THE ROLE OF NON-GOVERNMENTAL ORGANISATIONS IN SOCIAL SUSTAINABILITY: THE CASE OF MAYBANK

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THE ROLE OF NON-GOVERNMENTAL ORGANISATIONS IN SOCIAL SUSTAINABILITY: THE CASE OF MAYBANK

ABSTRACT

This study attempts to understand the roles of secondary stakeholders, namely the NGOs, in the dimensional perspective of social sustainability. It also investigates communication strategies evolved over the years by the NGOs in social sustainability and to the extent of which such communications are able to exert their influences on the banking industry in Malaysia. This is a case study concept and uses secondary data as a data collection. The qualitative content analysis is performed to validate a theoretical framework using data from Twitter and online news that is related to the subject of this study, which is the Malayan Banking Berhad (Maybank). Twitter and online news data, which focuses on social sustainability context from the year 2010 to 2018 are analysed, by using Braun and Clarke's (2006) 6-step framework thematic analysis technique with the assistance of the Nvivo12 programme. The relationship with NGOs as a social actor through collaboration and partnership is considered to be potentially beneficial to the banking industry in implementing their sustainable strategies. The roles of NGOs as capacity builders, bridgers, initiators and advocators have been identified in the context of social sustainability within Maybank Berhad. The emerging roles of NGOs, namely as digital activists, have been revealed significantly with digital convergence of communication strategies in tackling social issues. The digital convergence significantly transforms media communication and the way NGOs communicate over the years, from stakeholder's information and response to its involvement in implementing strategic activities. This study fills the gap in the literature by defining the roles of NGOs and their communication strategies in social sustainability through Twitter and online news, which are two major media platforms, in the context of social sustainability. This study provides valuable insight for the banking and other services industry, both the public

and the private sector to strategize their stakeholder collaboration approach with NGOs and to plan their communication strategies in the context of social sustainability on an online media platform.

PERANAN ORGANISASI BUKAN KERAJAAN DALAM KELESTARIAN SOSIAL: KAJIAN KES MAYBANK

ABSTRAK

Kajian ini cuba memahami peranan pihak berkepentingan sekunder, iaitu NGO, dalam perspektif dimensi kelestarian sosial. Ia juga menyelidiki strategi komunikasi yang dikembangkan selama bertahun-tahun oleh NGO dalam kesinambungan sosial dan sejauh mana komunikasi tersebut dapat mempengaruhi industri perbankan di Malaysia. Ia berkonsepkan kajian kes dan menggunakan data sekunder sebagai pengumpulan data. Analisis kandungan kualitatif dilakukan untuk mengesahkan kerangka teori yang menggunakan data dari Twitter dan berita dalam talian yang berkaitan dengan subjek kajian ini, iaitu Malayan Banking Berhad (Maybank). Data-data Twitter dan berita dalam talian yang berfokuskan kepada konteks kesinambungan sosial dari tahun 2010 hingga 2018 dianalisis dengan menggunakan teknik analisis tematik kerangka 6 langkah Braun dan Clarke (2006) dengan bantuan program Nvivo12. Hubungan dengan NGO sebagai pelaku sosial melalui kolaborasi dan perkongsian dianggap berpotensi memberikan manfaat kepada industri perbankan dalam melaksanakan strategi kelestarian mereka. Peranan NGO sebagai pembangunan kapasiti, penghubung, pemula dan penyokong telah dikenal pasti dalam konteks kelestarian sosial dalam Maybank Berhad. Peranan NGO yang baru muncul, iaitu aktivis digital, telah didedahkan dengan penumpuan digital dari strategi komunikasi dalam menangani masalah sosial. Penumpuan digital secara signifikan mengubah komunikasi media dan cara NGO berkomunikasi selama bertahun-tahun, bermula dari makluman pihak berkepentingan dan tindak balas terhadap penglibatannya dalam melaksanakan aktiviti strategik. Kajian ini mengisi jurang karya penulisan dengan menentukan peranan NGO dan strategi komunikasi mereka dalam kelestarian sosial melalui Twitter dan berita dalam talian,

yang merupakan dua platform media utama, dalam konteks kesinambungan sosial. Kajian ini memberikan pandangan berharga bagi industri perbankan dan perkhidmatan lain, termasuk sektor awam dan swasta untuk mereka menyusun pendekatan kolaborasi pihak berkepentingan dengan NGO dan merancang strategi komunikasi mereka dalam konteks kelestarian sosial pada platform media digital.

Kata Kunci: Organisasi Bukan Kerajaan, Kelestarian Sosial, Strategi Komunikasi, Media

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF SYMBOLS AND ABBREVIATIONS

CR	:	Corporate Responsibility
CSR	:	Corporate Social Responsibility
EYAA	:	eMpowering Youths Across ASEAN
HOPE	:	Hope Worldwide Malaysia
IJN	:	National Heart Institute Malaysia
MCRI	:	Malaysian Child Resource Institute
MCTC	:	Malaysian Council for Tobacco Control
MGAC	:	Maybank GO Ahead Challenge
MIASA	:	Mental Illness Awareness & Support Association
MoH	:	Ministry of Health
MYLA	:	Malaysian Young Leaders Association
NCSM	:	National Cancer Society Malaysia
NCWO	:	National Council of Women's Organisations
NGOs	:	Non-Governmental Organisations
PSC	:	People Systems Consultancy
RISE	:	Reach Independence and Sustainable Entrepreneurship
SEED	:	Socially and Economically Empowered Development
TBL	:	Triple Bottom Line
UNICEF	:	United Nations Children's Fund
WAO	:	Women's Aid Organisation
WCED	:	World Commission on Economic Development
WWF	:	World Wildlife Fund
YVPWM	:	Foundation for Women's Education and Vocational Training Malaysia

LIST OF APPENDICES

CHAPTER 1 : INTRODUCTION

1.1 Introduction

This chapter introduces the study which has been divided into several sections including this introduction. Section 1.2 presents the background of the study, while section 1.3 presents the problem statement. Next, in section 1.4 and 1.5, the research objectives and research question are introduced. Section 1.6 presents the scope of the study, while in section 1.7, the significance of this study is reviewed. The final part of this chapter is section 1.8, which provides a brief summary of the chapter.

1.2 Background of the Study

Today's world faces the global challenges on environmental and social issues due to human activities such as surpassing consumption and overdevelopment. The global challenges are framed by the increasing risk and vulnerability caused by social polarization, rising urban poverty levels, urban conflict, violence and natural disasters, which also led to a significant decline in the biodiversity of non-human living things that has violated the biophysical processes of self-regulation on the planet (Silver, 2017). Perman et al. (2011) agreed that these global challenges are referred to as 'sustainability problems', which means there is a need to improve consumption of the poor population while reducing humanity's ecological footprint for the development of a self-sustaining ecosystem. In addition, Thiele (2016) describes sustainability as a concept of predominant ideology which has defined sustainability as meeting the needs of the current generation without undermining the ability to meet the needs of future generations. Hence, sustainability is an ideology to tackle the sustainability problem. Considering the scarcity of resources, unsustainable activities cannot sustain life on earth. Perman et al. (2011) defines the global economic system as an integral part of these global challenges as it cannot evolve without undermining the natural systems.

This, therefore, points to the role played by the financial services industry as it sits within the control centre of economy growth, social development and natural resources management. Accordingly, the financial services industry is an essential part of the economy and the economy is a part of contributor to the sustainability problem. Scholtens (2006) agreed that the financial services industry, such as banks, has its direct impact on the economy through its core business products and services, and its indirect impact on the social and environmental through their activities of their clients. World Bank (2007, p. 7) stated that "only by effectively managing social and environmental opportunities alongside their risks, then only banks can create long-term value for their businesses". Sustainability in the banking sector may well be related to the influence of internal and external stakeholders such as government, non-governmental organisations (NGOs) and highly empowered individuals that pressure the sector to behave according to the Environmental, Social, and Governance (ESG) criteria and the Triple Bottom Line (Elkington, 1998).

The approaches from the banks alone are not enough in promoting sustainability practices in line with their business strategy, but the involvement of stakeholder groups may generate better ideas to implement the sustainability strategies, especially in addressing environmental and social issues. Banks should consider their stakeholders in their sustainability actions. McDonald and Young (2012) suggested that the secondary stakeholders, such NGOs, to be a catalyst in sustainability practices by undertaking initiatives that go beyond the scope and responsibility as social sustainability actors. The institutional literature also has agreed that secondary stakeholders represent an agent that assists businesses to implement sustainable practices (Shafiq et al., 2014). Therefore, in addressing the sustainability problem, it is important for banks to have effective and efficient communication with their secondary stakeholder. Due to this, corporate social responsibility (CSR) communication has shifted from one-way

communication to two-way communication, where banks are not only listening the stakeholders but also reflecting key stakeholders' voices and interests. This is an important aspect to consider when creating competitive advantage and serving stakeholders better (Lim & Greenwood, 2017) while achieving sustainability goals.

1.3 Problem Statement

Cone Communications (2017) in their global CSR study, found that 87% of global consumers expect companies to act in a socially responsible manner instead of prioritizing financial goals. In response to this pressure, the services industry has recently increased their efforts in promoting their sustainability strategies and is expected to be in a state of advanced social responsibility through a proactive corporate sustainability approach (Amran, et al., 2017). As a service industry, financial institutions play a crucial role in allocating financial resources for human and economic activity to thrive in the short- and long-term period. The banking sector in particular, plays a major part in funding a stable and sustainable economy (Alexander, 2014). In 2003, BankTrack, a global network of non-governmental organisations cooperating in the field of the banking sector and sustainability, launched the Collevecchio Declaration on Financial Institutions and Sustainability, as a tangible symbol of NGOs' increasing scrutiny on the financial sector. The declaration states the following:

"Financial institutions must expand their missions from ones that prioritize profit maximization to a vision of social and environmental sustainability. A commitment to sustainability would require financial institutions to fully integrate the consideration of ecological limits, social equity and economic justice into corporate strategies and core business areas (including credit, investing and advising), to put sustainability objectives on an equal footing to shareholder maximization and client satisfaction, and to actively strive to finance transactions that promote sustainability." (Declaration, 2003, p. 3).

To briefly conclude, though the direct sustainable impact of banking operations may be minimal, the indirect impacts are vast. According to Tan et al. (2016), sustainable banks have been built on the notion that it would serve as a catalyst for economic and social development wherever it operates. For example, Maybank is the first sustainable bank introduced in Malaysia (Maybank, 2010), was moving continuously through a planned and systematic service innovation to ensure a sustainable growth. Maybank has been engaged in various sustainable banking-related activities and continuously works to support economic and social development (Tan et al., 2016), to enhance its credibility on the sustainable issues.

However, the banking sector has been criticized for not doing enough. According to World Wildlife Fund (WWF) (2017), the banking sector has ignored the adverse effects of their activities on the environment and social dimension while maintaining their economic sustainability. There are demands from civil society groups who are seeking for commitments from banks. Such commitments include those regarding their sustainability agenda involving environmental and social issues such as business activities that harm the environment: the undermining of human rights: and how banks are connected with the local community, including how such a connection will translate into large impacts on the community concerned (Esma et al., 2019). There is an opportunity for the banking industry to use their power in tackling social and environmental issues with the assistance from their secondary stakeholders, especially NGOs, in leading the banking sector to address with these crucial issues.

Likewise, in line with the heightened interest of the banking sector in sustainable development, NGOs have been documented to enhance their influence, becoming a major actor in fostering the sustainability agenda (Poret, 2019). This, therefore, points to the role played by the NGOs in fostering the banks on the right track of the sustainability agenda. Studies such as Zimmermann (2019) and Yip and Bocken (2018),

have agreed that the presence of secondary stakeholders may enhance the capability of the banks in achieving social and environmental milestones. Such partnership between organisations and NGOs have recognized that the roles of NGOs are able to enhance the respective organisation's sustainability agenda (Becker, 2016).

In an attempt to respond to this problem, this study proposes to understand how the secondary stakeholder's role can be played by NGOs in promoting their social sustainability strategies within Maybank Berhad. In particular, how such a relationship will be able to influence and have a positive impact on better social sustainability activities and programmes practiced by Maybank. Polonskaya and Babenko (2012) also agreed that the presence of a relevant stakeholder is crucial for banks in promoting their social and environmental sustainability contexts, and the strategies of communication are needed in order to achieve the sustainability agenda. As such, this study seeks to explore the communication strategies applied by a secondary stakeholder group, i.e., the NGOs, in the promotion of social sustainability agenda within Maybank Berhad.

1.4 Objective of the Study

The objective of this study attempts to understand the role of a secondary stakeholder, namely the NGOs, in specific dimensions of social sustainability and to investigate communication strategies of the NGOs evolved over the years in social sustainability and the extent to which such communication is able to exert their influences on the social sustainability strategy within Maybank Berhad in Malaysia.

1.5 Research Questions

This study attempts to address two research questions:

RQ 1: What are the roles played by NGOs in promoting the social sustainability agendas of Maybank Berhad?

RQ 2: How have the communication strategies of NGOs evolved over the years in social sustainability agenda been undertaken within Maybank Berhad?

1.6 Scope of Study

This study adopts a case study design where one organisation of interest will be examined. The selected organisation for this study is Malayan Banking Berhad (Maybank), for several reasons, among them being it is a large organisation is preferable as this study deals with strategy issues. Maybank has been benchmarked as Malaysia's regional financial services leader and the largest company by market capitalisation on the Bursa Malaysia (Bursa Malaysia, 2019). Maybank also has been listed in the Forbes list as one of the biggest, most powerful and most valuable companies in the world for the year 2018 (Forbes, 2019). This study is generally focused on the social sustainability context of Maybank Berhad in Malaysia from 2010 to 2018.

In assessing the stakeholder relations management, this study will focus on a group of secondary stakeholders, which is NGOs, which has become more salient in promoting sustainable practices on social context within the banking industry. As such, this study focuses on understanding the role played by NGOs and how their communication strategies are applied in promoting the social sustainability agenda within the banking industry. NGOs tend to use new media as their platform in promoting their sustainability initiatives. Due to the increasing use of media as a communication platform among NGOs in the implementation of their strategy and agenda, this study will focus on the media as data collection. The data collection includes social media and news media, which is part of the communication strategy of NGOs and has made the role of NGOs more significant in assessing social sustainability.

1.7 Significance of Study

This study hopes to contribute to both theoretical and practical aspects of the role played by stakeholders in organisations' sustainability practices.

1.7.1 Theoretical Contribution

Research findings of this study may contribute to enriching social sustainability strategies practiced by commercial organisations documented in the literature as prior studies have focused mainly on both economic and environmental contexts of sustainability. In particular, this study will evaluate the role played by NGOs, as a secondary stakeholder, in the social sustainability context and the way they are able to influence organisations' sustainability practices and strategies and contribute to the stakeholder theory. Data obtained from this study, as extracted from various media will provide more evidence on how the role of secondary stakeholders can be played by NGOs in promoting their social sustainability strategies in one chosen case within the banking industry; Malayan Banking Berhad. The findings may shed more light into stakeholder practices from stakeholder theory perspectives as prior literature studies are more focused on sustainability reports and websites, whereas this study focuses on the data from media sources such social media and online news, which may contribute to enrich empirical evidence.

This study may also contribute to enhance the understanding on the effectiveness of the three CSR communication strategies by providing empirical evidence in the social sustainability context. This study shows the utility of the three CSR communication models developed by Morsing and Schultz (2006). The proposed models were not necessarily developed for the context of social media communication, but they appear in this study for exploring the evolution and strategic sustainability communications on social media. The study also supports the notion that collaboration between NGOs and

organisations within the financial services industry today requires more sophisticated mediums and situation-based communication strategies.

1.7.2 Practical Contribution

The usefulness of the research findings may provide further insight into the banking industry regarding secondary stakeholder concerns and how banks and NGOs can work together to support sustainability in the context of social dimension. The financial services sector, banks in particular, could benefit from this study by implementing appropriate collaborative strategies with their relevant NGOs. This could also benefit other services industries, from the public sector and the private sector alike. This study benefits practitioners in planning communication strategies in the social sustainability context on Twitter and online news platforms. Some practitioners may want to adapt the stakeholder involvement strategy, which reflects two-way symmetrical communication with their stakeholder and can further facilitate a meaningful and more committed relationship between a company and its stakeholders by fully utilizing the advantages of Twitter and online news.

1.8 Summary

This chapter has summarized the foundations of this thesis by providing background to the research that described the broad areas of extant studies of non-governmental organisations (NGOs) in promoting sustainable social issues and practices, then two research questions for this study were introduced. This chapter then outlined the contributions of this thesis.

CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to review literature on the role of NGOs as the secondary stakeholder in tackling social sustainability issues within Maybank Berhad. First, literature on the context of sustainability and the social sustainability in the financial services industry research will be reviewed. Next, the literature review will look at the literature on the role of NGOs in social sustainability. Once a thorough review of the role of NGOs research has been covered, this chapter will shift to review the literature on online media as NGOs' communication platform, including Twitter and online news literature, which have been used in this study as data sources. Finally, the concept of stakeholder collaboration in the stakeholder theory and the model of stakeholder communication strategy will be reviewed.

2.2 Sustainability

Sustainability has a variety of different terms that are basically related to doing business in a more humane, ethical, and transparent way (Marrewijk, 2003). For example, business ethics, Triple Bottom Line, corporate citizenship and corporate social responsibility. The introduction of sustainability by the World Commission on Economic Development (WCED) has defined the concept as "a development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WECD, 1987, p. 8). Environmental, social and economic contexts have been identified as interrelated principles of sustainability. In this context, it is important for businesses to understand that sustainable development requires them to enhance all the interrelated principles simultaneously (Bansal, 2005), as sustainability will not be achieved by ignoring any of them. Bansal (2005) suggested that the commitment from the businesses is crucial for implementing the sustainability agenda, since they are using natural, human and capital resources in their operation of

businesses. The impact on environmental and social behaviour, as well as financial performance, can have positive or negative effects on the sustainability of the society within which they are embedded (Ebner et al., 2006). In addition, corporate sustainability has also received increasing attention from businesses and scholars, who also agreed that the businesses play an important role in achieving sustainable development in larger social systems (Amini et al., 2014).

However, it is not easy to implement the sustainability approach because of contradiction between the way a business perceives sustainability and stakeholders' expectation on social and environmental practices in businesses (Hahn et al., 2015). Although most businesses implement social and environmental practices to generate more profits, these actions might not necessarily be deemed to be sustainable by those stakeholders (Bansal, 2005). Gao et al. (2013) found that external stakeholders expect businesses to not only focus on reducing negative impact, but also to show responsibility on the environment and social sustainability, for example, by creating job opportunities or producing goods with environmental benefits. Sustainability should be developed continuously and competitively by using innovative ways to solve complex economic, social and environmental problems (Thiele, 2016). Thus, implementing corporate sustainability approach should create a win-win situation, with mutual benefits for businesses and stakeholders (Horisch et al., 2014), in which businesses can maximize the economic value from natural resources in an environmental friendly manner, which also contributes to society.

2.2.1 Sustainability in the Financial Services Industry

It is important to understand the dynamics between sustainability and finance in order to promote sustainability in the financial services industry. The financial services industry has received much attention because of its potential role in sustainability, as well as being affected by the indirect impacts of the environmental and social activities of its

clients (Scholtens, 2006). Sustainability issues, such as climate change, can be both a threat to the global financial system that could lead to another financial crisis and an opportunity for investors when considered in financial operations (Diaz-Rainey et al., 2017). The financial operations include services, such as banking, insurance and real estate, are vulnerable to natural disaster which could pose a threat to the financial operations system. For example, the insurance industry has faced the issue of liabilities for cleaning up contaminated industrial sites and damage caused by natural disasters, such as floods, earthquakes or tsunamis (Zhao, 2013). Nevertheless, according to Jeucken (2001), the financial sector is aware of the risks of environmental issues in its financial operations and incorporates sustainable development into its core business activities by structuring a stricter liability system and improving management of environmental risks. Thus, Shrivastava et al. (2019) argue that financial decision-makers should stop focusing on past performance while they are forecasting risk and future value for the effectiveness of financial performance. Instead, they should focus on future events, such as social and environmental management, which could potentially affect the future market.

The ultimate success of global sustainability can be achieved through the integrity of natural resources management, as well as social management system, which must be prioritised over economic development (Nath, 2008). Fatemi and Fooladi (2013) suggest that the principle approach of finance, which is to optimize shareholder wealth, is no longer the primary objective for generating sustainable finance. The sustainable finance refers to any form of financial services aimed at creating sustainable value with a focus on economic, social and governance issues (Fatemi & Foolad, 2013), including instruments such as microfinance and green investment, which are examples of sustainable financial services. Both methods are aimed specifically at solving environmental and social problems. Miled and Rejeb (2015) define microfinance as a

poverty reduction mechanism that can be used to provide low-income households with financial products and substantial cash flow. Whereas, the green investment refers to a way of investment to reduce greenhouse gas emission and consumption of non-energy goods (Eyraud, Zhang & Wane, 2011). These two methods are an example of how the financial services sector can strengthen its role in the development of sustainability.

2.2.2 Sustainability in Banking Industry

The banking sector has direct impact on the economy through its core business products and services and has indirectly impact on the social and environmental context through the activities of their clients (Scholtens, 2006). In addition to economic sustainability, banks are considered as crucial business organisations that carry out an intermediary function in society dimension aspects, which is a key feature of modern capitalism (Scholtens, 2006). This is supported by the World Bank when they state "only by effectively managing social and environmental opportunities alongside risks can banks create long-term value for their businesses" (WWF, 2017, p. 7). Although banks are perceived as not having a direct effect on the society and environment, they have the capability to do so indirectly via their influence on the businesses they finance (Esma et al., 2019).

Jeucken (2001) identifies four phases of banks' awareness of sustainability, (i) a defensive stage which is the phase where all sustainability issues have been ignored by banks and only focusing on the law and external policies to oppose or delay environmental and social sustainability, (ii) a protective or reactive stage indicates that banks have a more systematic management of environment and social risks, (iii) a proactive or offensive phase is the stage where there is limited to environmental and social value added, with strategic management of environmental and social risk, (iv) a sustainability banking phase where the triple bottom line approach of people, planet and prosperity are integrated into the bank's core business strategy and no longer limited to

risk avoidance, but now focuses on all contexts of sustainability (Baumgartner & Ebner, 2010).

2.3 Social Sustainability

The social dimension is as important as environmental and economic dimensions in maintaining business sustainability (Tueth, 2009). "Social sustainability occurs when the formal and informal processes, systems, structures, and relationships actively support the capacity of current and future generations to create healthy and liveable communities" (McKenzie, 2004, p. 18). Castillo et al. (2007) propose that social sustainability means ensuring the well-being of present and forthcoming generations by respecting the right of each person to belong to and engage in their society as a valuable member. Social sustainability consists of actions that are not required by law but continue to provide the social good and transactional interests of a business (Sarkis et al., 2010).

Ashby et al. (2012) stated that its relevance to overlap CSR with social sustainability. CSR and social sustainability share the dimensions of value creation, the balance of stakeholder interests, and accountability. However, according to Schwartz and Carroll (2007) argued that the concept of CSR highlights more to the dimension of accountability, while sustainability emphasizes more on the value creation and balance. The objective of social sustainability is to improve and maintain the quality of people's lives without destroying the environment and over-exploit the resources stored therein (Hoffman & Bazerman, 2005).

Businesses are now concentrating more on social sustainability because of the shift in stakeholder pressure from environmental to social issues which only emerged after the Triple Bottom Line (TBL) terminology became common in reporting discourses (Brown et al., 2006). The social context of corporate sustainability is based on how business activities meet the societal needs, such as human welfare, incorporating social interests

in decision-making, preserving the environment and creating job opportunities in the community (Steurer et al., 2005).

2.3.1 Social Sustainability Themes

Numerous themes, subsequent criteria and indicators of social sustainability are found in the prior literature. Early studies proposed social sustainability themes such as 'livelihood', 'safety nets' and the 'ability to withstand external pressures' (Chambers & Conway, 1992), as well as 'democracy', 'human rights' and 'employment' (Sachs, 1999). In the 21st century, researchers suggested key themes for social sustainability combine both 'traditional' themes and 'emerging' themes (Colantonio, 2009).

Table 2.1 Traditional and Emerging Themes of Social Sustainability

Traditional	Emerging
Basic needs	Demographic change
Education	Social capital
Employment	Empowerment and participation
Equity	Social cohesion
Human rights	Sense of identity
Poverty	Health and safety
Social justice	Quality of life

(Source: Colantonio, 2009)

In this line, Landorf (2011) identified three dimensions of social sustainability. There are social equity, social coherence and basic needs. The first dimension of social equality relates to 'access to services, facilities and opportunities'. Where this level of access depends on the political process framed in a 'distributive notion of social justice'. Therefore, further conditions on social equity are needed to sustain this dimension, namely the stability and flexibility of institutions that facilitate access (Williams, 2006). Institutional stability provides a possible framework for long-term and holistic planning that may not occur in the decision-making process driven by political forces and self-

interest. Institutional flexibility is needed because no single organization has the knowledge or resources to deal with sustainable development unilaterally (Landorf, 2011).

The second dimension of social sustainability is social cohesion. Forrest and Kearns (2001) identify five criteria in this context, there are 'common values and purpose', 'social control and order', 'social solidarity and wealth equality', 'social networks and social capital' and 'belonging and identity'. In addition, Chhotray and Stoker (2008) suggested that further condition of social cohesion is empowerment or self-liberalisation. Individuals and communities are advised to actively engage in the political process and it should be a realistic expectation that they can influence the outcomes and likewise, be held accountable for their actions.

The third dimension of social sustainability is basic needs. In this dimension, there is objective and subjective satisfaction. The objective measurement relates to the satisfaction of human basic needs such as food, shelter and education, whereas, subjective satisfaction relates to the perceptions on quality of life such as health, well-being and safety (Landorf et al., 2008). The dimensions of social sustainability and their characteristics are shown in Table 2.2.

Table 2.2 Social Sustainability Dimension, Characteristic and Criteria

Dimension	Characteristics	Criteria for Evaluation
Social equity	Access to services, facilities and opportunities	Housing infrastructure (quantity and diversity)
		Community infrastructure (childcare, education, health and social services)
		Social infrastructure (cultural events, historic resources and recreation facilities)
	Level of institutional stability and flexibility	Stability (institutional continuity, effectiveness, investment, reliability, turnover and trust)
		Flexibility (institutional adaptability and innovation, inter-organisational partnerships and effective negotiated outcomes)

Dimension	Characteristics	Criteria for Evaluation
Social Coherence	Strength of networks, participation, identification and tolerance	Networks (informal social ties and formal community associations and organisations)
		Participation (broad scope and equitable influence on decision making, voter turnout, volunteering and charity work)
		Identification (association with community and place, understanding of heritage values)
		Tolerance (social cohesion, social inclusion, visible minorities)
	Level of empowerment and accountability	Empowerment (institutional learning, self-directed community-initiated activities, continuous and equitable participation in objective setting, implementation and evaluation)
		Accountability (diverse accountability mechanisms, transparent decision making)
Basic Needs	Objective satisfaction of basic needs	Nutrition (food affordability, malnutrition levels)
		Housing (quality, homelessness, rental costs, vacancy rates, home ownership rates and affordability)
		Education (education and literacy levels, staff: student ratios)
		Health (incidence of disease and injury)
		Employment (employment levels and quality, long-term unemployed, job vacancy rates)
		Security (personal and property crime)
		Built environment quality (character, complexity, density, diversity, inclusiveness, legibility, maintenance, permeability, softness)
	Subjective satisfaction of basic needs	Perceptions of objective basic needs measures weighted by the importance of each measure to the respondent

(Source: Landorf, 2011)

Similarly, Yung and Chan (2012) focused on similar factors and characteristics by Landorf (2011) to measure social sustainability. However, the authors have overlapping characteristics of social sustainability with different names; a sense of place and identity, quality of life, social inclusion and equality, and community access and participation. Lau and Chow (2019) stated that there are a wide range of social

sustainability evaluation methods and there are common characteristics in scholars' definitions including criteria of social sustainability.

2.3.2 Role of Secondary Stakeholder in Sustainability

Prior literature has found the growing importance of secondary stakeholders in environmental and social sustainability aspects. In addressing these sustainability issues, the existence of a wider group of stakeholders, such as the local community and NGOs, is crucial to the long-term survival of businesses (Evans et al., 2017). Instead of focusing on the attributes of stakeholders, scholars are calling for research that returns to the original unit of analysis in stakeholder theory, which is the attributes of the relationships with stakeholders (Fliaster & Kolloch, 2017; Horisch et al., 2014).

Some studies have probed deeper into the phenomenon on collaborations with secondary stakeholders and their direct and indirect roles in business processes (Fliaster & Kolloch, 2017). For example, Brunner and Marxt (2013) found that besides obtaining access to valuable social and environmental knowledge, business-NGO partnerships could also provide firms with indirect benefits, such as reducing opposing actions from other stakeholders due to the NGOs' positive reputation in society. The researcher proposes NGOs as a spearhead of sustainable social and environmental development. In addition, Arenas et al. (2009) found that NGOs are recognized by other stakeholders as the main actor in the introduction and development of CSR and perceive NGOs to be one of their main stakeholders in this context.

2.4 Conceptualizing NGOs

Nikkhah and Redzuan (2010) argued that NGOs are the major actors in promoting sustainable social development. This supported by Murphy (2014) which also agreed that the relationship with NGOs can enhance social sustainability. NGOs are primarily using their skills and knowledge to lobby, appeal or convince businesses to react to social sustainability practices (Lin et al, 2019). McDonald and Young (2012) revealed

that secondary stakeholders, such as NGOs, have the ability to improve organisations' social sustainability practices by undertaking initiatives that go beyond the scope and responsibility of the social actors. This suggests that secondary stakeholders are a significant agent which capable of exerting pressure on businesses to implement sustainable practices (Shafiq et al., 2014).

2.4.1 What is an NGO?

There exist various ways of defining an NGO. The definition of NGOs identified by Bendell (2000), as "groups whose stated purpose is the promotion of environmental and/or social goals rather than the achievement or protection of economic power in the marketplace or political power through the electoral process" (p. 16). NGOs are "private, not-for-profit organisations that aim to serve particular societal interests by focusing advocacy and/or operational efforts on social, environmental, political and economic goals" (Teegen et al., 2004, p. 4). NGOs are interested in the social system and its related values and beliefs (Bendell, 2000). This stakeholder group engages in social areas and functions that are often associated with governmental responsibilities, such as protecting the environment and helping underprivileged members of society. NGOs serve as an alternative source to improve such functions and a source for providing social services. Therefore, this study will focus on NGOs as the relevant actor that can complement in social sustainability practices undertaken by banks.

2.4.2 Classification of NGOs

The World Bank categorises NGOs broadly into either operational or advocacy (World Bank, 1995). In the view of the World Bank, operational NGOs are community-based, national or international NGOs that design and implement developmental projects, whereas, the advocacy NGOs who seek to influence the policies and practices of the Bank, as well as creating awareness on specific issues for the benefit of community. In line with that, in the 2000s, four main orientations of NGOs have been identified by

other researchers. There are charitable, service, empowerment and participatory orientation.

Charitable orientation of NGOs are primarily involved in providing basic needs to the poor through the distribution of food, clothes, medicine and other essential items (Nirmalarani & Muthukumar, 2015). They also perform relief work during natural disasters, such as floods and earthquakes. Charitable NGOs often involve top-down humanitarian efforts with minimal participation from the beneficiaries. Whereas, service orientation NGOs expected the beneficiaries to participate in its implementation and in receiving the service (Banks & Hulme, 2012). Service NGOs provide essential social services such as educational, healthcare, nutrition, accommodation and poverty alleviation support for beneficiaries (Teegen et al., 2004). The service NGOs are considered as a basic function which explains why NGOs provide a wide range of services for social welfare development (Banks & Hulme, 2012). Mercy Malaysia, Aman Palestin, MyCARE Malaysia and the Malaysian Relief Agency are examples of humanitarian and medical relief NGOs in Malaysia.

Empowerment orientation of NGOs, such as advocacy or pressure groups, play a central role in initiating actions and pressuring more powerful actors to take actions (Keck & Sikkink, 2018). They also assist disadvantaged people to have better socio-economic and political occurrences through awareness or give pressure on the parties involved. Such NGOs are the voice of the poor and marginalised by influencing global economic, political policies and decision makers on legislative changes or human rights (Teegen et al., 2004). They use lobbying, boycotting, activism, campaigns and promotional strategies as enforcement instruments to ensure collective benefit to society (Keck & Sikkink, 2018). Advocacy group NGOs in Malaysia; such as National Council of Women's Organisations (NCWO), Malaysian Child Resource Institute (MCRI) and

Mental Illness Awareness and Support Association (MIASA), demand fairer rights for vulnerable people, such as women, children, disabled and the mentally challenged.

