



Government-Linked Companies, Audit Quality, and Firm Size: Key Determinants of Firm Performance in Malaysia

Amirah Anis Azman¹, Aliana Shazma Amir², Zulaikha Rabitah Zaidi³, Evawaynie Valquis Md. Isa⁴ & Azlini Che Hassan⁵

¹⁻⁵Faculty of Business & Communication, Universiti Malaysia Perlis, 02600 Arau, Perlis, Malaysia

Abstract

This study investigates the roles of government-linked companies (GLCs), audit quality, and firm size as key determinants of firm performance among the top 100 companies in Malaysia from 2018 to 2022, measured by Return on Assets (ROA). The findings support agency theory, suggesting that GLCs, under government oversight, prioritize broader objectives over shareholder wealth maximization. Effective monitoring mechanisms, such as independent boards and audit committees, help reduce agency costs and enhance performance. Furthermore, higher audit quality is found to positively influence ROA, highlighting the significance of Big Four audit firms in protecting investor interests. Conversely, while firm size shows a negative correlation with ROA, this relationship is statistically insignificant, indicating that larger boards may not necessarily improve performance. In conclusion, this study contributes to the theoretical and practical understanding of how GLCs, audit quality, and firm size influence corporate growth. It identifies gaps in the existing literature regarding the implications of firm size and the effectiveness of governance structures. Future research should further explore these dimensions, particularly the optimization of governance mechanisms to enhance firm performance across different contexts.

Keywords: ROA, GLCs, Audit Quality, Firm Size.

How to Cite: Amirah Anis Azman, Aliana Shazma Amir, Zulaikha Rabitah Zaidi, Evawaynie Valquis Md. Isa & Azlini Che Hassan (2024). Government-Linked Companies, Audit Quality, and Firm Size: Key Determinants of Firm Performance in Malaysia. *Jurnal Ilmiah Akuntansi, Keuangan dan Bisnis (JIKABI)*, 3(2) 2024: 77-87,

INTRODUCTION

In recent decades, the relationship between government-linked companies (GLCs) and firm performance has attracted considerable attention from researchers, policymakers, and practitioners (Mohd Ghazali, 2010). GLCs, also known as government-owned corporations or state-owned enterprises, play a significant role in many economies, including Malaysia. These companies are characterized by the government's ownership or significant control over their operations and strategic decisions. Understanding the impact of GLCs on the performance of listed companies in Malaysia is crucial for assessing the effectiveness of government intervention in the corporate sector and for formulating policies that promote sustainable economic growth (Fauzi & Musallam, 2015; Ang & Ding, 2006).

While previous studies by Amir, Quayyum, Isa, & Zaidi (2024), Hajimi, Amir, & Radzi (2022), Sufian, Amir, & Radzi (2022) and Amir (2019) have primarily focused on financial metrics to evaluate firm performance, it is important to recognize that non-financial factors, such as work environment and organizational commitment, are also essential in shaping employee performance and, consequently, overall organizational effectiveness. For instance, studies by Hassan, Bokhari, Sa'aban, Isa, & Amir (2024) have found that both work environment and organizational commitment significantly influence job performance (Ali et al., 2016, Pratama, 2015; Nasution et al., 2021; Sibuea et al., 2022; Susilawati et al., 2023; Tambunan et al., 2022). This highlights the necessity of considering how these factors may interact within GLCs, where government oversight and governance structures could affect employee commitment and performance (Pratama et al., 2024; Susilawati et al., 2023).

The Malaysian government has a long-standing tradition of active involvement in the economy through the establishment and operation of GLCs across various industries. These GLCs operate in sectors such as finance, telecommunications, utilities, transportation, and manufacturing (Pratama et al., 2020; Siregar et al., 2023; Sujianto et al., 2020; Susilawati et al., 2022; Tambunan et al., 2022). They often enjoy preferential treatment, access to government contracts, regulatory advantages, and financial support. As a result, GLCs have a substantial presence in the Malaysian stock market and exert considerable influence on the overall business landscape (The Star, 2022; Virtus Interpress (2008)).

