and to keep them from being isolated from the other people. The services are aimed at elderly people and people with physical, mental, or learning disabilities. Allowing people to live in their own homes and stay as independent as possible, avoiding social isolation, is the main goal of community care services.

According to Held (2006), he believes that combining caring practices and values leads to relationships built on "care and concern and mutual responsiveness to need on both the personal and wider social levels" (p. 43).

In the interview section, the HRM and HRoS 1declared that consumers have grown increasingly fond of Shoon Fatt Sdn Bhd's brand of biscuits ever since the company initiated its Corporate Social Responsibility (CSR) program. Shoon Fatt has proactively extended its reach to various locations, where they have orchestrated CSR campaigns aimed at donating essential products to assist underprivileged families.

One of the most prominent CSR activities undertaken by the company was their involvement in the "Rumah Orang Tua" project in Langkap, a program dedicated to improving the lives of elderly individuals. In this initiative, the company and its dedicated team of 40 employees demonstrated their commitment by actively participating in the clean-up and renovation of the elderly residents' homes. These concerted efforts have not only contributed to the betterment of the community but have also garnered positive responses from consumers, solidifying their affinity with the Shoon Fatt brand.

Figure 4.11: CSR activity with 40 employees at "Rumah Orang Tua, Langkap" in 2017

Source: Shoon Fatt official Facebook Page

Figure 4.12: CSR activity – "Gotong-Royong" at Langkap, Teluk Intan

Source: Shoon Fatt official Facebook Page

4.4.3 Program initiated on the sustainable development

CSR is widely enhanced to transmit these three particular elements in designing CSR including society, economic, social and environmental basis where all these refer to the enhancement of community involvement. According to (Aras and Crowther, 2009), CSR aims to enlarge the potential value in a sense that the societal concern needs to be adopted into referring to join the program initiated into the societal group in which it points out the significant essence on the sustainable development.

(i) Corporate responsibility with actual performance

According to (Adela et al., 2018; Aras and Crowther, 2009; Huda et al., 2018d), building the community service embodied into the corporate responsibility in strengthening an actual performance, which would make it unique, should integrate creative thinking for envisioning the great deal of power identifying the action to drive the future direction.

Besides, the Human Resource of safety 2, Production department 2, has mentioned that the company's engagement in a CSR program, particularly in sponsoring biscuit products for schools, underscores its commitment to corporate responsibility. This initiative not only demonstrates a socially conscious approach but also aligns with the company's actual performance by actively contributing to the betterment of education and societal welfare. By offering a diverse range of biscuit products tailored for different segments of the community, such as healthy options for the elderly and specialized series for children, the company goes beyond traditional corporate philanthropy. This holistic CSR program not only supports educational endeavors but also promotes healthier snack choices within the community, showcasing a strategic integration of corporate responsibility with tangible business actions that positively impact both society and the company's overall performance.

Furthermore, the Marketing Director emphasized that their company's approach to fostering effective CSR governance involves engaging stakeholders through a proactive incentive system. One such mechanism is the provision of

allowances to stakeholders actively participating in CSR programs. This action not only recognizes and appreciates the invaluable contributions of their stakeholders but also aligns with company's commitment to creating a mutually beneficial relationship. By offering financial support to those involved in CSR initiatives, they aim to encourage sustained engagement, ensuring that their collective efforts in corporate social responsibility result in meaningful and lasting impacts on both the stakeholders and the communities they serve.

Figure 4.13: Example of CSR activity in Tadika Teluk Intan, Perak in 2017
Source: Shoon Fatt official Facebook Page

The company has established a service learning framework that is integrated with community service to demonstrate its commitment to corporate responsibility. This initiative actively engages in projects that promote environmental awareness and sustainability and goes beyond theoretical knowledge by providing practical skill development opportunities. By empowering individuals within the community, the company's holistic approach showcases its genuine dedication. This approach emphasizes the symbiotic relationship between academic understanding and hands-on engagement.

(ii) Sustainability awareness responsibility

Attempts to enlarge corporate responsibility to strengthen sustainability awareness should be widely deployed with the experiential learning enhancement. Moreover, the extent of community service-based experiential learning to engage into corporate responsibility refers to correlate the company engagement with reflecting on the experiences to see the social change, social problems and environmental issues. According to the (Lee et al., 2016), in the way to immerse the community engagement with enhancing both students' growth and common good, reflecting upon learning goal and sustainable awareness is entirely an outstanding combination deeply into supporting the corporate responsibility.