Participatory oriented NGOs are characterized by self-help projects where local people are involved, particularly in the implementation of a project by contributions of resources; such as labour, money, materials and other resources (Nirmalarani & Muthukumar, 2015). They are also known as mutual support and inward-looking associations with common interests to advance the collective interests of members for mutual benefit (Coote & Angel, 2014). Examples of participatory NGOs are cooperatives, unions, business associations, religious groups and clubs.

2.4.3 Typology Roles of NGO

NGOs play different roles in different fields of service. In this regard, Yan et al. (2018) identified three primary categories of NGO. There are enabling, coordinating, facilitating roles. The enabling roles of NGOs focus on consulting, capacity development, analysing projects and providing funding. The consultative role of NGOs is to provide insights and guidance concerning social issues to the alliance partners (Yan et al., 2018). Nikkhah and Redzuan (2010) emphasized the role of NGOs as capacity builders to develop sustainable communities, as NGOs have many functions and programs to guide the community to become empowered. According to Brown and Moore (2001), capacity building NGOs are generally large and international in nature, with greater expertise and large financial capital to develop and strengthen NGO capabilities to deliver their services effectively. Apart from that, Lewis and Kanji (2009) recognized one of the notable roles of NGOs under enabling roles is the analyst role. The authors explained that NGOs have capabilities to influence policy agendas by conducting research, designing surveys, writing proposals, interpreting findings, and producing reports. Besides that, NGOs have also been identified as a funding provider

by investing in projects addressing social problems with the potential of generating grand social impacts (Yan et al., 2018).

The coordinating roles of NGOs focus on establishing a frequent and smooth connections, interactions and coordination to ensure all related parties act efficiently (Yan et al., 2018). NGOs act as a bridge in connecting or mediating the public sector, private sector and individuals to address any potential issues (Stafford et al., 2000). In other instances when conflict arises, NGOs may act as a third party and may mediate between the inside and outside political forces and areas that may cause a relationship or partnership to fail. In describing coordinating roles, Calado et al. (2012) highlighted NGOs as a monitor or so called 'watchdog', which engage in activities including monitoring compliance with existing laws or agreements, and whistleblowing or publicising infractions.

The third category of NGOs is the facilitating roles in the process of social change as initiator, advocate and leader. According to Kong et al. (2002), NGOs initiate social change through partnering with key stakeholders and "contribute to sustainable development through their partnerships with key stakeholders in serving the needs of individuals and communities" (p. 109). NGOs' advocacy role in this context can be defined as an attempt to influence the decisions of any institutional elite on behalf of a collective interest (Lewis & Kanji, 2009). The role of advocate includes lobbying decision makers, influencing public opinion and engaging in direct action, especially public protests or demonstrations. Yan et al. (2018) analysed that NGOs are in a favourable position to lead collective social change-focused projects because they have clear societal goals and prioritizes public benefits. They act as a leader as they have the power and resources to take the initiative to shape the project and to ensure the fulfilment of the social goals. Table 2.3 summarises the literature that explains the different roles of NGOs.

Table 2.3 Roles of Non-Governmental Organizations (NGOs)

Roles		Description
Enabling	Consultant	Provide insights and guidance concerning social issues to the alliance partners (Yan et al., 2018)
	Capacity builder	Guide the community to become empowered (Nikkhah & Redzuan, 2010)
	Analyst	Conducting research, designing surveys, writing proposals, and producing reports (Lewis & Kanji, 2009)
	Funder	Invest in projects addressing social problems (Yan et al., 2018)
Coordinating	Bridger	Connecting the public sector, private sector and individuals (Yan et al., 2018)
	Communicator	Communicate with involved parties (Stafford et al., 2000)
	Monitor	Monitoring compliance, whistleblowing, publicizing infractions (Calado et al., 2012)
Facilitating	Initiator	Initiate social change through partnering with key stakeholders (Kong et al., 2002)
	Advocate	Initiating actions and pressuring more powerful actors to take actions (Lewis & Kanji, 2009)
	Leader	Lead collective social change-focused projects (Yan et al., 2018)

2.5 Media as Communication Channel

Hoppner (2010) categorises the media as mediators of communication among involved parties. NGOs' adoption of new media communication means that this medium has evolved very rapidly in implementing their strategy and agenda (Wright, 2019). NGOs tend to use new media to raise awareness about the actual issue or concern. As Coombs (2007) points out, the new media plays an important role in the perception of crises as most people will learn about an organisation in crisis via the media. The power to influence businesses can be improved by using different new media channels, such as print media and digital media. The study of Seo et al., (2009) perceived new media as a "digital media that allow interactivity and independent distribution of information" (p. 123), such as social media, web sites, blogs and podcasts. The literature in communication suggests that social media is a better communication medium in today's

sophisticated communication age, due to its wider reach and effectiveness (Ali et al., 2015). Organisations use social media which is becoming a part of organisational communication (Auger, 2013). The inclusion of social media as part of the communication strategy of NGOs has generated new concerns among researchers (Alonso-Canadas et al., 2019). Testarmata et al. (2018) discovered that social media has strengthened the position of NGOs, rather than being passive receivers of CSR messages, as NGOs can now engage more effectively in the CSR communication.

2.5.1 Twitter

Founded in 2006, Twitter is a social network which allows users to connect to news, opinions, ideas, or latest stories about what they perceive as interesting. The most important part of Twitter is the tweets. The original Tweet length is to 140 characters, however, "over time, as Twitter evolved, the maximum Tweet length grew to 280 characters - still short and brief, but enabling more expression" (Twitter, 2019, para. 2). Twitter uses 'hashtags' by adding the hashtag symbol '#' before a specific keyword in order to classify the tweets. Users can see conversations, videos, and photos directly in Tweets. According to Statista (2020), Twitter currently ranks as one of the leading social networks worldwide based on active users. This is also based on the increasing usage of Twitter among the companies within Fortune Global 100. Twitter has also established 'Twitter for businesses' for companies to connect with their customers or stakeholders by providing information about their products or services in Twitter. Businesses may collect feedback or responses from their customers in real-time and establish relationships with them (Chaston, 2015).

Twitter is one of the most widespread Web 2.0 tools where companies are able to share CSR-related information, replying comments or queries online, not only to the public but also directly to the interested users (Etter, 2014), who are also known as followers. Twitter has been chosen because several studies have highlighted that it is a very

suitable platform for establishing a direct dialogue with the public that favours co-branded and co-created communication (Burton et al., 2017). Twitter offers many opportunities for interaction with a broad range of stakeholders (Monfort et al., 2019). Prior literature has agreed that Twitter can provide two-way symmetric communication and is used by diverse stakeholders, such as NGOs, which have a significant concern regarding sustainability activities (Segerberg & Bennett, 2011).

In the study of Kwak et al. (2010), it examined the power of dissemination and the sharing of information on Twitter and found that most of the trending topics on Twitter would be headlines in newspapers, as well as other media platforms. The businesses should use the trending strategy as an opportunity to interact with a wide-range broad of customers or stakeholders in promoting their products, services or initiatives. Twitter is a place where people are having ongoing and global conversations, which allows them to engage in dialogues, where customers can provide feedback, post questions or raise concerns to which the businesses can respond. The commitment towards the customers' concerns and response on Twitter can result in favourable outcomes for businesses (Coyle et al., 2012).

2.5.2 Online News

Online news has become an inherent part of modern society. The presence of new media has posed a challenge to the traditional media, especially for printed newspapers. According to Salman et al. (2011), readership habits seem to be change as users turn to the internet for free news and information. Online news is expected to grow by offering interactive support and breaking news facilities via multimedia content and enable experience of immediate news consumption (Omar, 2017). The new environment is created by new media and its availability is borderless, hence, communication is allowed to spread widely (Hamzah et al., 2008), especially among the stakeholders. According to the Malaysian Digital Association (2018), the government has supported

the growth of new media technologies as there are more than 28 million internet users in Malaysia. A previous study has shown that Malaysians preferred new media to obtain the latest news updates compared to traditional media, especially the young adults in recent years (Freeman, 2013).

Prior studies have largely focused on how the tone and framing of CSR activities by the media have influenced the public's perception of businesses' CSR activities. In the study of Alivi et al. (2018), it was revealed that providing information to stakeholders is no longer a simple one-way communication. In fact, using new media, such as online news, provides an interesting two-way communication for more comprehensive coverage. Compared to CSR-related information in the sustainability report which is more likely to be aimed at the shareholders, online news articles are open to all stakeholders and target existing and future customers (Coles et al., 2014). Now, people are engaged in online news for more information and latest updates of happenings around the world as online medium is fast, interactive, and interesting, which they might not get from traditional media. Given that online news has demonstrated the ability to set the public agenda, they are also likely to influence which companies are perceived to be relevant by the public and how the public evaluates these companies (Carroll & McCombs, 2003). This is also supported by Etter et al. (2017) which agreed on the ability of online news in shaping corporate reputation.

2.6 Stakeholder Theory

The conventional neoclassical concept of a corporate strategy mainly aims at profit maximisation, financial benefits and creating value for shareholders. In stakeholder theory, Freeman (1984) suggested that managers should focus on developing and maintaining all interactions with stakeholders, not just shareholders. A stakeholder is defined as "any group or individual who can affect or is affected by achievement of the organization's objectives" (Freeman, 1984, p. 25). This definition is the most commonly

cited definition of stakeholders and it appears extensively across disciplines including business, management, communication, CSR, and non-profit studies. The literature of stakeholders concerned with the approach on stakeholder theory, collaboration, management, communication and value creation within the stakeholder network has been developed alongside the neoclassical theory to provide an alternative view to the organisational strategy.

There are three approaches to stakeholder theory, as proposed by Donaldson and Preston (1995); descriptive, instrumental and normative approaches. Firstly, the theory is used to explain organisational characteristics and behaviours in the descriptive approach. Secondly, the instrumental approach emphasizes the connection between stakeholder management and the achievement of organisational goals. Finally, according to the normative approach, the theory attempts to offer guidance and observe the function of the organisation in a moral manner (Donaldson & Preston, 1995). The three approaches to the theory are not always distinguished from each other. The approaches to the theory are interconnected and overlapping, where the normative approach is perceived as the basis for the other two approaches of the theory.

On the other hand, Deegan (2000) suggests that the stakeholder theory has an ethical (normative) and a managerial (positive) branch. Normative stakeholders refer to "whom the organisation has a moral obligation, an obligation of stakeholder fairness, over and above that due other social actions simply by virtue of them being human" (Phillips, 2003, p. 31). Contrary to the idea of treating all stakeholders fairly, Deegan (2009) argues that the managerial branch will respond to the expectations of those stakeholders with the most power over the corporation. This branch considers that the expectations of the powerful stakeholder groups will influence the corporate practices and related policies of the corporation (Deegan, 2009). The power of a particular stakeholder to influence corporate management depends on the amount of control the stakeholder has

over the resources required by the corporation (Ullmann, 1985). Previous social and environmental accounting research, which utilised the managerial branch of the stakeholder theory, indicates that corporations respond to the expectations of powerful stakeholder groups who exert pressure to create change in organisational behaviour, such as CSR practices and disclosure (Deegan, 2009). Thus, the managerial branch of the stakeholder theory can be used to provide possible predictions about the impact of the powerful stakeholder groups, such as NGOs, could have on the social sustainability practices of a corporation.

2.6.1 Stakeholder Collaboration

The stakeholder theory has also been linked to address the significance of involving stakeholders in long-term value development (Andriof & Waddock, 2002). It shows that corporations have changed their focus from managing their stakeholders to engaging with them. In other words, corporations started engaging with their stakeholders by collaboration and partnership in achieving their organisational goals. The collaboration occurs "when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain" (Wood & Gray, 1991, p. 146). Organisations may share their resources or knowledge with one another in order to provide better services or outcomes. Waddock (1991) discusses the concept of social partnerships, in which organisations from different sectors collaborate to achieve shared goals. The partnerships are defined as "voluntary collaborative efforts of actors from organisations in two or more economic sectors in a forum in which they cooperatively attempt to solve a problem or issue or mutual concern that is in some way identified with a public policy agenda item" (Waddock, 1991, pp. 481-482).

Foley et al. (2016) agreed that the ability to integrate resources and strengths in order to balance each organisation's vulnerability is a key factor of stakeholder collaboration in sustainable development initiatives. Collaboration is generally driven by one participant's ability to perform something that the other participant cannot do, and vice versa. This applies to collaboration between government, business, and NGOs, which have different roles and responsibilities within society. For example, NGOs which have a strong driving force in obtaining additional resources may collaborate with businesses in obtaining funding or donation. Collaboration also may improve the access to knowledge and expertise of the stakeholders (Fobbe, 2020). As NGOs possess knowledge about society and their needs, as well as about issues related to the environment and social problems, business can gain access to new expertise and skills by collaborating with them. The participants of the collaboration voluntarily interact to contribute to the social good, while at the same time, serving their own interests. Short-term objectives tend to benefit the organisations involved in the collaboration, while more long-term goals will have an impact on the public policy arena (Waddock, 1991).

Any social outcome produced through collaboration may be perceived as beneficial to communities, fellow non-profit groups, or to their own organisation (Peloza & Falkenberg, 2009), which may be interpreted as being ethically or socially responsible. The relationship with NGOs as a social actor through collaboration can be considered potentially beneficial to the stakeholder management approach. The managerial approach of stakeholder theory holds great potential to explain the increased interest in collaboration between NGOs and businesses in the social sustainability context.

2.6.2 Stakeholder Communication Strategies

Following the evolved stakeholder theory, corporations also faced a challenge over how to communicate their strategy, initiative or policies to their stakeholders. As soon as a corporation introduces CSR policies, the process of communication begins, whether deliberately or not (Walter, 2014). Strategic communications with stakeholders have been suggested as a tool to manage stakeholders and encourage stakeholder collaboration and co-creation (Gregory, 2007). The actions of corporations are just as important as the corporate communications (Morsing et al., 2008). As stakeholder relations are so deeply interlinked with corporate communication, the communication literature often explores how corporations respond to their stakeholders and communicate in various ways. Through heavy reliance on Grunig and Hunt's public relations communication models (1984), Morsing and Schultz (2006) developed three models of CSR communication strategies. There are stakeholder information, response and involvement strategies:

i. Stakeholder Information Strategy: The objective is to inform the stakeholders as objectively as possible about the organisation, not necessarily with a persuasive intent (Morsing & Schultz, 2006). The communication is always one-way, from the organisation to its stakeholders, as it is basically seen as 'telling, not listening' (Grunig & Hunt, 1984).

ii. Stakeholder Response Strategy: The communication flows to and from the public based on a two-way asymmetric relationship model. This strategy looks like an organisation trying to change public attitudes and behaviour, but not change themselves as a result of public relations.

iii. Stakeholder Involvement Strategy: It considers as a dialogue with stakeholders, where persuasion may occur when it comes from the organisation and from stakeholders, each trying to persuade the other to change.

Table 2.4 Three CSR Communication Strategies

	Stakeholder information strategy	Stakeholder response strategy	Stakeholder involvement strategy
Communication ideal: (Grunig & Hunt, 1984)	Public information, one-way communication	Two-way asymmetric communication	Two-way asymmetric communication
Communication ideal: sense-making and sense-giving	Sense-giving	Sense-making ↓ Sense-giving	Sense-making ↕ Sense-giving - in iterative progressive processes
Stakeholders	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
Stakeholder role	Stakeholder influence: support or oppose	Stakeholders respond to corporate actions	Stakeholders are involved, participate and suggest corporate actions
Identification of CSR focus	Decided by top management	Decided by top management. Investigated in feedback via opinion polls, dialogue, networks and partnerships	Negotiated concurrently in interaction with stakeholders
Strategic communication task	Inform stakeholders about favourable corporate CSR decisions and actions	Demonstrate to stakeholders how the company integrates their concerns	Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e., opinion makers, corporate critics, the media, etc.
Corporate communication department's task	Design appealing concept message	Identify relevant stakeholders	Build relationships
Third-party endorsement of CSR initiatives	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

(Source: Morsing & Schultz, 2006, p. 326)

These strategies have been the object of attention in multiple CSR communication studies, such as Correa-Garcia et al. (2018) and Lim and Greenwood (2017). These studies provide evidence of communication evolution, which covers information strategy to two-way communication strategies (response and involvement). The prior

CSR studies agreed that corporations adopting a stakeholder information strategy engage in press relations activities (Correa-Garcia et al., 2018), as well produce information and news for the media, press releases, brochures or advertising campaigns for the purpose of informing their stakeholders about CSR mission, policies or practices. This communication strategy is generally focused solely on the purpose of the company to provide information to stakeholders, without receiving any feedback. Whereas, the stakeholder response strategy involves company attempts to seek feedback from stakeholders in order to obtain stakeholder evaluations of the company, and thereby gauge their own performance (Ameer & Othman, 2018). This means at the first place, the corporation starts the communication to its stakeholders. Then, collect their feedback through surveys, questionnaires, interviews or annual meetings, but the corporation does not necessarily change or adjust their plan or policies as a reaction to the feedback (Monfort et al., 2019).