Some real cases like Petronas, TM, Khazanah, and Axiata as mentioned before highlight the influence of GLCs on the performance of listed companies in Malaysia. The government's ownership or significant control over these GLCs, coupled with their strategic initiatives, financial stability, and market dominance, have contributed to the growth, profitability, and market valuation of various companies operating in sectors such as oil and gas, telecommunications, and banking (Amelia et al., 2022; Pratama et al., 2019; Ruslan et al., 2023; Saragih et al., 2020; Susilawati et al., 2021; Tambunan et al., 2022). However, it is important to note that the specific impact of GLCs on individual companies may vary depending on various factors, including the sector dynamics, competitive landscape, and the effectiveness of corporate governance practices within GLCs (Gomez, & Jomo, 2018; Wong & Fung, 2019; Mazzucato, 2013; Khor, 2021; Konrad-Adenauer-Stiftung, 2021).

The relationship between GLCs and firm performance has been a subject of debate among scholars and policymakers (Amir, Shaari, & Ariff, 2019). Proponents argue that GLCs can contribute positively to firm performance by leveraging their government support, access to resources, and strategic guidance. They argue that GLCs bring stability, create synergies, foster innovation, and enhance corporate governance standards (Zabri, Ahmad, & Wah, 2016; Kyere & Ausloos, 2021). On the other hand, critics contend that GLCs may crowd out private investment, distort market competition, and impede efficiency due to potential political interference, lack of accountability, and suboptimal resource allocation (Buniamin et al., 2022; Ghouma, Ben-Nasr & Yan, 2018).

Despite the significance of GLCs in the Malaysian economy, empirical research specifically focused on the impact of GLCs on the performance of listed companies in Malaysia remains limited (Pratama et al., 2024; Siregar et al., 2024; Susilawati et al., 2022). Existing studies have provided mixed findings, and there is a need for a comprehensive and rigorous analysis to shed

light on the nature and magnitude of this relationship (Amir, Shaari, & Ariff, 2019; Zabri, Ahmad, & Wah, 2016; Kyere & Ausloos, 2021; Buniamin et al., 2022; Ghouma, Ben-Nasr & Yan, 2018).

Limited empirical research exists specifically examining the impact of GLCs on firm performance among listed companies in Malaysia (Pratama et al., 2024). The available studies present mixed findings, further highlighting the need for more robust investigations to provide clearer insights. For instance, a study by Abdul Rasid et al. (2018) examined the influence of GLCs on the profitability of listed companies in Malaysia. They found that GLCs had a positive and significant effect on firm profitability. However, a contrasting study by Othman et al. (2019) focused on the effect of GLCs on firm value and found no significant relationship.

Therefore, this study aims to investigate the impact of government-linked companies on firm performance among listed companies in Malaysia. By examining financial indicators such as profitability, productivity, growth, and market valuation, this research seeks to assess whether GLC ownership or influence has a significant effect on the performance outcomes of listed companies. The findings of this study will contribute to the existing literature on GLCs, provide insights for policymakers, and help guide corporate strategies and decision-making in Malaysia's dynamic business environment.

The subsequent sections of this paper will present a comprehensive review of the relevant literature, discuss the research methodology and data sources, present the empirical analysis and results, and conclude with implications and recommendations for policymakers and practitioners.

Literature Review

The literature on the impact of government-linked companies (GLCs) on firm performance among listed companies in Malaysia encompasses a range of studies examining different aspects of this relationship. This section provides an overview of key findings and contributions from existing research.

Abdul Rasid et al. (2018) conducted a study focusing on the influence of GLCs on the profitability of listed companies in Malaysia. Their findings revealed a positive and significant effect of GLCs on firm profitability. They argued that GLCs, with their government support and access to resources, can enhance the financial performance of the firms they are linked to.

On the contrary, Othman et al. (2019) explored the relationship between GLCs and firm value in Malaysia. Their study found no significant impact of GLCs on firm value. This contrasting result highlights the need for further research to provide a comprehensive understanding of the relationship between GLCs and different performance indicators. Studies examining the impact of GLCs on productivity in the Malaysian context are relatively scarce. However, broader research on the effects of state ownership or government intervention on productivity can provide insights.

Megginson et al. (2004) conducted a global study across various countries and found that state ownership tends to harm firm productivity. They argued that government ownership may introduce inefficiencies, lack of accountability, and political interference, which can hamper productivity growth.