In the interview session, Human Resource Manager agree that sustainability awareness responsibility must be implement with the CSR to community consistently. Shoon Fatt had donate 3184 packets of its Famous Cheese Crackers to FreeMakan in 22th Sep, 2021 with the program of "No One should go hungry". Thus, Sustainable Development Goal 2 (SDG 2) has been implemented by the Shoon Fatt Trading Sdn Bhd. Sustainable Development Goal 2 (SDG 2) is one of the 17 global goals set by the United Nations as part of the 2030 Agenda for Sustainable Development. SDG 2 focuses on ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture.

Figure 4.14: Program of "No One should go hungry" in 2021

Source: Goodnews Official Facebook Page

Sustainable Development Goal 2 (SDG 2) is one of the 17 global goals set by the United Nations as part of the 2030 Agenda for Sustainable Development. SDG 2 focuses on ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture. There are some key components of SDG 2:

(1)**End Hunger**: The primary objective of SDG 2 is to ensure that no one goes hungry. This involves addressing issues related to food availability, accessibility, and utilization.

(2)**Achieve Food Security**: SDG 2 aims to achieve food security for all people, particularly the most vulnerable and marginalized populations. This includes ensuring a stable and sufficient food supply to meet dietary needs.

(3)**Improve Nutrition**: The goal emphasizes the importance of improving nutrition, particularly among women, infants, and children. This involves addressing malnutrition, stunting, and wasting.

In the researcher's research, Shoon Fatt had meet the Sustainable Development Goal 2 (SDG 2) and focuses on ending hunger. This initiative of donation aligns

seamlessly with the company's core ethos as reflected in its slogan, "Shoon Fatt Satisfying hunger anytime, anywhere."

(iii) Advocating social issues

The approach, as suggested by Engert et al. (2016), involves a deliberate focus on advocating environmental and social issues. It emphasizes the importance of aligning corporate actions with the broader societal concerns, thereby contributing to the promotion of sustainability, social justice, and community well-being.

When interviewing the Assistant Production Manager of Shoon Fatt Trading Sdn Bhd, she emphasized the company's active consideration and concern for social issues. Through its initiatives and activities, the company actively supports and promotes causes that contribute to the well-being of both the environment and society. By addressing signs of childhood distress, such as frequent fights, bullying, and persistent anger, Shoon Fatt demonstrates a dedication not only to children's mental health but also to the broader societal context.

Additionally, the company's decision to organize an online webinar on "Unlocking Potential: Early Childhood Development" in the year of 2023, reflects its commitment to education and knowledge-sharing, aligning with the principles of advocacy. Shoon Fatt's engagement in initiatives that foster awareness and understanding of social challenges underscores its role as a responsible corporate citizen, advocating for positive change and contributing to a more sustainable and socially just community.

Figure 4.15**:** "Unlocking Potential: Early Childhood Development Webinar"

in 2022-2023

Source: Shoon Fatt Trading Sdn Bhd official Facebook Page

Table 4.3: Thematic Analysis of The Ways Shoon Fatt Trading Sdn. Bhd. Implements Effective CSR Governance.

Ways to Implements Effective CSR Governance	Theory	Primary Data	Secondary Data
Societal community within sustainability awareness (i) Creating social participants in the community	It is related with the growth and development of awareness, understanding and consciousness toward the biophysical environment and its problems, including human	(i) Human Resource Manager: Community engagement by organizing campaigns in town centers, distributing their products directly	(i) Huda, (2018): Enhancing social responsibility attempts to communicate with the intentions and activities to promote awareness underlie in fostering the ability and goodwill with

	interactions and effects.	to the local community.	the significance to the organization in community affairs and public activities in the digital environment.
(ii) Sustainable awareness into the service learning program		(ii) Marketing Director: Company engage with the stakehoders to involves in the CSR activity and carry on the activity of provide scholarship for the students for purpose to renovate the old school building.	(ii) Boyd and Brackmann, (2012): Remains the engaged scholarship in empowering the way to integrate learning enhancement with knowledgeability on understanding the set of behaviours and characteristics in enabling those to develop the systematic approach in the affection of academic achievement.