Finally, the stakeholder involvement strategy which focuses on dialogue and stakeholder involvement. The dialogue strategy refers to the active involvement of stakeholders in the organisation's decision-making. The persuasion strategy is a key element of this strategy, which focuses on negotiation with stakeholders, and they are invited in the corporation's CSR efforts and decision-making (Correa-Garcia et al., 2018). The corporation, when adopting a stakeholder involvement strategy, engages in open meetings with stakeholders, debating forums, participative websites, partnerships or collaboration programmes. According to Lim and Greenwood (2017), this strategy stressed that the context of complex organisational now require this two-way communication, not just monologue.

Morsing and Schultz (2006) stated that corporations should employ all three strategies in order to succeed with their CSR communication. This has been agreed by Correa-Garcia et al. (2018), when they said, "these strategies evidence the firms' level of

commitment to CSR practices and entail great responsibility owing to the importance of communicating matters linked to sustainability" (p. 4). Appropriate channels and mechanisms for communication strategies are crucial for companies that adopt sustainability practices to communicate with their stakeholders. The authors recommended that the communication strategies be adapted to a more advanced platform, in accordance with the current technology changes, fast and dynamic, such as social media platforms. In addition, it can achieve greater success in communicating with stakeholders as well as achieving sustainability goals.

2.6.2.1 Emerging of Communication Medium

The strategies discussed above involve distinct medium and tactics of communicating with stakeholders. For example, the information strategy may involve communication through newsletters or reports, the response strategy may involve survey or interview, and the involvement strategy may involve dialogue, meeting or working groups. Indeed, Morsing and Schultz (2006) suggest, "Corporate CSR engagement today requires more sophisticated and ongoing stakeholder awareness and calls for more sophisticated CSR communication strategies than previously" (p. 323).

In response to the suggestion, Etter (2014) brought the communication strategies developed by Morsing and Schultz (2006) into the context of social media. The study identified three similar strategies, namely, the broadcasting, reacting, and engaging strategies. The broadcasting strategy has similar characteristics to information strategies by Morsing and Schultz (2006), which is focuses on public information and one-way communication. Based on Etter (2014), the idea of symmetric communication is not present in this strategy and mutual understandings cannot be achieved. The reacting strategy incorporates two-way asymmetric communication with a response communication approach, such as answering questions, surveys and opinion polls on social media. Whereas, the engaging strategy proactively approaches its two-way

communication (Etter, 2014), which implies involving the audience by actively initiate contact with social media users and asks them to actively participate in the generation of ideas for corporate efforts.

The study from Capriotti (2011), which also dealt with Morsing and Schultz's strategies model, suggested that the sophisticated communication technology includes social media, blogging, tweeting and video conferencing, enhances the effectiveness of communication between stakeholders and businesses. These new communication mediums make it possible for people to communicate effectively, as well as providing a competitive advantage for the corporations through the opportunities in interaction with stakeholders. Ultimately, these communication platforms will contribute to joint decision-making between stakeholders and corporations on CSR issues. The use of new technology enhances the CSR communication with visible, interactive and informal communication content and in addition, offers a means to engage, organise and involve stakeholders (Stohl et al., 2017). In other words, advanced communication medium, such as online news and social media platforms, have become a new focus on empowering and broadening the scope of communication strategies presented by Morsing and Schultz (2006), rather than focusing solely on traditional ways, such as printed newspapers or reports. Thus, with the relevant media contents to the communication between corporations and NGOs on social-related issues, Morsing and Schultz's model is highly relevant for the scope of this study.

2.7 Summary

This chapter has summarized all relevant literature from the previous studies. This literature reviewed highlights the extensive research on the context of sustainability, conceptualizing NGOs and stakeholder theory. Additionally, literature on the context of social sustainability in the financial services industry research has been reviewed. The literature on dimensions of social sustainability has also been evaluated to have further insight of the sustainability concept. This chapter also highlights the literature on conceptualizing NGOs for a better understanding on how NGOs perceive their role and function in the sustainability initiative is beneficial to corporations and the community. The literature on online media has also been included which focuses on the extensive research on Twitter and online news literature. Finally, this chapter reviewed the concept of stakeholder collaboration in the stakeholder theory and the model of communication strategies used at the corporate level. In the following chapter, the methodology of this case study looking at the roles of NGOs and the communication strategies will be discussed.

CHAPTER 3 : RESEARCH METHOD

3.1 Introduction

The prior chapter has discussed on the theoretical lenses adopted for this study, while this section will elaborate on how data will be extracted in meeting the research objectives specified in Chapter 1 earlier. The chapter will discuss the methodological approach that was employed in conducting this study.

3.2 Research Approach

For this study, the qualitative approach is viewed as the most appropriate approach given the research objective and research questions specified earlier. A discovery-oriented method that helps to explore, capture and communicate a deep understanding of issues or events that are not well understood (Johnson, 2015), qualitative approach will be used for this study as such be employed to better understand opinions, beliefs and behaviours on a particular issue which is of concern as credible data is acquired (Hennink, Hutter, & Bailey, 2011). It is further mentioned by Myers (2011) that researchers who use qualitative approach collect data which serves as evidence for their descriptions, capable of explaining phenomena in a way that quantitative approach are unable to.

This study is a qualitative content analysis, whereby the data is critically analysed for the content and meaning so the different roles of NGOs and their communication strategies are classified. Hsieh and Shannon (2005) argued that the qualitative content analysis is a method of subjectively interprets data content through the process of classification which involves coding and identifying patterns or themes systematically. In this regard, qualitative content analysis is often regarded as a method that is flexible for the purpose of analysing text data. This study adopts directed qualitative content analysis by Hsieh and Shannon (2005), which strives to validate a theoretical

framework. However, according to Hsieh and Shannon (2005), there is a limitation that the data will be approached with an informed but strong bias. A strong bias is possible as the data will be interpreted and evaluated based on the researcher's own understanding and prior knowledge which clearly differs from others. Therefore, each phase taken in this research is documented and justified clearly to improve the validity of the findings.

3.3 Research Design

This study adopts a case study design where one organisation of interest will be examined. The selected organisation for this study is Malayan Banking Berhad (Maybank), for several reasons, among them being it is a large organisation is preferable as this study deals with strategy issues. Maybank has been benchmarked as Malaysia's regional financial services leader and the largest company by market capitalisation on the Bursa Malaysia (Bursa Malaysia, 2019). This study also chooses an organisation that has a distinct department working for sustainability initiatives. Maybank Foundation has been known as a special sustainability implementer for Maybank Group, which signifies the organisation's commitment to undertake sustainability practice and identified the extent to which they are managing their direct sustainability impact (Maybank, 2011). Large organisations have a significant impact on sustainability and undertake major sustainability initiatives, such as how a large organisation deals with their social sustainability implications as well as the extent to which this organisation collaborates with its secondary stakeholders.

This study is aimed at exploring the role of NGOs and their communication strategies in the social sustainability strategy within Maybank. The case study design is viewed to be the most appropriate when the research area, i.e., the role of secondary stakeholder in influencing social sustainability agenda, is relatively unknown and previous research demands a new perspective (Eisenhardt, 1989). The benefit from this design is it allows

a wider discovering of theoretical evolution and a deeper understanding of the exploring subject (Gustafsson, 2017). In other words, this study will focus on a case study, which is not aimed at making generalizations, but will be specific to the organisational characteristics which may be applicable to similar industries.

3.4 Data Sources

This study focuses on secondary data sources, i.e., data collected from an existing source (Collis & Hussey, 2014). The primary advantage of secondary data is relatively quick and easy accessibility, involving minimal costs. When there are time constraints, secondary data can be used for longitudinal studies using an existing multiple-source data set (Saunders, Lewis, & Thornhill, 2007), such as reports, social media or online news. Secondary data can provide evidence of what was conducted within a given period compared to primary data that tends to indicate recollection of intention. It can also overcome problems of recall, as the data is gathered at the same time as the event being investigated (Harris, 2001). Finally, secondary data can lead to unforeseen or unexpected new discoveries (Saunders et al., 2007) such as how the emergence of online media changes the role of NGOs in sustainability.

The secondary data for this study is media, which includes online news and social media. The significance of using media as a data collection has been explained in Section 2.4. Online news and social media are preferable sources because they complement each other as social media presence is an important aspect of news coverage by mainstream news organisations. Social media is today's most transparent, engaging and interactive form of public relations (Ahmad et al., 2015). Rosenberry (2013) agreed that social media also allows a news organisation to interact with its audience. However, there is evidence that social media may lack credibility when used as the only medium to obtain news content (Doctor, 2010). Newspapers offer deeper, investigative storytelling (Moon & Hadley, 2014) in both print and online form.

According to Yuan (2011), multiple types of sources are able to complement each other and providing the consumer with an overview of various perspectives with most people regularly using more than one type of news source. Thus, this study uses both online news and social media sources as data collection.

3.4.1 Online News Source

News articles from mainstream Malaysian newspapers and alternative news websites will be used for this study. According to Audit Bureau of Circulations (2018), the top three most widely distributed English language newspapers in Malaysia are The Star, The Sun and The New Straits Times. For the alternative news websites, Free Malaysia Today, Malaysiakini and The Malaysian Insider have been chosen, which according to Malaysian Digital Association (2018), were the top three alternative English language news websites.

3.4.2 Social Media Source

Data collection from social media sources will be from Twitter, as it is one of the newest and most-used social media platform and has emerged as one of the more prominent social media channels utilized by various stakeholders (Rybalko & Seltzer, 2010). For the purpose of analysis, all the tweets, replies and retweets related to social sustainability context in English language, will be included. In cases where tweets are linked to external sources, such additional material will be analysed, coded and categorized too. However, the analysis of photos and videos is not included in this study as this demands a completely different thematic analysis altogether. All tweets will be retrieved via Maybank's main Twitter account (@MyMaybank) and relevant NGOs' Twitter accounts.

3.4.3 Keyword Search

Data collection will focus on the voices from NGOs with active interest in social related issues. Likewise, their press statements will also be included into the data set. The first search word to be used in extracting the relevant articles and tweets is 'Maybank'. Searches ultimately included "Maybank" in online news' search engines and "#Maybank" in Twitter's search engine. The content was separately accessed and captured using NCapture and combined in the Nvivo12 software. Only content related to the social sustainability context will be used. The keywords of filtration in Nvivo12 are the key themes of social sustainability which have been mentioned in Section 2.3.1.

3.4.4 Period of Data

The articles and tweets ranging from January 2010 to December 2018 will be collected. The significance of data collection starting in January 2010 is in line with Maybank's commitment in sustainability as they launched their special sustainability implementer, Maybank Foundation, to undertake sustainability practice and identify the extent to which they are managing their direct sustainability impact. In setting the time period of data collection, this study specified multiple narrower time periods, rather than one large time period. For example, separate searches for January-December 2010, January-December 2011, and January-December 2012. The specification of time period is to prevent data loss within a particular data set.

3.4.5 Instrument for Data Collection

The tool will be used for this study is NCapture, which is a web browser extension for NVivo12 that can be used to create a chronological dataset for articles and tweets. This study also adapts the NVivo12 program to allow the extraction and segmentation of relevant data from a web browser (Edwards et al. 2013). This software has been previously used in qualitative studies, such as Saura et al (2018) and Kaufman et al (2018). Ping (2008) states that the difference between managing the data manually and

through a computer software is that the program "merely takes over the marking, cutting and sorting tasks that qualitative researcher used to do with a pair of scissors, paper and note cards" (p. 15). It also helps to maximise efficiency and speed up the process of grouping data according to categories. Retrieving the coded themes was also made easier using this program. The efficiency of NVivo12 in managing data and handling data has been well recognized by researchers. However, researchers are still responsible for the identification of categories, coding, deciding what to collate, identifying the patterns and drawing meaning from various sources of documents. Thus, understanding the six-phase framework by Braun and Clarke's (2006) as shown in the next section is useful.

3.5 Data Analysis

This research used thematic analysis in working with the data. The technique of thematic analysis is defined as "a method for identifying, analysing and reporting patterns (themes) within data" (Braun & Clarke, 2006), with the objective of identifying "themes, such patterns in the data that are important or interesting, and use these themes to address the research or say something about an issue" (Maguire & Delahunt, 2017). This study will follow Braun and Clarke's (2006) 6-step framework, being the most influential approach available.

| Phase 1: Familiar with the data |
| Phase 2: Generate initial codes |
| Phase 3: Search for themes |
| Phase 4: Review potential themes |
| Phase 5: Define and naming themes |
| Phase 6: Write-up |
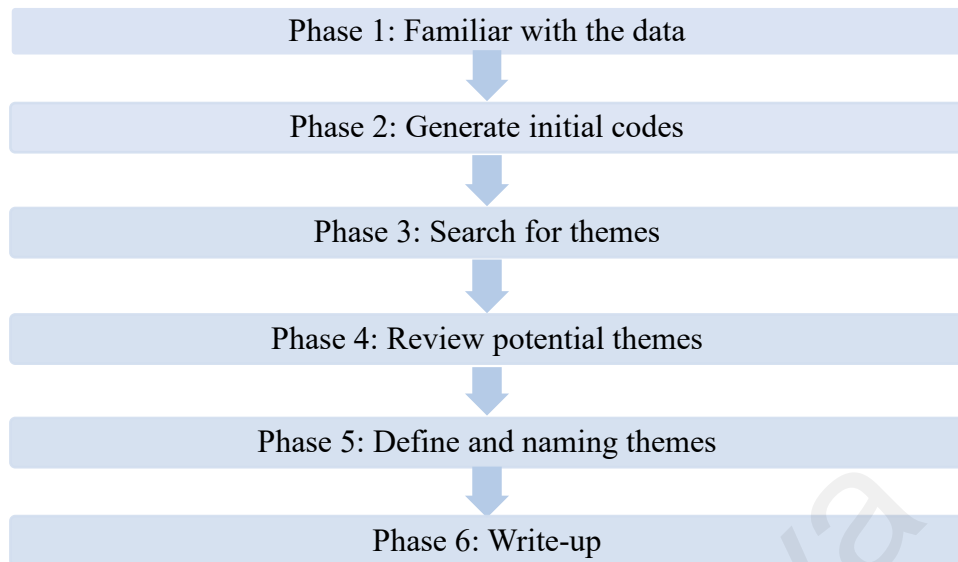
Figure 3.1: Braun and Clarke's (2006) six-phase framework for thematic analysis