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(iii) Sustainable awareness based environmental concerns		(iii) Reception: (a) Donating biscuits for 1 year to students of SMK Tanjung Rambutan in 2018 (b) Donate biscuits to orphan & elders to Food Aid organization in the year 2023.	(iii) Ketschau, 2017; Huda et al, (2018d): In terms of elevating an individual to perform corporate responsibility, sustainable awareness to open opportunities in strengthening service learning where students are involved in particular projects could enhance in transforming continuously creating better citizenship personality with community service engagement. Shoon Fatt Official Facebook page: Donation towards (SJAM) Food Aid due to COVID-19 pandemic

			especially for B40 group in 2021.
Community care and sustainability contribution (i) Making aware of environmental issues	It is the importance of flexibility in promoting experimental learning and working with companies to support community care and sustainability.	(i) Human Resource Manager: Company encouraging employees to volunteering actively participate in environmental clean-up activities to the betterment of the environment.	(i) Illia et al. (2015): The organizations at a given point in time to the societal concern such as volunteering or making donations to sustain the environmental issues refer to enlarge the corporate responsibility in forming to direct the social participation.
(ii) Commitment with the intention to serve others		(ii) Director of Sales Director of Marketing, and Production Department 1: (a) To ensure the quality, continual updating appropriate standards and	(ii) Amin et al., 2018; Mason and Simmons, (2014): In terms of the society to exhibit in society and democratic governance through working and rethinking

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		improve Food Safety and Quality Management System (FSQMS) for material sourcing, manufacturing and distribution. (b) For delivery, company ensure timely delivery to all their customers. (c) For the market, they continuously engage their customers and fans to encourage feedback for improvement. As their said, "for our success, building your trust in us, is our commitment!"	about the problems surrounding the society's needs that can be taken into action, strengthening the commitment with the intention to serve others should be balanced into both community and individual citizenship in terms of some attitudes related to corporate responsibility.
(iii) Helping community care		(iii) Human Resource Executive and Human Resource of safety 1:	(iii) Held (2006): Believes that combining caring practices and values leads to

		Company involvement in the "Rumah Orang Tua" project in Langkap, a program dedicated to improving the lives of elderly individuals with 40 employees.	relationships built on "care and concern and mutual responsiveness to need on both the personal and wider social levels" (p. 43).
Program initiated on the sustainable development (i) Corporate responsibility with actual performance	Corporate social responsibility (CSR) aims to increase the potential value by addressing societal concerns and participating in programs initiated by societal groups.	(i) Human Resource of safety 2, Production department 2: This holistic CSR program not only supports educational endeavors but also promotes healthier snack choices within the community, showcasing a strategic integration of corporate responsibility with tangible business actions that	(i) Adela et al., 2018; Aras and Crowther, 2009; Huda et al., 2018d: Building the community service embodied into the corporate responsibility in strengthening an actual performance, which would make it unique, should integrate creative thinking for envisioning the great deal of power identifying the action to drive the future direction.

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		positively impact both society and the company's overall performance.	
(ii) Sustainability awareness responsibility		(ii) Human Resource Manager: (a) Shoon Fatt had donate 3184 packets of its Famous Cheese Crackers to FreeMakan in 22th Sep, 2021 (b) Sustainable Development Goal 2 (SDG 2) has been implemented by the Shoon Fatt Trading Sdn Bhd. Sustainable Development Goal 2 (SDG 2) focuses on ending hunger.	(ii) Lee et al., (2016): In the way to immerse the community engagement with enhancing both students' growth and common good, reflecting upon learning goal and sustainable awareness is entirely an outstanding combination deeply into supporting the corporate responsibility.

(iii) Advocating social issues		(iii) Assistant Production Manager:	(iii) Engert et al. (2016):
		Engagement in initiatives that foster awareness and understanding of environmental and social challenges underscores its role as a responsible corporate citizen, advocating for positive change and contributing to a more sustainable and socially just community.	Emphasizes the importance of aligning corporate actions with the broader societal concerns, thereby contributing to the promotion of sustainability, social justice, and community well-being.
			(Huda et al., 2017c):
			Preparing for problem-solving involves connecting with community issues by expanding and conceptualizing social issues

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

The two key objectives of this research are to identify the reasons implement CSR and examine the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd. To achieve these research objectives, the researcher selected Shoon Fatt Trading Sdn Bhd and interviewed the experts' industry to conduct case studies. The findings have already been discussed in the preceding chapter and will be concluded in this chapter. Besides, future recommendations for further study are also included in the last section of this chapter.