The Nvivo12 software will be used to obtain the input and assisting this study to determine the patterns or themes within data. In this study, the software facilitates gathering all relevant data between Maybank and NGOs in the context of social sustainability. All articles and tweets were imported into NVivo12 and read for initial impressions and then read a second time to identify key words. All data sets from news articles and tweets will be coded manually and analysed according to three dimensions of social sustainability by Landorf (2011), namely social equity, social coherence and basic needs. Figure 3.2 demonstrates an example how the data was captured.
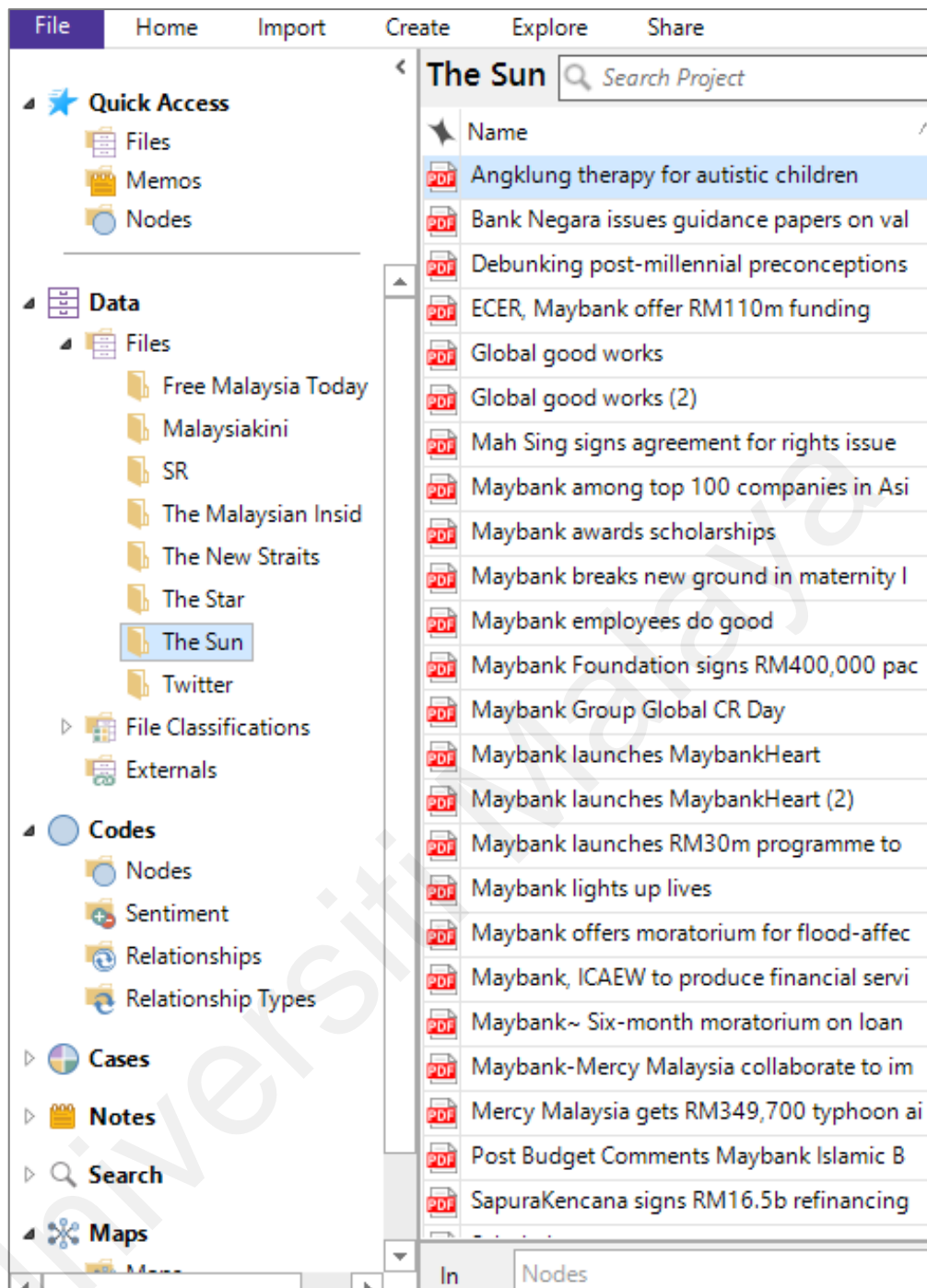
Figure 3.2: Example of imported data in NVivo12

Subsequent to this, the data will be classified into initial themes (Braun & Clarke, 2006), generated inductively from the raw data or generated deductively from theory and prior research (Boyatzis, 1998). In this research, themes were derived deductively from the theory and prior research. Two main themes have been identified and categorized: i) the role of NGOs and ii) communication strategies. The first theme will

be derived from the prior research on the typology of NGOs roles. The coding expanded the key category into subcategories to identify the typology of the NGOs roles in social sustainability. For example, the category emerged into seven subcategories of 'consulting', 'capacity building', 'connecting', 'facilitating', 'advocating', 'monitoring' and 'supporting'. The second theme will be derived from the models of Morsing and Schultz's stakeholder communication strategies. This category has been expanded into three subcategories, namely 'stakeholder information', 'stakeholder responses' and 'stakeholder involvement'. The subcategories were organised by setting up timelines from 2010 until 2018, which enabled the identification of the evolution of stakeholder communication strategies in social sustainability within the organisation. Further analysis of the subcategories will give more insights into the extent of how NGOs influence the social sustainability practice of Maybank through its communication strategies.

The key themes were drawn and summarized in order to create meaningful interpretations from the data. Important quotes that supported the key themes were extracted and added to the analysis. The final stage of analysis involved illustrating similarities and differences between the research findings and existing theories and literature. The derived conclusions and key emergent concepts were compared with the literature described in Chapter 2. Figure 3.3 and Figure 3.4 below are examples of the coding process.

Sample	Coding		Literature		
	Node	Description	Roles		Description
Etiqa has been in collaboration with the National Cancer Society of Malaysia (NCSM) from 2017 to offer mammograms to women aged 40 & above to screen for Breast Cancer. More than 5,000 women have been blessed with free mammograms and peace of mind, given there have been no confirmed cases of breast cancer. The aim of the Free Mammogram program is to conduct screenings & help save lives - early detection significantly improves survival rates. Together with NCSM, Etiqa identifies eligible women and transports them to the NCSM Centre in Kuala Lumpur, or appointed hospitals across the country to receive the free mammograms. Given the importance of Etiqa's mission to help save lives, another 6,000 women will be offered free mammograms in 2018. In addition, Etiqa has expanded the program to offer 3,000 women aged 21 & above the opportunity to enjoy free Pap smears to screen for Cervical Cancer.	Social Equity	Access to services, facilities and opportunities	Enabling	Consultant	Provide insights and guidance concerning social issues to the alliance partners
				Capacity builder	Guide the community to become empowered
		Level of institutional stability and flexibility		Analyst	Conducting research, designing surveys, writing proposals, and produce reports
				Funder	Invest in projects addressing social problems
	Social Coherence	Strength of networks, participation, identification and tolerance	Coordinating	Bridger	Connecting related parties from public sector, private sectors, and individual
				Communicator	Communicate with involved parties
		Level of empowerment and accountability		Monitor	Monitoring compliance, whistleblowing, publicizing infractions
	Basic Needs	Objective satisfaction of basic needs	Facilitating	Initiator	Initiate social change through partnering with key stakeholders
				Advocate	Initiating actions and pressuring more powerful actors to take actions
		Subjective satisfaction of basic needs		Leader	Lead collective social change-focused projects

Figure 3.3: Example of the coding process for typology of the NGOs roles

Sample	Coding		Literature	
	Node	Description	Strategy	Description
KataKatha, a new regional arts and culture initiative, is another project by traditional heritage non-profit organisation Pusaka to bring the South-East Asian arts communities closer together. The KataKatha dialogue sessions, which involves 10 principal cultural figures from South-East Asia, will take place in three venues – Theatre KuAsh, Aswara and APW (Art Printing Works) – in Kuala Lumpur from Nov 13 to 15. The three-day programme, which offers free admission to the public, seeks to explore the "Shared History, Shared Culture, Shared Traditions" narrative from this region through the perspectives and experiences of this panel of writers, filmmakers, poets, an artist, an architect, a sculptor, and a dancer/choreographer. "The theme basically is not only one of exploring our commonalities but, very importantly, also our contrasts. Artists are necessarily eccentric and it is the convergence of these temperaments and eccentricities which I hope will animate these sessions," says Pusaka founder Eddin Khoo about KataKatha. "Pusaka approached Maybank and we were collectively able to create this autonomous platform known as KataKatha. It is a Maybank Kim Eng initiative, supported by Maybank Foundation, conceptualised and curated in collaboration with Pusaka," he explains. For now, Khoo says that KataKatha is a regional project, but there will always be opportunities to broaden its scope with future editions.	Social equity	Access to services, facilities and opportunities	Stakeholder information	Stakeholder influence: support or oppose. Inform stakeholders about favourable corporate CSR decisions and actions.
		Level of institutional stability and flexibility		
	Social Coherence	Strength of networks, participation, identification and tolerance	Stakeholder responses	Stakeholders respond to corporate actions. Demonstrate to stakeholders how the company integrates their concerns.
		Level of empowerment and accountability		
	Basic Needs	Objective satisfaction of basic needs	Stakeholder involvement	Stakeholders are involved, participate and suggest corporate actions. Invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc.
		Subjective satisfaction of basic needs		

Figure 3.4: Example of the coding process for Morsing and Schultz's stakeholder communication strategies

45

3.6 Research Validity and Reliability

To secure the quality of the research, it is important to consider the validity and reliability of the research. It is mentioned in Bryman and Bell (2007) how the measurement, causality, generalization and replication can be made in the study. Bryman and Bell (2007) stated that in order to make the research valid, the authors have to be consistent in the measurement of the results to establish a conclusion based on the theory. Reliability and validity are central to judgements about the quality of a qualitative research (Saunders et al., 2016). Reliability refers to replication and consistency, where a researcher can replicate an earlier research design and achieve the same findings. Validity refers to the appropriateness of the measures used, accuracy of the analysis of the results and generalizability of the findings.

As this study involves only secondary sources, it could be criticised for its lack of rigour and credibility. Thus, it is important to carefully consider which sources to search and the identification of eligible data and content analysis (Leonidou et al., 2010), as a strategy to establish validity and rigour. Since the advantage of secondary data is that it provides evidence of what was done within the period and constitutes data that is gathered at the same time as the event being investigated, it is considered suitable for this study given that the research involves a timeframe of 2010 to 2018. To validate the secondary data, the application of content analysis was conducted.

According to Elo and Kyngas (2007), content analysis involves three phases: preparation, organizing and reporting. The preparation phase involves reviewing and analysing data from 2010 to 2018, as mentioned in Section 3.4. In the organising phase, the data is examined to identify coding, themes and categories. The preparation and organizing phases described above are arranged by using NVivo12. Finally, the reporting phase is a process in which the researcher reports on decisions and practices related to the coding process, as well as the method used to establish trustworthiness.

(Zhang & Wildemuth, 2009). The reporting of the content analysis process should be based on self-critical thinking at each phase of the analysis, as presented in Chapter 4. According to Whittemore et al. (2001), integrity is demonstrated by ongoing self-reflection and self-scrutiny to ensure that interpretations are valid and grounded in the data. Not only should a sufficient description of the analysis be provided to help validate the data, but the researcher should also openly discuss the limitations of the study (Elo & Kyngas, 2007). The limitations for study are discussed in the Section 5.4.

Although many criteria have been proposed to evaluate the trustworthiness of qualitative studies, they have rarely been followed. According to Krippendorf (1980), although he listed down the validity and reliability criteria, he believes that it is unrealistic and unnecessary to assist in this criterion. As stated by Harris (2001), "the appropriate level of reliability should be based on how the unreliability encountered in the data affects findings" (p. 193). As this study involves secondary data, content analysis is a practical manner in which to ensure the breadth, depth and richness of data from 2010 to 2018. The sequence of the research approach used for this study is presented in Section 3.5.

3.7 Summary

This chapter has explained on how data is gathered and subsequently analysed, provided detailed information about the qualitative approach and thematic analysis, which is the specific method used to carry out this research. This chapter provides justification on how this method can achieve the objectives of this study. Understanding the data analysis procedures will make it easier to comprehend the findings that will be presented in the next chapter.

CHAPTER 4 : FINDINGS AND DISCUSSION

4.1 Introduction

Data collected from Twitter and online news are presented in this chapter. During the analysis, the data was coded from the nodes and analysed methodically. The study used data extracts from the transcript to support the analysis.

4.2 Roles of NGOs in Social Sustainability

In this section, the roles of NGOs will be discussed. This section will answer research question 1, which is to investigate the roles played by NGOs in promoting the social sustainability agendas of the Maybank Berhad.

4.2.1 Capacity Builder

The first identified role is a capacity builder. As discussed by Yan et al. (2018), the main function of a capacity builder is to guide the community to become empowered. NGOs act as a capacity builder to help the community by improving the quality of their lives. Capacity building is the ability of NGOs to strengthen the development of the community through education, training and support. The capacity builder is able to engage with an internal and external range of society in order to tackle social issues. This means that NGOs have access to a wide range of people of different ages, genders and ethnicities, in empowering the community as a whole.

In this regard, the role of NGOs as a capacity builder can be found in the social initiatives organized by Maybank. Through the Socially and Economically Empowered Development (SEED) programme, NGOs collaborating with Maybank, namely Youth Trust Foundation (myHarapan) and the Foundation for Women's Education and Vocational Training Malaysia (YVPWM), have conducted inclusiveness training to create more specific knowledge, skills and provide continuous training for underprivileged groups. Etiqa Insurance and Takaful, under Maybank Ageas Holdings,

initiated the SEED programme, which aims to help underprivileged women and youth become financially independent (Etiqa, 2017). The criteria of this programme falls under empowerment, which is evaluated in the 'level of empowerment and accountability' characteristic of the 'social coherence' dimension. The participants of the programme will undergo a structured inclusive training and coaching programme in areas such as entrepreneurship, marketing and financial management. The participants will be equipped with the knowledge to find a start-up or expand a current business, as well as getting them ready for the workforce. By maximizing the chances of society's success through enhancing the development of knowledge and skills, particularly for underprivileged women and young people, which can contribute to tackling social issues.

> "Participants will undergo structured training and coaching focusing on entrepreneurship, marketing and financial management skills."
> (Source: Sowing seeds of entrepreneurship among women and youths of poor families, The Star, 1st Mar 2016)

The training conducted by YPVWM, including such technical skills, will support those who want to start their own business. YPVWM will focus on engaging with women, while myHarapan will assist with the youth segment of the SEED programme. myHarapan is dedicated towards empowering young Malaysians by supporting youth projects and initiatives that contribute to nation-building efforts.

Figure 4.1: SEED vocational training (Source: myHarapan, 2016)

As mentioned in Section 3.4.2, if tweets are linked to external sources, such as Facebook or websites, it will be included in the analysis. Figure 4.1 showed that myHarapan tweets about vocational skills that they offered under the SEED programme. The vocational skills training has been further explained in their Facebook page, namely 'Youth Trust Foundation – myHarapan'. Participants are equipped with mobile phone repair skills and entrepreneurial skills so that they can start a business after completing the training (myHarapan, 2016). Other than providing training, the NGOs also monitor the progress of the participants in ensuring the outcomes of the programme. As mentioned by the Chief Executive Officer of Maybank Ageas Holdings, Kamaludin Ahmad to The Star;

> *"After the entrepreneurial and technical training, the participants' progress will be monitored, and they will be able to seek advice from the trainers."*
>
> (Source: Programme to help enhance women and youth entrepreneurial skills, The Star, 8th Mar 2016)

Another result demonstrated that the role of NGOs as a capacity builder can alleviate poverty and empower ASEAN communities. Through the partnership programme between Maybank Foundation and ASEAN Foundation, eMpowering Youths Across ASEAN (EYAA) programme has been launched with the aim to alleviate poverty and improve the social and economic well-being of ASEAN communities (Maybank, 2018).

Figure 4.2: EYAA launching ceremony (Source: ASEAN Foundation, 2018)

The criteria of this programme also falls under empowerment of the 'social coherence' dimension, with the focus to make a sustained and positive impact on ASEAN youth empowerment and ASEAN community building efforts.

> *"This programme will help us in achieving our objectives of enhancing interaction among different ASEAN stakeholders, alleviating poverty and building a strong community."*
>
> (Source: Training ASEAN youths to be agents of change, The Star, 27 Aug 2018)

The project of eMpowering Youths Across ASEAN Programme, which moulds talented youths into change-makers by equipping them with the necessary expertise and mindset, as well as providing them with micro grants totalling RM821,900 for community initiatives that can alleviate poverty and empower ASEAN communities (Maybank, 2018). As a capacity builder, ASEAN Foundation develops the capacity of the community towards achieving sustainable development through the provision of education, skills and knowledge. The participants will undergo social entrepreneurship and youth volunteerism programmes, which are equipped with activities such as mentorship, training, workshops, forums and meetings related to the social and economic well-being of ASEAN communities.

Figure 4.3: EYAA programme (Source: ASEAN Foundation, 2018)

Maybank Chairman, Datuk Mohaiyani Shamsudin, in an interview with The Star, mentioned that the relationship with the NGOs may bring greater impact to the ASEAN communities.

> *"Our partnership with the ASEAN Foundation is a significant move for the Maybank Group as we continue to work with aspiring youths to create positive impact in the communities we serve."*
>
> (Source: Training ASEAN youths to be agents of change, The Star, 27 Aug 2018)

It is important to highlight the fact that the role of NGOs, as a capacity builder, has assisted the community to become empowered. They provide knowledge, skills, and building awareness, as well as motivating the community to improve their quality of life. NGOs assist communities to become empowered and eventually attain sustainable development. Another finding demonstrated that NGOs continue doing what they already do best as a capacity builder in order to contribute substantially to social sustainability. For example, People Systems Consultancy (PSC) works with Maybank to eradicate poverty through entrepreneurship and financial literacy programs in the Reach Independence and Sustainable Entrepreneurship (RISE) project.

> *"Together with People Systems Consultancy Sdn. Bhd., which provides entrepreneurship training modules, participants are trained for six months and have their income monitored on a weekly basis."*
>
> (Source: Maybank Foundation's RISE programme a life changer for Nor Zaidah, New Straits Times, 7th Dec 2017)

The project aims to provide economic empowerment and financial independence for the disabled and disadvantaged communities (Maybank, 2016). The RISE programme has successfully allowed participants to achieve significant growth in their income after undergoing an intensive training and mentorship programme organised by PSC. This

showed that the role of NGOs as capacity builders has helped communities to become social actors who are able to bring about sustainable changes in their lives.

From the results, it is clear that Maybank involves NGOs in their social initiatives to make use of NGOs' expertise, knowledge and experience. This is probably because of Maybank may not have the expertise in providing training to the underprivileged groups, so they need the expertise from NGOs who have the relevant knowledge and experience in tackling social issues. This analysis found evidence for the stakeholder collaboration concept stated by Foley et al. (2016), which agreed that the ability to integrate resources and strengths in order to balance each organisation's vulnerability is a key factor of stakeholder collaboration in sustainable development initiatives. The collaboration between Maybank and NGOs is perceived as socially responsible by giving benefits to communities, particularly underprivileged groups. The collaboration between Maybank and NGOs has strengthened the capacity building of the community, by enhancing the development of community skills, as well as initiatives from individuals to learn new skills, attitudes and knowledge that will enhance their human and social development.

4.2.2 Bridger

This study identified the role of bridger played by NGOs in establishing connections with internal and external stakeholders in a sustainable community. According to Yan et al. (2018), the significance of NGO as a bridger is to connect the public sector, private sector and individuals in coalition together and render the alliance stronger in achieving social goals. The bridger role of NGOs acts as the connecting agent to obtain a greater understanding of the needs and resources to achieve social initiatives.

The findings of this study found that the role of bridger is played by Mercy Malaysia. Mercy Malaysia is an NGO that focuses on "providing medical relief, sustainable health-related development and risk reduction activities for vulnerable communities, in both crisis and non-crisis situation" (Mercy Malaysia, 2018, p. 9). Mercy Malaysia conducted a health clinic project at Cox's Bazar, Bangladesh refugee camp, has brought together the private and public sectors, such as Maybank Islamic, Yayasan Khazanah and other stakeholders into this project. The coalition of related parties is the main pillar for the success of the health clinic project, especially the support in the form of financial assistance to Mercy Malaysia for completing the project.

> *"...the construction of the clinic was funded by donations from Malaysian individuals and corporations, with the operational costs supported by organisations such as Maybank Islamic and Yayasan Khazanah, among others."*
> (Source: Mercy Malaysia opens health facility in Cox's Bazar refugee camp, The Sun, 3rd Feb 2017)

As the project is aimed at providing health service and strengthening the health system to support the needs of the affected community, it has been categorised in 'community infrastructure' of 'social equity' dimension, which according to Landorf (2011), social equity is a social project or initiative that relates to access to services, facilities and opportunities.

Figure 4.4: Project of health clinic in Cox's Bazar (Source: Mercy Malaysia, 2018)

As the NGO that has the expertise to connect all parties involved, Mercy Malaysia managed to receive support from Malaysian individuals and corporations to build a second health clinic project at Cox's Bazar, Bangladesh. Based on Figure 4.4, the second health clinic focused on women and children will be built with the financial support received from Maybank Islamic as a project donor. At the same time, Maybank Islamic is indirectly helping Mercy Malaysia to manage this project smoothly. The government of Malaysia applauded on this initiative when the High Commissioner of Malaysia in Bangladesh, Nur Ashikin Mohd Taib, mentioned in the interview with The Sun;

> *"Malaysians have always been known to be generous and caring towards others. Mercy Malaysia and those involved in contributing to the building and running of the new healthcare centre, while also noting that the Malaysian government has been playing an active role in the resolution of the Rohingya issue."*

(Source: Mercy Malaysia opens health facility in refugee camp, The Sun, 3rd Feb 2017)

NGOs act as community and network connector, besides assisting to enhance the collaboration among social actors. They can view themselves as allies working together and collaborating to achieve same broad ideals and strategies. For instance, Mercy Malaysia has launched a mission to Laos and Lombok, Indonesia following the natural disasters in both countries. They organised the humanitarian aid missions which to provide medical assistance and basic necessities, such as blankets, food and clean drinking water for the victims.

> *"They are there to provide first aid and medical treatment for the victims, especially those with chronic diseases such as diabetes and hypertension, who may have lost all their medications in the flood."*
> (Source: Mercy Malaysia in need for funds for humanitarian missions to Laos, Lombok, New Straits Times, 1st Aug 2018)

Figure 4.5 shows that on 25th July 2018, Mercy Malaysia, through their Twitter account, appealed for donations to help victims affected by Tropical Strom Son-Tinh.

Figure 4.5: Tweets appealing for donation (Source: Mercy Malaysia, 2018)

In response to that, on 1st August 2018, The New Straits Times reported that Maybank had provided financial assistance to Mercy Malaysia in order to support the social initiative. The immediate response from Maybank shows the high commitment of the bank in dealing with social problems.

> *"Maybank Foundation became the first to contribute RM200K to the relief fund by Mercy."*

(Source: Mercy Malaysia in need for funds for humanitarian missions to Laos, Lombok, New Straits Times, 1st Aug 2018)

Maybank is able to channel financial assistance to the affected community due to the presence of NGOs as an intermediary. Indirectly, Maybank helps in tackling social issues. This is consistent with what has been found in a previous study by Scholtens (2006), which agreed that the banking sector has an indirect impact on the social and environmental context of sustainability. This study found that the role of NGOs as a connecting agent to one party to another party give a positive impact on social sustainability. In addition, this role helps NGOs acquire greater needs and resources, such as financial assistance, in order to achieve social goals. As agreed by Folle (2002), NGOs have a strong driving force in acquiring additional resources that can work with businesses to raise funds or donations.

4.2.3 Initiator

Another identified role of NGOs is an initiator, in which NGOs initiate social change through partnering with key stakeholders. According to Yan et al. (2018), the aims of this role is to draw initial public attention to a social issue and initiate a social project in order to tackle the issue. The role of initiator encouraged NGOs to exercise primary control over the project management structure. The initiators play complementary roles in solving a specific issue and serving a community. Each initiator takes charge of an initiative that is part of social sustainability. Different initiators are involved based on the community's needs and the initiators' expertise.

This study found that the National Cancer Society Malaysia (NCSM) has played the role as an initiator. NCSM initiated the Free Mammogram Programme for underprivileged women getting free breast cancer screening. This initiative aims to

educate women about breast cancer and to create more awareness on the importance of early detection to improve breast cancer survival rates.

Figure 4.6: NCSM Free Mammogram Programme (Source: NCSM, 2018)

This programme supported by Etiqa Insurance and Takaful under Maybank Ageas Holdings, which becomes the first corporation to partner with NCSM to offer mammogram screenings on a large scale. As an initiator, NCSM is the one who started the social initiative programme and the partnership with other stakeholders for the social sustainability programme. Figure 4.7 shows that the Free Mammogram Programme has been implemented since 2015, even before partnering with Maybank.

Figure 4.7: NCSM Free Mammogram Programme (Source: NCSM, 2015)

In 2017, the first phase of the Free Mammogram Programme began in collaboration with Maybank (NCSM, 2018). Figure 4.8 shows the first tweets of NCSM that mentioned Maybank's Etiqa as the programme's partner for the Free Mammogram Programme.

Figure 4.8: NCSM Free Mammogram Programme (Source: NCSM, 2017)

NCSM's principal patron, Tan Sri Rafidah Aziz in an interview with The Star, said that;

> *"The battle against cancer requires many sectors to work together; apart from complementing the Government's cancer screening programmes, this is a great example of how such a collaboration can unite private healthcare, NGOs and corporations."*
>
> (Source: Free cancer screening for underprivileged women, The Star, 14 July 2017)

These findings demonstrate the importance of the collaboration between the initiator and their stakeholders for social projects. The initiator that first proposes or establishes each new social project appears to be dominant in determining the initial goals and structure of the social project. However, collaboration with other stakeholders also plays an important role in ensuring that the social project is fully operational. Especially the support received from the banking industry in providing funding and other forms of donation to the NGOs. For example, Mercy Malaysia has launched an initiative to raise funds for humanitarian aid missions in Laos and Lombok, Indonesia, following natural disasters in both countries.

> *"...the funds were required to provide medical assistance and basic necessities such as blankets, food and clean drinking water for the victims."*
>
> (Source: Mercy sends aid to Lombok, Laos, The Sun, 1 Aug 2018)

As an initiator, Mercy Malaysia draws initial public attention to a social issue and initiate a social project in order to tackle the issue. Figure 4.9 shows that the initiative gained attention from Maybank. Maybank has provided assistance in the form of medicine to Mercy Malaysia.

Figure 4.9: Donation from Maybank Foundation (Source: Mercy Malaysia, 2018)

Due to the expertise of NGOs have started a social project, Maybank became aware of the existence of a social problem and was able to contribute to social change. The role of NGOs as initiators helped Maybank to achieve social sustainability goals.

4.2.4 Advocate

This study also found evidence of the role of advocate played by NGOs. Tactics and strategies of advocates include lobbying decision-makers, influencing public opinion, being the voice of the society, monitoring, whistleblowing, bringing lawsuits, and engaging in direct action, especially public protests or demonstrations (Yan et al., 2018). In some cases, NGOs become spokespersons for the poor and attempt to influence government policies and programs on their behalf. Lawsuits in which an NGO uses existing law to challenge management decisions are also categorized as advocating. Monitoring compliance with international agreements falls into this category.

In this regard, this study found the advocate role played by the Malaysian Council for Tobacco Control (MCTC). MCTC has criticized those calling for the government to reintroduce "kiddie packs", which are cigarette packs containing fewer than 20 sticks.

"MCTC was responding to a call by an association representing coffee shop owners in the country to allow the sale of such packs as it would stop smokers from purchasing cheap illegal cigarettes."

(Source: Anti-smoking NGO slams coffee shop owners over kiddie packs, Free Malaysia Today, 30 Aug 2017)

The Malaysian Council for Tobacco Control (MCTC) is a non-governmental organisation which aims to consolidate and coordinate tobacco control activities such as advocacy, engagement with the Malaysian Government on the formulation of policies and legislation, and empowerment of civil society through education, promotion and protection of the health, safety and welfare of citizens at large. When interviewed by The Star, MCTC stressed that;

"Malaysia must never allow this agenda because it will make it cheap for children to use cigarettes. Legislation prohibits the sale of small pack cigarettes and the prohibition is consistent with the Framework Convention on Tobacco Control (FCTC), which Malaysia is a party to."

(Source: NGOs say 'no' to lethal little packs, The Star, 21 Aug 2017)

This direct interference with illegal activities or activities was deemed unacceptable by the advocate NGO. The interference from the NGOs gained attention from the public and private sectors, especially from Malaysian Ministry of Health and Maybank. In particular, Maybank Investment Bank (Maybank IB) has been seen supporting the reintroduction of small-pack cigarettes. In a statement made through the New Straits Times, Maybank IB stated that;

"...the reintroduction of small-pack cigarettes that were banned in 2010 could be a positive development to the tobacco industry."

(Source: Small-pack cigarettes set to curb illegal cigarettes, Maybank IB said, New Straits Times, 14 Sept 2017)

The tobacco industry proposed to reintroduce small-pack cigarettes as a move to tackle the growth of illicit cigarettes. However, NGOs did not accept the proposal because of the concerns that it could cause social problems among children. Responding to the tobacco companies' statement, Malaysian Women's Action for Tobacco Control and Health (MyWatch) stated that;

> *"Whatever the tobacco industry's argument, they have no concrete proof to say that kiddie pack will curb smuggling issue."*
>
> (Source: No proof kiddie pack sales can curb smuggling of illicit cigarettes: NGOs, New Straits Times, 18 Jan 2018)

Meanwhile, Maybank IB, who supported the tobacco companies' proposal, was aware of the pressure exerted by NGOs on this issue. Maybank IB in an interview with the New Straits Times commented that;

> *"We understand that certain restaurants and retail associations are for it, there are some pushback from NGOs (non-governmental organisations) and the Ministry of Health."*
>
> (Source: Small-pack cigarettes set to curb illegal cigarettes, Maybank IB said, New Straits Times, 14 Sept 2017)

In meantime, Ministry of Health (MoH) Malaysia through their official twitter account of @KKMPutrajaya has showed their support to NGOs. In the tweets, MoH stated "A big no to small packs cigarettes", because they believe smaller packages can cause children to start smoking.

Figure 4.10: No to small cigarettes (Source: KKM Putrajaya, 2017)

The MoH in an interview with the New Straits Times stated that;

> *"The government will in no way support the proposal by the tobacco industry to re-introduce kiddie pack cigarettes (pack of 10 sticks) to combat the scourge of contraband cigarettes".*
>
> (Source: Health Ministry says no to kiddie pack cigarettes, New Straits Times, 18 Jan 2018)

From the results, it is clear that the importance of the advocate role played by NGOs in tackling social issue and has influenced Maybank and other stakeholders to solve the social problem. The role of the advocate is to counter unethical actions. Although NGOs do not openly oppose Maybank's action, they indirectly criticise Maybank for supporting an action that could have a negative impact on social development.

4.2.5 Emerging Role of NGOs

This study found an emerging role of NGOs, namely as digital activists. In general, the term 'activists' refers to those who are driving the political or social movement in the form of individuals or organisations (Wongphuka et al., 2017). In contrast with the 'advocate' role, which is defined as a person who speaks, writes or argues in support or defence of a person or cause (Parsons, 2016), while an 'activist' is a person who makes an intentional action to bring the changes about social or political issues. The combination of the term 'digital' and 'activist' refers to activists who use the digital network infrastructure to mobilise, organise and amplify their efforts to effect socio-political change (Joyce, 2010). The engagement on digital platforms with the action to bring about social or political change will be the main feature of digital activists. This study found that NGOs have played the role of digital activists, as they have a high engagement on digital platforms, which leads to the amplification of social sustainability.

In this regard, the role of NGOs as a digital activist has been identified through the MaybankHeart programme. This programme is an online crowdfunding platform, an initiative of Maybank, which involves NGOs from all over the country, aimed at achieving social goals in education, community empowerment, healthy living, environmental diversity, disaster relief, arts and culture (Maybank, 2016).

> *"Malayan Banking Bhd (Maybank), which has launched an online crowdfunding platform called MaybankHeart for non-governmental organisations (NGOs) and charitable bodies, hopes to handle RM1 million within a year, from over RM400,000 to date."*
>
> (Source: Maybank launches MaybankHeart, The Sun daily, 10 Nov 2016)

Recognising the ability of NGOs in tackling social issues, Maybank provides this special platform for NGOs to further enhance their social efforts. This is also an indirect contribution of Maybank in achieving social sustainability goals.

By using Twitter effectively, such as using the campaign hashtags, NGOs give a positive impact to this social programme. All NGOs involved in this programme used the same hashtag programme, namely #MaybankHeart, in order to increase online engagement and help reach a larger target audience. Each NGOs have different projects according to their expertise and objectives. For example, Mercy Malaysia through the #MaybankHeart programme has launched a campaign, namely #GiveOfWaterGiftOfLife, to improve access to clean water for rural communities in Sabah. Figure 4.11 shows the tweets of Mercy Malaysia promoting the campaign aims to improve the access of clean water for rural communities in Sabah.

Figure 4.11: #GiveOfWaterGiftOfLife campaign (Source: Mercy Malaysia, 2018)

Figure 4.12: #crowdfunding campaign (Source: HOPE Malaysia, 2018)

Figure 4.12 is another example of projects under #MaybankHeart programme which organised by HOPE Malaysia. The project is aimed to instil the art of communication in the underprivileged children. As digital activists, NGOs have increased their online engagement and reached a target audience for the success of their social projects. This proved to be a success when Twitter users, such as the general public and local

celebrities, also supported the online campaign by using the same hashtag of #MaybankHeart. The hashtag is supported by 100 tweets, 230 retweets and 326 likes from various parties. Figure 4.13 shows examples of tweets from individuals and local celebrities who have supported the social programme.