5.2   The Reasons Shoon Fatt Trading Sdn. Bhd. Implement CSR Programs

Through the case study in Shoon Fatt Trading Sdn Bhd, the researcher has affirmed that the CSR programs plays a vital role in enhance the company's reputation. Shoon Fatt Trading Sdn Bhd is committed to making a positive impact on society and the environment in which it operates. Thus, in this study, the very first research objective is to identify the reasons Shoon Fatt Trading Sdn Bhd implement CSR programs.

Based on the discussion of qualitative findings in the chapter 4 the researcher can conclude that all the reasons that Shoon Fatt Trading Sdn Bhd had implement CSR programs. From the researcher's perspective, Shoon Fatt Trading Sdn Bhd implement the CSR programs with the reasons of economic CSR. Shoon Fatt's approach includes sponsoring cookies for children, creating a ripple effect as parents become indirectly familiar with the brand, leading to increased purchases. This is consistent with the idea that CSR initiatives, although incurring additional costs, help increase brand recognition within the community, as highlighted by McGuire et al. (1988). To summarize the excerpts of the respondents, this symbiotic relationship between CSR

efforts and brand recognition contributes to the company's economic responsibility and financial success within the community.

Referring to the discussion on the society CSR, Shoon Fatt's commitment to blood drives reflects a purposeful alignment of their corporate social responsibility efforts with social needs. At the same time, this is consistent with a strategic approach to corporate social responsibility, as it enhances a company's reputation, fosters positive community relationships, and has the potential to attract socially conscious consumers. To recap the key points made by the respondents, society CSR involves integrating social and environmental concerns into business operations and stakeholder interactions, creating a win-win proposition for both society and business (Porter and Kramer, 2006; Bhattacharyya, 2013).

According to Bierly and Daly (2007), Jansen et al. (2009), Wijbenga and Van Witteloostuijn (2007), and Zhang et al. (2021), it is evident that the operational environment profoundly shapes managerial decisions concerning both Corporate Social Responsibility (CSR) and innovation strategies. After conducting the interview sessions, Shoon Fatt Trading Sdn Bhd is committed to promoting environmental Corporate Social Responsibility (CSR) by adopting innovative and sustainable practices. This has been highlighted in a study by Benavides-Velasco et al. (2014). The company goes above and beyond to conserve resources by considering the entire life cycle of their products. For example, they have opted for tin containers instead of traditional plastic buckets for storing biscuits. This decision reflects their dedication to reducing plastic waste and aligning with responsible resource management principles. By switching to reusable biscuit tins, Shoon Fatt Trading Sdn Bhd has not only fulfilled its CSR obligations but has also set a positive example for the industry, encouraging others to follow suit with similar environmentally conscious measures. Overall, the company's commitment to using sustainable materials underscores its role as a responsible corporate citizen that is striving to make a positive impact on the environment.

As proposed by Aaker (2012), customer loyalty provides a sustainable competitive advantage and an additional marketing opportunity compared to competitors, emphasizing the strategic importance of CSR in shaping consumer perceptions and loyalty. Although direct benefits of CSR programs that conduct by Shoon Fatt may not be provided to customers, their positive attitudes and loyalty stem from the perception of a company's societal contributions. To support with an example, Shoon Fatt's commitment to quality products, reasonable pricing, and exemplary services, coupled with active engagement in CSR initiatives, generates a positive association with the community, contributing significantly to the establishment of a loyal customer base.

According to (Dowling, 1993; Abratt and Mofokeng, 2001; Nguyen and Leblanc, 2002; Kim et al., 2014), corporate image, defined as the cumulative public perception of a business or brand, encompasses beliefs, experiences, emotions, and impressions associated with the corporation. Based on the interview sessions, the CSR actions of Shoon Fatt Trading Sdn Bhd significantly improve the company's reputation in the community. To support with an example, children actively share their positive experiences with being sponsored by Shoon Fatt to their parents, and this word-of-mouth spread positively influences parents' perceptions, creating a lasting positive association with the company.