Figure 4.13: #MaybankHeart tweets from individuals and local celebrities

From the above examples, this study found that this programme successfully brings the community together to contribute to the social sustainability. It is impossible for Maybank to move on its own to achieve social goals. Working with NGOs, further broadening the scope of Maybank to target the larger audience for the success of this programme. As a result, the projects under #MaybankHeart programme have been successful in achieving their targets. Figure 4.14 shows that Mercy Malaysia stated that their projects have been fully funded through the #MaybankHeart platform and achieved the required funding targets. In the tweets, Mercy Malaysia also extended their gratitude to all parties who contributed to their projects.

Figure 4.14: Fully funded campaigns (Source: Mercy Malaysia, 2016)

Another project under the MaybankHeart programme, namely Survivor Women's Skill Building and Empowerment Project, also demonstrated the role of NGOs as a digital activist. This project aims to support and empower the work currently being done by the Women's Aid Organisation (WAO) and repositions their existing and new programmes (MaybankHeart, 2018). This study found that WAO played the role of digital activists through the #EndChildMarriage campaign. The #EndChildMarriage campaign started with a global partnership between 500 civil society, youth advocates, government representatives, religious leaders and UN agencies from over 70 countries to spearhead discussions on tackling child marriage (UNICEF, 2018). The campaign was also participated by local NGOs such UNICEF Malaysia, All Women Action Society (AWAM) and OrphanCare Foundation.

Figure 4.15: #EndChildMarriage conference (Source: UNICEF Malaysia, 2018)

The Women's Aid Organisation (WAO), a Malaysian NGO that provides free shelter, counselling and crisis support to women and children who experience abuse, in collaboration with Sisters in Islam, the Association of Women Lawyers, and The Body Shop Malaysia, coordinated the #EndChildMarriage campaign in Malaysia. The #EndChildMarriage campaign included a petition to protest child marriage and called for the Government of Malaysia to raise the minimum age of marriage to 18 years for all Malaysians.

Figure 4.16: #EndChildMarriage campaign (Source: WAO, 2018)

The hashtag of #EndChildMarriage is widely used by Twitter users. Most Twitter users supported the campaign by tweeting the hashtag and some even retweeted posts from NGOs. This issue also has received major attention from local and international organisations, including The Special Procedures of the United Nations and Human Rights Commission of Malaysia (SUHAKAM), which pressured the Malaysian government to tighten child marriage laws.

Figure 4.17: #EndChildMarriage campaign (Source: UN Special Procedures, 2018)

Figure 4.18: #EndChildMarriage campaign (Source: SUHAKAM, 2018)

Over 156,000 signatures of #EndChildMarriage petition have been received from variety parties and the petition submitted to Parliament of Malaysia by WAO.

Figure 4.19: #EndChildMarriage campaign (Source: WAO, 2018)

In response to the petition, the Federal Government of Malaysia through the Family and Community Development Ministry has tabled the amendments at the pre-meeting of Menteri Besar and Chief Ministers and Meetings of the Council of Rulers. In an interview with The Star, the Deputy Prime Minister mentioned that the Meeting of Chief Ministers and Menteri Besar had specifically agreed, in consensus, that the minimum marriage age should be raised to 18.

"The ministry is grateful and appreciates the positive feedback when it was tabled at both meetings, which in principle welcomed the Government's proposal to raise the minimum age of marriage to 18."

(Source: Malaysia to have tighter rules on child marriages, The Star, 15 Nov 2018)

NGOs not only use Twitter to maintain social connections but also as a power to get actively involved in protests, influence people, allow interaction and independent distribution of information. As digital activists, NGOs have used the hashtag (#) to create their social agendas. Regular use of the hashtag makes people identify the message and causes information to spread among the users of Twitter which becomes a part of the communication. NGOs have used the hashtags to digitally spread the awareness about their social initiatives and human rights, distribute online petitions and reach a wider audience in carrying out their social activism. NGOs fully realise the potential of Twitter, which in particular can be used to increase pressure and virality of social issues. Although some of the initiatives do not specifically demonstrate that Maybank is contributing to social sustainability, Maybank is indirectly the driving force behind the initiatives. In this regard, the digital activists' role of NGOs has helped Maybank in achieving social sustainability goals.

This study has identified five roles of NGOs in the social sustainability context. There are capacity builder, bridger, initiator, advocator and an emerging role of NGOs, digital activist. Each role played by these NGOs has its own objectives. The findings demonstrate digital platforms, especially Twitter and online news, have further strengthened the role of NGOs in tackling social issues.

4.3 The Evolution of NGOs Communication Strategy in Social Sustainability

This section will be derived from the theoretical framework of Morsing and Schultz's stakeholder communication strategies, namely stakeholder information, stakeholder responses and stakeholder involvement. Over the years, technology has significantly changed the way organisations communicate with their stakeholders. This section expects to answer research question 2, which is to investigate the ways of communication strategies in social sustainability agendas of Maybank through Twitter and online news from the year 2010 to 2018. The collaboration of NGOs as a contributing factor in enhancing social sustainability strategy of Maybank will be discussed in detail. An account of the type of collaborative activities that they engage in over the years and the frequency with which those activities are conducted is presented.

4.3.1 From 2010 until 2011

This study found that neither Maybank nor NGOs used Twitter as a medium of communication in the year 2010. The result shows that organisations in Malaysia did not actively use Twitter, which is consistent with the statistic released by the Malaysian Communication Multimedia Commission (MCMC), which showed that during this period of time, most social media users focused on Facebook than Twitter. The statistic revealed that Facebook has 84.2% users and Twitter is only 14.3% (MCMC, 2012). Figure 4.20 shows that Maybank started to use Twitter in May 2011. Clearly, it provides evidence of no communication occurred between Maybank and their stakeholders via Twitter in 2010.

Figure 4.20: Official Twitter Account of Maybank

However, the tweets below from the Official Press Office are the only tweets that were related to Maybank in 2010. The tweet only informed about the launch of Maybank Foundation.

Figure 4.21: Launch of the Maybank Foundation (Source: PMO, 2010)

Although Maybank started using Twitter in 2011, no evidence related to social sustainability activities was found in any of its tweets. This study only found about Maybank CR Day in a tweet from Hope Worldwide Malaysia (HOPE).

Figure 4.22: Maybank CR Day tweet (Source: HOPE, 2011)

The tweet was only to inform public to read about their participation in Maybank CR Day. The tweets linked an external link which directed the readers to their official website. In the website, they provided an article about the whole activities of the event. This indicates that NGOs use media to update their latest news updates, even at this stage, Twitter has been used only as a mediator between Twitter users and the NGOs' official website.

Due to the lack of evidence from Twitter, it may be assumed that Maybank and NGOs were still relying on traditional methods, such as newspapers, reports or websites, to inform the public about their social initiatives, activities and goals. However, the

evidence about Maybank and NGOs concerning social initiatives can be found in online news. For example, Yayasan Sejahtera, an NGO that aims to eradicate poverty in Malaysia, supported the Tabung Maybank Sejahtera which aims to assist in the creation of sustainable living environments for vulnerable communities in Malaysia, regardless of race, religion or creed.

> *"...welcomed donations from the public through the www.sejahtera.my or Maybank2u platform under Tabung Maybank Sejahtera."*
> (Source: Sejahtera Foundation plan to uplift life of Penans, The Star, 2nd Oct 2010)

Tabung Maybank Sejahtera is a special fund set up by Maybank which the fund is channelled to vulnerable communities in Malaysia (Maybank, 2010). Maybank also offered its branches and delivery channels to enable the public to contribute to the programme. Regrettably, no evidence of Maybank using online news or Twitter to inform about their social actions was found. The results only indicate that NGOs, as a stakeholder, supported the social action made by Maybank.

The communication between Maybank and NGOs did not meet the characteristics of any communication strategies by Morsing and Schultz (2006). Contrary to expectations to at least meeting the characteristics of the information strategy, in fact, it does not. The strategic communication of stakeholder information strategy demonstrated that corporations act to inform stakeholders about favourable corporate CSR decisions and actions (Morsing & Schultz, 2006). Meanwhile, the role of stakeholders in this strategy is either to support or oppose the CSR decisions and actions made by the corporate. Unfortunately, the evidence of this study in 2010 and 2011 did not meet these criteria.

4.3.2 From 2012 until 2013

In 2012, this study found that Maybank and NGOs started to use Twitter as a medium of communication. Figure 4.23 shows Maybank organising a programme, namely the Maybank GO Ahead Challenge (MGAC). MGAC is an international case competition that aims to empower youth by challenging their limits, expanding their skillsets and helping them realise their potential (Maybank, 2012).

Figure 4.23: Maybank Go Ahead Challenge (Source: Maybank, 2013)

The social programme received support from NGOs, such as Malaysian Young Leaders Association (MYLA), which also tweets to invite students to participate in the programme.

Figure 4.24: Maybank Go Ahead Challenge (Source: MYLA, 2013)

The findings demonstrate that the communication of Maybank and NGOs meets the characteristics of information strategy by Morsing and Schultz (2006), which is the corporate acts to inform about their initiative, activities or decision. While, the role of stakeholders in this strategy is whether to support or oppose the decisions and actions made by the corporate. This communication strategy has taken place between Maybank and MYLA.

In addition to that, below are the findings that showed that Maybank and NGOs also applied another stakeholder communication strategy, namely involvement strategy. Figure 4.25 shows that Maybank Foundation and Perdana Leadership Foundation organised an essay competition. According to Maybank (2012), the competition aims to give young Malaysians a sense of responsibility and commitment to Malaysia, as well as to share their hopes and ideas for the successful sustainability of our nation.

Figure 4.25: Essay Competition (Source: Maybank, 2012)

In the meantime, Perdana Foundation also has tweets about the competition. Based on Figure 4.25 and Figure 4.26, it can be seen that the competition was named after Maybank Foundation and Perdana Foundation. This clearly shows that the programme is a co-construct effort between the corporation and NGOs.

Figure 4.26: Essay Competition (Source: Perdana, 2012)

This supports previous findings in the literature of Correa-Garcia et al., (2018), which agreed that a corporation adopting a stakeholder involvement strategy would engage in collaborative programs with stakeholders. The findings from online news showed that NGOs gain publicity when the media writes about their relationship with Maybank. The collaboration between Maybank and NGOs can been seen as an attempt to solve social

concerns, such as poverty. The example below shows that online news reported about the collaboration between Maybank and NGOs.

> *"Maybank Bhd. employees volunteered last weekend with non-governmental organisation (NGO), Hope Place, bringing food and daily necessities to poor people."*
>
> (Source: Hope Place and Maybank employees help poor families, The Star, 12 Oct 2013)

The finding shows that the participants of the collaboration voluntarily interact to contribute to the social good, which is consistent with the previous study by Fobbe (2020). However, the findings from the year 2012 and 2013 found that Maybank and NGOs did not analyse the real potential of Twitter. Even though the ways of communication from Maybank and NGOs supported the model of Morsing and Schultz's stakeholder information and involvement strategies, they are still not properly conveying messages and information about the social sustainability agenda. During this period of time, they are using Twitter only to convey one-way messages.

4.3.3 From 2014 until 2015

This section provides evidence of communication strategies that took place from 2014 until 2015. This study found that Maybank and NGOs started to use hashtags (#) in their tweets. Figure 4.27 shows that Maybank organised a charity cycling event, namely the 'Save a Child's Heart' project, with the objective to raise funds for paediatric patients not only in Malaysia, but also for underprivileged children in all ASEAN countries. Maybank launched the project with the hashtag #Cycle2save.

Figure 4.27: #Cycle2Save tweet (Source: MyMaybank, 2014)

The tweets of Maybank received a range of responses from various stakeholders, particularly the general public and NGOs that support the project. The tweet received such comments about how to join the programme, how to contribute to the initiative and they even retweeted it for the purpose of spreading the information to other people. The responses from the tweet included 20 comments, 135 retweets and 140 likes. Figure 4.28 shows another tweet from Maybank that received such good feedback from Twitter users, which indicates 29 comments, 97 retweets and 188 likes.

Figure 4.28: #Cycle2Save tweets (Source: MyMaybank, 2014)

The findings supported the stakeholder response strategy of Morsing and Schultz (2006) that allows information to flow to the stakeholders and receive their feedback on the corporate action. The stakeholder response strategy is focusing on corporate decisions while allowing stakeholder feedback in a controlled way, rather than fully engaging stakeholders in the communication process.

Figure 4.29 shows that IJN Foundation tweets about #Cycle2Save a Child's Heart project. IJN Foundation is an NGO under Malaysia's National Heart Institute (IJN), who executes Corporate Social Responsibility (CSR) activities which raises funds to help the needy and underprivileged patients of IJN (IJN Foundation, n.d.).

Figure 4.29: IJN Foundation tweet (Source: IJN, 2014)

The external link that stated in the tweets also has been included in the analysis. The external link linked to the official Facebook account of Malaysia's National Heart Institute (IJN). In the IJN's Facebook status has mentioned that Maybank contributed RM1.05 million to IJN to treat paediatric heart patients. IJN also stated that Maybank has been an active partner in support of IJN's CSR activities. This confirms that

Maybank partnership with IJN Foundation in the programme. The partnership aims to promote awareness of heart disease in a lot of ways and not just donations or sponsorship.

Meanwhile, the Group Chief Executive Officer of Global Banking, Dato' Muzaffar Hisham, through his Twitter account (@MuzHisham) has thanked all involved parties, including IJN Foundation. In response to the tweets, IJN Foundation has replied to him with gratitude and expressed their pride of being part of the social initiative.

Figure 4.30: #Cycle2Save tweets (Source: MuzHisham, 2014)

These findings in line with the stakeholder involvement strategy, which showed that stakeholders are involved and participate in the corporate initiative, as well as co-construct corporate social efforts. This result has strengthened the fact that it is not impossible to have more than one strategy in communication with stakeholders.

Below is another example of stakeholder involvement strategy where communication flows from the NGOs to Maybank, which has led the corporation to work together in addressing social issues. Figure 4.31 shows that Mercy Malaysia launched a relief fund on 7th December 2014, for those affected by Typhoon Hagupit in the Philippines. The fund aimed to provide educational kits, procure medical supplies, hire medical human

resources and establish emergency water projects in the affected areas (Mercy Malaysia, 2014).

Figure 4.31: An announcement for relief fund (Source: Mercy Malaysia, 2014)

In response to the calling, on 12th December 2014, The Sun reported that Maybank provided a financial assistance to Mercy Malaysia as part of a joint humanitarian effort. The immediate response from Maybank has shown that Maybank is committed in contributing to the social initiative.

> *"Malaysian Medical Relief Society (Mercy Malaysia) has been given US$100,000 (RM349,700) by the Maybank Foundation for relief assistance to those affected by typhoon Hagupit in the Philippines."*
>
> (Source: Mercy Malaysia gets RM349,700 typhoon aid, The Sun, 12 Dec 2014)

This finding supports the objective of the involvement strategy which is to involve, participate or suggest corporate actions. Although the strategy indicates communication flows mostly from the corporation to the stakeholders, the model also allows communication to flow from the stakeholders. Here is another example that shows the communication of involvement strategy initiated by stakeholders. The statement from Pusaka founder, Eddin Khoo, to The Star mentioned that Pusaka approached Maybank

to form a collaboration effort for a new regional arts and culture initiative to bring the South-East Asian arts communities closer together.

> *"Pusaka approached Maybank and we were collectively able to create this autonomous platform known as KataKatha."*
>
> (Source: Pusaka's KataKatha sparks South-East Asian talk on arts & culture, The Star, 12 Nov 2015)

The objective of the KataKatha project is to create a meaningful interaction and dialogue among established and emerging regional practitioners of culture and the arts while exploring shared experiences that enhance a common Southeast Asian artistic, cultural and intellectual experience (Maybank Foundation, 2015).
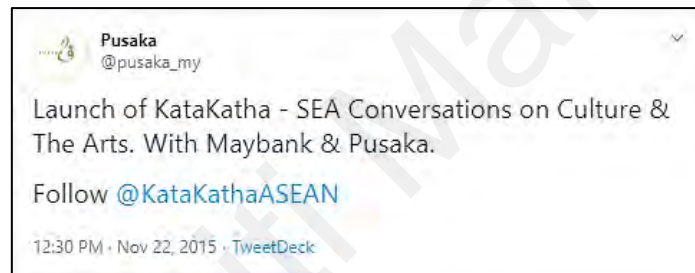
Figure 4.32: KataKatha launch announcement (Source: Pusaka, 2015)

Figure 4.33: KataKatha launch announcement (Source: Pusaka, 2015)

Maybank has welcomed the initiative from Pusaka. Maybank's tweets in Figure 4.33 shows Maybank thanking all those involved in the programme and also tweets a link of their website to give further updates about the activities of the KataKatha programme. This finding provides evidence of the stakeholder involvement strategy which found

that communication that flows from the stakeholder to the corporation could lead to forming a collaboration that contributes to social sustainability.

4.3.4 From 2016 until 2018

This study found that the communication strategies that took place from 2016 until 2018, fully utilized the potential of Twitter to contribute to social sustainability. It started since Maybank launched a sustainability project in 2016, namely MaybankHeart, which aims to engage NGOs and charitable bodies with private sector partners and enable them to reach out to a wider audience for support of their social initiatives and campaigns (Maybank, 2016).

Figure 4.34: #MaybankHeart launch announcement (Source: Maybank, 2016)

Maybank Chairman, Tan Sri Megat Zaharuddin Megat Mohd Nor, in his statement to The Sun, said that this project demonstrated Maybank's commitment to the sustainable initiatives in collaboration with various NGOs.

> *"With combined and strengthened efforts from all, we are confident that this initiative will gain more traction, contributing to an inclusive, sustainable and resilient future for our people and environment."*
>
> (Source: Maybank launches MaybankHeart, The Sun, 10 Nov 2016)

Figure 4.34 shows that Maybank started to include hashtags for this programme in their tweets. The hashtags for this programme are #MaybankHeart and #LeaveNobodyBehind. In response to the initiative, NGOs also used the same hashtags to show their involvement in the programme and also to increase the virality of their

campaigns to a wider range of Twitter users. Below are the examples of tweets by NGOs that used the same hashtags.

Figure 4.35: #crowdfunding campaign (Source: HOPE Malaysia, 2018)

Figure 4.35 shows that HOPE Malaysia uses the hashtags #MaybankHeart and #LeaveNobodyBehind to invite the public to support their crowdfunding campaign for underprivileged children and youth. The tweets were posted with a link to the MaybankHeart website to provide Twitter users with further information on the details of the social program. Some NGOs have set up their own hashtags based on the objectives of their programme. Figure 4.36 shows the tweets by Mercy Malaysia in promoting the #GiveOfWaterOfLife campaign on MaybankHeart, which aims to improve the access to clean water for rural communities in Sabah.

Figure 4.36: #GiveOfWaterGiftOfLife campaign (Source: Mercy Malaysia, 2018)

Other than that, NGOs also showed their support by re-posting the tweets from Maybank. Here is an example of a retweet by Mercy Malaysia, which re-posted the tweets from Maybank to invite the public to participate in the MaybankHeart programme.

Figure 4.37: #MaybankHeart and #LeaveNobodyBehind tweet (Source: Mercy Malaysia, 2017)

This study found that this programme successfully brings the community together to contribute to the social sustainability. The hashtags #MaybankHeart and #LeaveNobodyBehind are supported by 126 tweets, 230 retweets and 326 likes from various parties. By using the hashtags effectively, it can increase online engagement and reach a larger target audience to participate in the social initiative. It is impossible for Maybank to move on its own to achieve social goals. The involvement strategy has broadened the scope of Maybank to target a larger audience to make this program a success. As a result, the projects under the #MaybankHeart programme succeeded in achieving their targets. Figure 4.38 shows an example of a successful campaign under MaybankHeart. In the tweets, Mercy Malaysia stated that their projects have been fully funded through the #MaybankHeart platform and achieved the required funding targets.

Figure 4.38: Fully funded campaigns (Source: Mercy Malaysia, 2016)

Meanwhile, Datin Paduka Marina Mahathir, a member of Maybank Foundation's Board of Trustees, in her tweet has mentioned about a dialogue of the MaybankHeart programme with NGOs. The NGOs that participated in the dialogue were the Red Crescent, Pertiwi and Mercy Malaysia.

Figure 4.39: #MaybankHeart tweet (Source: Marina Mahathir, 2016)

This finding provides further evidence on the stakeholder involvement strategy. The involvement strategy attempts not only to provide information, answer questions and integrate feedback, but also to initiate a dialogue with stakeholders to encourage them to participate in the corporate efforts. As stated by Lim and Greenwood (2017), the corporation adopting this strategy engages in open meetings with stakeholders, forums, dialogues, partnerships and collaborations. This strategy stresses that the context of stakeholder communication requires two-way-communication, not just a monologue.

The involvement strategy can also be identified when NGOs and Maybank inform publics about their relationship, such as partnerships or collaborations, in implementing social initiatives. Below is a tweet from the ASEAN Foundation that mentioned their partnership with Maybank to embark on community projects with a focus on four specific areas, namely community empowerment, arts and culture, environmental diversity and education.

Figure 4.40: ASEAN Foundation partnerships programme (Source: ASEAN, 2018)

According to Maybank Foundation chairman, Datuk Mohaiyani Shamsudin, in an interview with The Star, the collaboration with ASEAN Foundation is for community initiatives that can alleviate poverty and empower ASEAN communities;

> *"With our wide footprint in all 10 Asean countries and our mission to humanise financial services, we are confident that the eMpowering Youths Across Asean programme will transform the lives of the less fortunate communities in the South-East Asia region."*
>
> (Source: Training Asean youths to be agents of change, The Star, 27 Aug 2018)

The relationship between Maybank and NGOs support the stakeholder's collaboration model where expected organisations may share their resources or knowledge with one another, and in turn provide better services or outcomes. The social outcome produced through collaboration may be perceived as beneficial to communities, fellow non-profit groups, or to their own organisation (Peloza & Falkenberg, 2009), which may be interpreted as being ethically or socially responsible. Below is another example of collaboration of NGOs with Maybank for social sustainability initiatives.
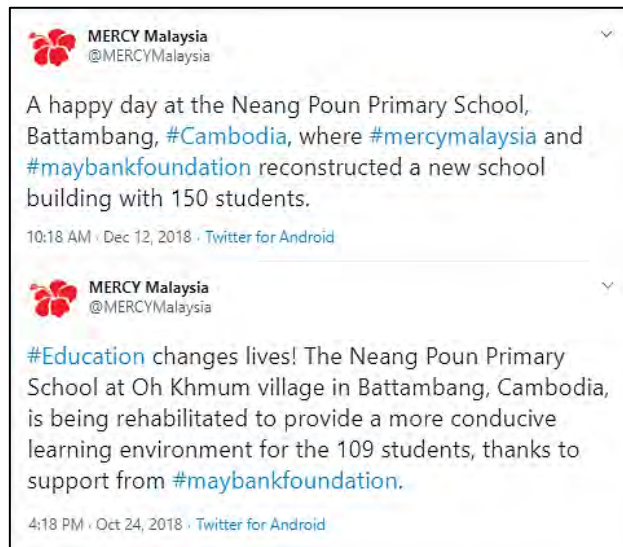
Figure 4.41: Maybank and Mercy collaboration (Source: MERCY Malaysia, 2018)

Figure 4.41 shows that the collaboration programme between Maybank and NGOs has reconstructed a new school for students at the Neang Poun Primary School, Cambodia. The reconstructed school is to provide a more conducive learning environment for the underprivileged students. This finding provides further evidence that the collaboration between Maybank and NGOs holds great potential to give a positive impact on social sustainability. This involvement strategy further explores the stakeholder response strategy, namely the assumption that while informing and responding is necessary, they are not sufficient. Stakeholders need to be involved in order to develop and promote positive support, as well as to generate social outcome. The involvement strategy helps Maybank to build more meaningful relationships with NGOs and to work together to identify social issues and to find solutions to the issues facing society today.

4.4 Summary

The first section of this chapter discusses the role of NGOs in assisting corporations to achieve social sustainability goals, especially in the banking industry. Based on the previous study by Yan et al (2018), this study found that only four roles of NGOs can be identified in this context. There are capacity builder, bridger, initiator and advocator. This study has found an emerging role of NGOs in this context of study, namely digital

activist. Each role played by these NGOs has its own objectives. The findings demonstrate digital platforms, especially Twitter and online news, have further strengthened the role of NGOs in tackling social issues. The evidence from this study showed that Maybank and NGOs started to adopt communication strategies in 2012. The results demonstrated that Maybank has applied the Morsing and Schultz's model of information, response and involvement strategies in their communication with NGOs. This study also provides evidence that is not impossible for an organisation to have more than one strategy in communication with stakeholders. The next chapter will conclude the research by reflecting the research findings, determining its contributions, limitations and recommendation for further research.

CHAPTER 5 : CONCLUSION AND RECOMMENDATION

5.1 Introduction

The aims of this chapter are to present the conclusions drawn from the results of the analysis of the Twitter and online news and then make recommendations for further research. This study has examined the role of a secondary stakeholder, namely the NGOs, in specific dimensions of social sustainability and investigate communication strategies of the NGOs evolved over the years in social sustainability of Maybank Berhad in Malaysia.

5.2 Reflection on Findings

Research Question 1: What are the roles played by NGOs in promoting the social sustainability agendas of Maybank Berhad?

Based on a qualitative analysis of data collection in Twitter and online news, this study identified the roles of NGOs as a capacity builder, bridger, initiator and advocate. This study has found an emerging role of NGOs in this context of study, namely digital activist. Each role played by these NGOs has its own objectives. Capacity builders aim to guide the community to become empowered, whereas a bridger connects related parties from the public sector, private sector, and individuals to work together in achieving social goals. As initiators, NGOs aim to initiate social initiatives or programme through partnerships with stakeholders. Meanwhile, advocate NGOs aim to counter unethical actions and pressuring more powerful actors to take actions. The role of NGOs as digital activists aim to drive political or social movements on digital platforms that lead to the amplification of social sustainability. The findings demonstrate digital platforms, especially Twitter and online news, have further strengthened the role of NGOs in tackling social issues.

The findings of this study indicate that is clear that Maybank involves NGOs in their social initiatives to make use of NGOs' expertise, knowledge and experience. This is probably because Maybank may not have the expertise in tackling social issues directly, such as providing training to underprivileged groups or performing humanitarian aid, so they need the expertise from NGOs who have the relevant knowledge and experience in handling these social issues. However, the evidence from this study suggests Maybank has indirectly contributed to the social sustainability. This is consistent with what has been found in a previous study by Scholtens (2006), which agreed that the banking sector has an indirect impact on the social and environmental context of the sustainability. In line with that, this study also give further evidence for the stakeholder collaboration concept stated by Foley et al. (2016), which agreed that the ability to integrate resources and strengths in order to balance each organisation's vulnerability is a key factor of stakeholder collaboration in sustainable development initiatives. The collaboration between Maybank and NGOs is perceived as socially responsible by giving benefits to communities, particularly for the underprivileged groups. The collaboration has contributed to social sustainability by enhancing the development of the community, providing a better living environment, as well as contributing to social equity, social coherence and basic needs.

Research Question 2: How have the communication strategies of NGOs evolved over the years in social sustainability agenda been undertaken within Maybank Berhad?

The results demonstrated that Maybank has applied the Morsing and Schultz's model of information, response and involvement strategies in their communication with NGOs. However, due to the lack of evidence from year 2010 and 2011, this study assumed that Maybank and NGOs used traditional methods, such as newspapers and reports, to communicate with the public about their social initiatives and goals. This study found that Maybank and NGOs started to adopt communication strategies in 2012. However,

the findings demonstrated that Maybank and NGOs did not make full use of the potential of Twitter. Even though the ways of communication from Maybank and NGOs supported the model of Morsing and Schultz's information and involvement strategies, they are still not properly conveying messages and information about the social sustainability agenda. During this period of time, they were using Twitter only to convey one-way messages.

The findings from the year 2014 until 2015, found that Maybank and NGOs started to use hashtags (#) in their tweets. The hashtags received a range of responses from various stakeholders, particularly the general public and NGOs that supported the social initiative. The findings supported the stakeholder response strategy of Morsing and Schultz (2006) that allows information flow to the stakeholders and receive their feedback on the corporate action. This study also provides evidence for the stakeholder involvement strategy that has shown the communication flows from the stakeholder to the corporation can lead to a collaboration that contributes to social sustainability. Although the communication model indicates communication flows mostly from the corporation to the stakeholders, the model also allows communication to flow from the stakeholders to the corporation.

This study found that the communication strategies that took place from 2016 until 2018 fully utilised the potential of Twitter to contribute to social sustainability. By using the hashtags effectively, Maybank and NGOs have increased online engagement and have reached a larger target audience to participate in the social initiative. The involvement strategy has broadened the scope of Maybank to target a larger audience. The involvement strategy helps Maybank to build more meaningful relationships with NGOs and work together to tackle social issues facing society today. It is impossible for Maybank to move on its own to achieve social goals. The relationship between Maybank and NGOs supports stakeholder's collaboration model where expected

organisations may share their resources or knowledge with one another, and in turn provide better outcomes. The social outcome produced through collaboration may benefit the community, as well as achieve sustainability goals.

5.3 Contribution of Study

This study has provided further evidence to a growing body of literature on the roles of non-governmental organisations (NGOs) and their communication strategies in social sustainability. Importantly, this study contributes to the knowledge by adding a new role of NGOs, which has not been identified in the previous literature of non-governmental organisations. The role is a digital activist. The study found that NGOs play the role of digital activists is to drive social movements on digital platforms that lead to the amplification of social sustainability. This study also contributes to enriching social sustainability strategies practiced by commercial organisations as prior studies only focused mainly on economic and environmental contexts of sustainability.

The findings may provide further insight into the banking industry regarding secondary stakeholder concerns and how banks and NGOs can work together to support sustainability in the context of social dimension. This could also benefit other services industry, from the public sector and private sector alike, in planning their sustainability strategy. This study also benefits practitioners to plan communication strategies in the social sustainability context on Twitter and online news. Some practitioners may want to adapt the stakeholder involvement strategy, which reflects two-way symmetrical communication with their stakeholder and can further facilitate a meaningful and more committed relationship between a company and its stakeholders by fully utilizing the advantages of Twitter and online news.

5.4 Limitation of Study

This study focused on analysing tweets and news articles in English, and therefore it is not a complete data of all users and news articles that were related to the keywords of social sustainability as other languages were not considered. Thus, a limitation of this study is that it may not have covered the voices of Twitter users who may have been tweeting in other languages, such as Malay, Chinese or Tamil. However, tweets in English dominate Twitter, and users from other countries tend to retweet and engage with English tweets. This has made English is the most widely used language on Twitter (Graham, Hale, & Gaffney, 2014). Furthermore, most tweets from Maybank are in English, making it relevant and reasonable reason to choose tweets in English as the scope for this study.

The second limitation of this study is in extracting data using keywords that may not have retrieved all data from Twitter related to the social sustainability context. This is because some Twitter users may have been talking about the keywords as stated in Section 3.4.3, however, not mentioning the keywords directly in their tweets. Some of the users may have used short-form words or misspelled the keywords, which cause it cannot be retrieved in the data collection process. This contrasts with a survey or interview which possible to guide users to respond in certain ways.

5.5 Recommendation for Future Research

NGO Twitter accounts in Malaysia are likely to link their tweets to other platforms of social media, such as Facebook and Instagram. It can be seen that NGOs only use Twitter as a mediator to attract Twitter users to read updates on Facebook or another social media platforms. This is understood as the tweet length is very limited compared to other social media. Therefore, future research should consider other social media platforms, such as Facebook and Instagram, in expanding the scope of this study. On a

wider level, future research could sample a broader scope of Twitter data such as at the international level, so that the roles of international NGOs could be captured.

In addition, future research might consider a larger sample data or using multiple case studies. Future research could also consider expanding the scope of the study by taking into account sample data from various banks or institutions in the financial services industry. This is because the scope of this study is solely focused on Maybank. It is also recommended that further research should include interviews for NGOs or Maybank, so that evidence in the tweets can be confirmed, which will further strengthen the findings. This can also provide an additional perspective on the roles played by NGOs and their communication strategies.

5.6 Summary

In conclusion, this chapter provided an overview of how the research findings reflect the objectives of the study. This study fills the gap in the literature by defining the roles of NGOs and their communication strategies in social sustainability through Twitter and online news, which are two major media platforms, in the context of social sustainability. This study provides valuable insight for the banking and other services industry, both the public and the private sector, to strategize their stakeholder collaboration approach with NGOs and to plan their communication strategies in the context of social sustainability on online media platforms. The limitation of the study, as well as the recommendations for future research to improve any limitation of this study, are also provided in this chapter.

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