The last reasons to be included in the Shoon Fatt Trading Sdn Bhd is the customer image. As highlighted by Bloemer and De Ruyter (1998) and Mandhachitara and Poolthong (2011), corporate social responsibility (CSR) is considered a powerful tool in shaping customer attitudes and cultivating loyalty. Shoon Fatt Trading Sdn Bhd highlights the huge advantages brought by its corporate social responsibility initiatives. These programs play a key role in enhancing corporate image, increasing brand awareness and positively shaping customer loyalty. The multifaceted impact of CSR is evident in strengthening Shoon Fatt's overall brand image, creating lasting connections with customer loyalty, and solidifying the company's reputation in traditional markets. A commitment to superior product quality, exceptional taste and

socially responsible initiatives exemplifies Shoon Fatt's comprehensive approach to cultivating a positive corporate image and cultivating customer loyalty. This dual emphasis on product excellence and CSR efforts reflects the strategic importance of CSR in building a positive rapport with Shoon Fatt's dedicated customer base.

In brief, the first research objective was achieved as the reasons Shoon Fatt Trading Sdn Bhd implement CSR programs, which are economic CSR, environmental CSR, society CSR, customer loyalty, and corporate image.

5.3 The ways implement effective CSR governance in Shoon Fatt Trading Sdn Bhd

This study's second research objective is to examine the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd. By determining the ways in implements effective CSR governance, the study aims to provide valuable insights into the company's strategies and practices, shedding light on the mechanisms employed to integrate and manage Corporate Social Responsibility initiatives, thus contributing to a comprehensive understanding of responsible business practices within the organization.

Based on the discussion of the qualitative findings in the previous chapter, it can be concluded that the ways implement effective CSR governance of societal community within sustainability awareness, emphasizing the significance of understanding environmental fragility and fostering ecological consciousness. Shoon Fatt Trading Sdn Bhd's initiatives exemplify a commitment to creating social participants through proactive community engagement, evidenced by campaigns, product distributions, and promotional activities in diverse settings. Integrating sustainable awareness into service learning programs, including student scholarship provisions, reflects the company's dedication to addressing societal challenges and nurturing responsible citizenship. To summarize the respondents' remarks, CSR activities, such as providing scholarships and donating biscuits to schools, showcase

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tangible efforts to contribute positively to community well-being and environmental concerns. In general, the researcher believed that Shoon Fatt Trading Sdn Bhd will implement effective CSR governance of the societal community within sustainability awareness to create a holistic approach to societal and environmental well-being.

Besides, community care and sustainability contribution as another ways for Shoon Fatt to implement CSR governance effectively. This is because, it is emphasis with placed on the inclusion of service learning as a means of inculcating careful planning and preparation to meet the needs of society. For example, Shoon Fatt is committed to making the community aware of environmental issues, as evidenced by initiatives such as donating to SJAM Food Assistance during the COVID-19 pandemic. In addition, Shoon Fatt's streamlined sponsorship application process demonstrates Shoon Fatt's commitment to serving others, which emphasizes creative solutions and accessibility for those participating in the company's support programs. Briefly, Shoon Fatt's initiatives represent a comprehensive and impactful contribution to community care and sustainable development within the wider social context.

Furthermore, it can be concluded that the program initiated on the sustainable development also one of the ways that implemented by Shoon Fatt Trading Sdn Bhd in effectively conduct CSR governance. Researcher had explores the integration of corporate social responsibility (CSR) elements, focusing on society, economics, and the environment, all aimed at enhancing community involvement. According to (Adela et al., 2018; Aras and Crowther, 2009; Huda et al., 2018d), CSR aims to enlarge the potential value in a sense that the societal concern needs to be adopted into referring to join the program initiated into the societal group in which it points out the significant essence on the sustainable development. To recap the comments made by the respondents, Shoon Fatt emerges as a model for responsible corporate citizenship, actively contributing to a sustainable and socially just community.

In brief, the second research objective has been achieved as the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd are societal community within sustainability awareness, Community care and sustainability contribution, and program initiated on the sustainable development.

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5.4 Contribution of Study

This study discussed the to identify the reasons implement CSR and examine the ways implements effective CSR governance in Shoon Fatt Trading Sdn Bhd. The findings in the preceding chapters help the researcher better understanding into each reasons implement CSR. Besides, understand the ways implements effective CSR governance with gain knowledge about the ethical, social, and environmental dimensions of business operations. Therefore, this research is beneficial for the researcher implement the CSR programs effectively in the organization. As the foundation of this research study, the following are the reasons implements CSR programs and the ways implements effective CSR governance that the researcher studied beforehand while addressing with Shoon Fatt Trading Sdn. Bhd.

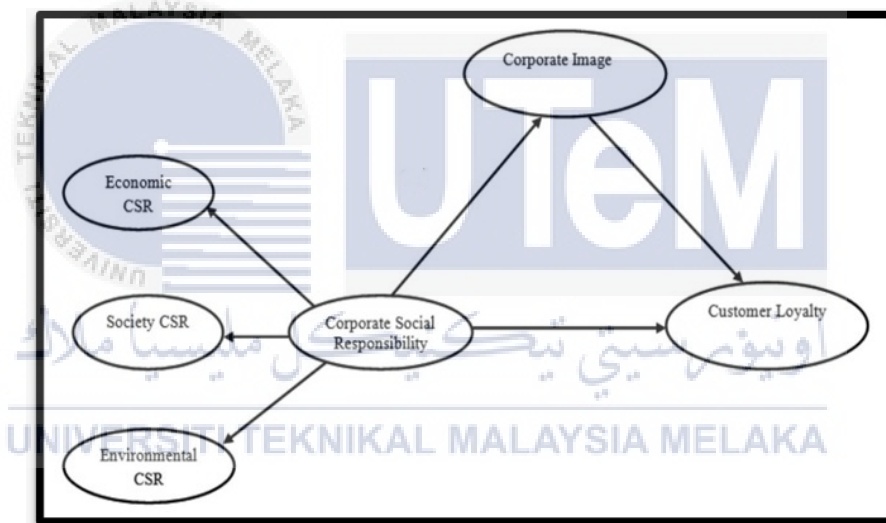Figure 5.1: How does corporate social responsibility create customer loyalty? The role of corporate image

Source: Mert Gürlek, Ertugrul Düzgün and Selma Meydan Uygur (2017, August 7)

Figure 5.2: Empowering corporate social responsibility (CSR)

Source: Miftachul Huda, Dedi Mulyadi, April Lia Hananto, Nasrul Hisyam Nor Muhamad, Kamarul Shukri Mat Teh and Abdul Ghafar Don (2018, October 10)

5.5   Future Recommendation

Last but not least, the researcher would like to propose some recommendations for further research into this study. For future enhancements in corporate responsibility, other organizations may consider implementing a formalized sustainability reporting system. This would involve transparently documenting and communicating the company's economic, social, and environmental impacts, providing stakeholders with a comprehensive overview of its CSR initiatives.

The ways of implement effective CSR governance with embracing emerging technologies, such as blockchain or data analytics. The future researcher can review these ways of performance which it can enhance traceability and transparency in the supply chain, reinforcing the company's commitment to ethical sourcing and environmental stewardship.

Lastly, this study may be implemented to related organizations. For instance, the future researcher may conduct a study in another sector of the biscuit & confectionery. In addition, ongoing employee training and awareness campaigns can reinforce the importance of sustainability, ensuring that all staff members are aligned with the company's CSR goals and actively contribute to its positive impact on society and the environment.

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APPENDICES

APPENDIX A: Gantt Chart of Final Year Project (PSM 1)

	Gantt Chart for PSM 1															3 month semester break
	March				April				May				June			
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	mid-sem break	week 9	week 10	week 11	week 12	week 13	week 14	study break	
Task																	
(Topic RQ$_s$/RO$_s$), Research Framework																	
Introduction																	
Writing Chap 1 (Introduction)	■	■	■	■													
Completion Chap 1 (Introduction)				■													
Literature Review (LR)																	
Writing Chap 2 (LR)			■	■	■	■	■	■	■	■							
Completion Chap 2										■							
Research Method																	
Write up Chap 3 (Research Method)									■	■	■	■	■				
Completion of Chap 3 (Research Method)													■				
Questionnaire Construction							■	■	■	■							
Completion of Questionnaire Construction																	
Data Collection																	■
Completion of Data Collection																	■
Data Analysis																	■
Completion of Data Analysis																	■

APPENDIX B: Gantt Chart of Final Year Project (PSM 2)

	Gantt Chart for PSM 2															
	October				November					December				January		
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	mid-sem break	week 8	week 9	week 10	week 11	week 12	week 13	week 14	study break
Task																
Discussion & Analysis																
Write up Chap 4 (Discussion & Analysis)	■	■	■	■	■	■	■									
Completion Chap 4 (Discussion & Analysis)							■									
Completion Chap 1 (Introduction)																
Conclusion																
Writing Chap 5 (Conclusion)								■	■	■	■					
Completion Chap 5 (Conclusion)																
Edit the entire dissertation												■	■			
Proof read the entire dissertion												■	■			
Intend submission and ready for presentation													■			
Presentation														■		

INTRODUCTION OF THE INTERVIEW

<< READ OUT TO RESPONDENT>>

Thank you for taking part in this interview. The purpose of this research is to identify the reason Shoon Fatt Trading Sdn. Bhd. implement CSR program and to examine the ways Shoon Fatt Trading Sdn. Bhd. implement effective CSR program.

By conducting the interview, I believe that I would be able to discover more insights on the new product development topic and further generate proper findings for this research. During this interview, all of the respondents will be asked questions based on the research topic and objectives.

I will jot down all of your responses and I request your permission to voice record the whole interview session in order to ensure the precision of your responses. I promised that everything recorded will be kept private and confidential as well as solely for academic and research purposes.

Please feel free to express your answers and perspective throughout the interview. Should you have any questions of if you do not understand the questions, please do not hesitate to ask me. Likewise, if you feel uncomfortable or do not want to answer a specific question, please do not hesitate to let me know.

Lastly, the interview session will last approximately in 30 minutes. Shall we begin our interview session now?

QUESTIONNAIRE:

1. What are the significant reason that influence Shoon Fatt Trading Sdn. Bhd. implement CSR program?

2. Where the CSR program in Shoon Fatt Trading Sdn. Bhd had implemented?

3. How long does the company had been taken for implement the CSR program?

4. Why the CSR program implemented by Shoon Fatt Trading Sdn. Bhd?

5. How are effective CSR governance identified, planned, and executed?

6. What social initiatives does the company support for effective CSR governance?

7. Who is to be in charge of CSR program in Shoon Fatt Trading Sdn. Bhd?

8. When the Shoon Fatt Trading Sdn. Bhd implement the CSR program?

9. Which are the ways to engage the stakeholders involves in the CSR program?

10. How does the company engage with its stakeholders for effective CSR governance?

11. Who decide to implement the CSR program in Shoon Fatt Trading Sdn. Bhd?

12. What is the benefit the of Shoon Fatt Trading Sdn. Bhd. by implement the CSR program?

13. What is the ways that had been implement by the Shoon Fatt Trading Sdn. Bhd in CSR program?

14. Who is responsible to governance that the CSR program has implemented effectively in Shoon Fatt Trading Sdn. Bhd?

15. Why the community choose to purchase the biscuit from Shoon Fatt Trading Sdn. Bhd?

APPENDIX D: Proof Interview Session with Respondents

Appendix 4.1: Photo with Respondent
Source: Proposed by Lim Pei Fang

Appendix 4.2: Photo with Respondent
Source: Proposed by Lim Pei Fang

Appendix 4.3: Photo with Respondent
Source: Proposed by Lim Pei Fang

Appendix 4.4: Photo with Respondent
Source: Proposed by Lim Pei Fang

Appendix 4.5: Photo with Respondent
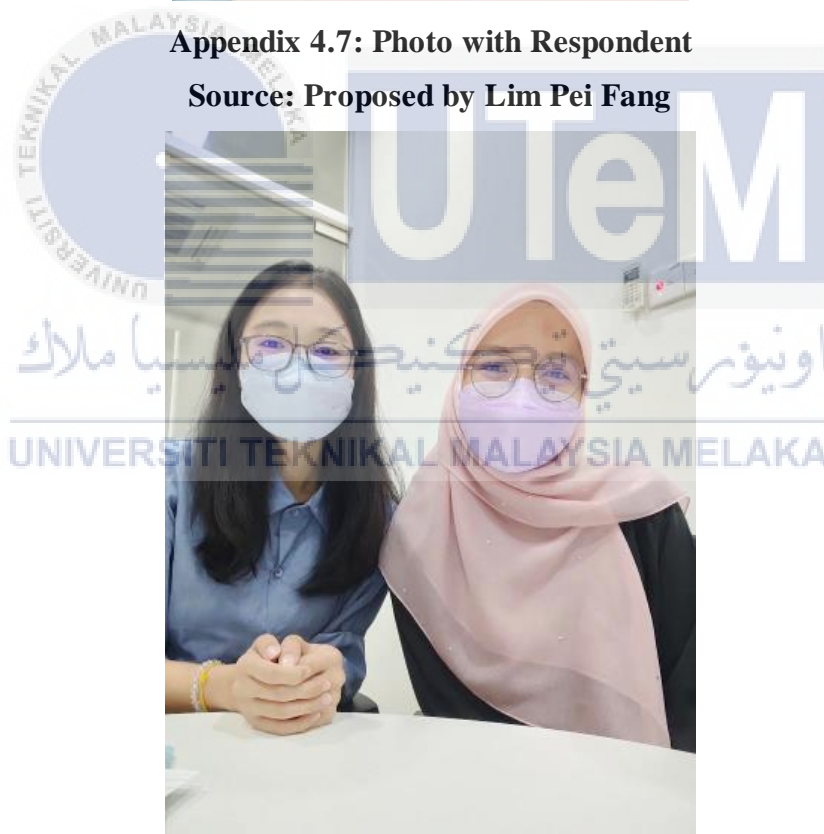**Source: Proposed by Lim Pei Fang**

Appendix 4.6: Photo with Respondent
Source: Proposed by Lim Pei Fang

Appendix 4.7: Photo with Respondent

Source: Proposed by Lim Pei Fang

Appendix 4.8: Photo with Respondent

Source: Proposed by Lim Pei Fang

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Appendix 4.9: Photo with Respondent

Source: Proposed by Lim Pei Fang

Appendix 4.10: Photo with Respondent

Source: Proposed by Lim Pei Fang

UTeM

Universiti Teknikal Malaysia Melaka
Hang Tuah Jaya,
76100 Durian Tunggal,
Melaka, Malaysia.

+606 270 1000
+606 270 1022
www.utem.edu.my

FAKULTI PENGURUSAN TEKNOLOGI DAN TEKNOUSAHAWANAN
Tel : +606 270 8002 | Faks : +606 270 1043

Rujukan Kami (Our Ref): UTeM.700-2/2/8 (   )
Rujukan Tuan (Your Ref):
Tarikh (Date): 10 Julai 2023 /21 Zulhijjah 1444H

KEPADA PIHAK YANG BERKENAAN

ٱلسَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللّٰهِ وَبَرَكَاتُهُ

Dan Salam Sejahtera,

Tuan/Puan,

MEMOHON MENDAPATKAN MAKLUMAT DAN KAJIAN KES UNTUK MENYIAPKAN TUGASAN PROJEK

Dengan segala hormatnya perkara di atas adalah dirujuk.

2.   Adalah dimaklumkan bahawa pelajar berikut adalah merupakan pelajar **Program Ijazah Sarjana Muda Fakulti Pengurusan Teknologi dan Teknousahawanan (FPTT)**, Universiti Teknikal Malaysia Melaka (UTeM):

No	Nama	No. Matrik	Kursus
1	LIM PEI FANG	B062010337	Ijazah Sarjana Muda Pengurusan Teknologi Dengan Kepujian (Inovasi Teknologi) - BTMI

3.   Pelajar tersebut perlu menyiapkan satu tugasan bagi **Projek Sarjana Muda (PSM II)-BTMU 4084** untuk tahun akhir pengajian. Sehubungan dengan ini pihak kami amat berbesar hati sekiranya pihak tuan dapat memberi peluang kepada pelajar berikut untuk menyempurnakan tugasan tersebut di organisasi tuan.

"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"
"KOMPETENSI TERAS KEGEMILANGAN"

Saya yang menjalankan amanah,

RAFIDAH BINTI MD. DUSA
Timbalan Pendaftar Kanan
b.p : Dekan
Fakulti Pengurusan Teknologi dan Teknousahawanan
☎06 - 270 1925

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