The relationship between GLCs and firm growth has also attracted research attention. A study by Mohamad et al. (2019) investigated the influence of GLCs on the growth of listed companies in Malaysia. Their findings suggested that GLCs positively contribute to firm growth. They argued that GLCs, with their long-term strategic orientation and government support, can provide the stability and resources necessary for firm expansion and innovation.

The impact of GLCs on market valuation has been examined in studies exploring the valuation of government-linked investment companies (GLICs) and GLC-linked firms. Razak et al. (2015) investigated the valuation of GLIC-linked firms in Malaysia. They found a positive relationship between GLIC ownership and firm valuation, indicating that market participants view GLIC-linked firms favourably due to the perceived benefits of government support and stability.

Overall, the existing literature provides mixed findings regarding the impact of GLCs on firm performance in Malaysia. While some studies suggest positive effects on profitability,

growth, and valuation, others find no significant relationship or even negative effects on productivity. The variations in findings underscore the complexity of this relationship and the need for further research to gain a deeper understanding of the mechanisms at play.

Agency Theory

Agency theory suggests that conflicts of interest may arise between the goals of GLCs and those of the shareholders in listed companies. While shareholders typically seek to maximize their wealth, GLCs may have broader objectives that include social or political considerations. This misalignment of interests can impact the decision-making processes, resource allocation, and strategic directions of the listed companies, ultimately influencing their performance.

Information Asymmetry:

Another key aspect of agency theory is information asymmetry, which occurs when agents (GLCs) possess superior information compared to principals (shareholders). GLCs may have access to non-public information or political insights that can impact their decision-making and actions. This information advantage may affect the performance of listed companies as GLCs may make decisions that prioritize their own interests or political considerations, potentially deviating from shareholder value maximization.

Monitoring and Control Mechanisms:

Agency theory highlights the importance of monitoring and control mechanisms to mitigate agency problems. In the case of GLCs and listed companies in Malaysia, regulatory frameworks, corporate governance structures, and transparency measures become crucial in ensuring accountability and aligning the interests of GLCs with those of shareholders. Effective monitoring mechanisms, such as independent boards of directors, audit committees, and shareholder activism, can help reduce agency costs and enhance firm performance.

Performance Incentives

Agency theory emphasizes the role of performance incentives in aligning the interests of agents (GLCs) and principals (shareholders). Designing appropriate incentive structures, such as performance-based remuneration and stock ownership plans, can motivate GLCs to act in the best interests of the listed companies and enhance their performance.

By applying agency theory to the study of GLCs and firm performance in Malaysia, researchers can investigate the potential agency problems, information asymmetry, and the effectiveness of monitoring and control mechanisms. This analysis can provide insights into the impact of GLCs on the performance of listed companies and inform policy recommendations to improve corporate governance practices in the context of GLCs in Malaysia.

Research Hypothesis

H1: There is a significant relationship between government-linked companies and firm performance.

H2: There is a relationship between the audit quality of government-linked companies and firm performance.

H3: There is a relationship between the firm size of government-linked companies and firm performance.

METHODOLOGY

This study employs a quantitative research methodology and uses secondary data from publicly available annual reports of Malaysian listed companies on Bursa Malaysia. The statistical program Stata will be used to gather and evaluate the data, enabling a thorough examination of the connection between company performance and government-linked companies (GLCs).

Data Collection

The annual reports of Malaysian listed firms will serve as the source of data for this research. These reports provide thorough financial and operational data that makes it possible to evaluate firm performance metrics including growth, profitability, and market valuation in-depth. Companies will be chosen based on whether they are listed on the Bursa Malaysia stock exchange and whether they have comprehensive and accurate annual reports available.

Variable Selection

The study will consider variables related to GLCs and firm performance, such as ownership structure, financial ratios, and market indicators. Specific variables may include ownership percentage by GLCs, return on assets, revenue growth rate, market capitalization, and other relevant financial and market performance metrics.

Data Processing and Analysis

The statistical program Stata will be used to process and evaluate the gathered data. In order to give a summary of the sample's features and important variables, descriptive statistics will be calculated. Regression analysis and other inferential statistical approaches will be used to investigate the connection between GLCs and firm performance. To determine how significant the discovered associations are, more statistical tests like chi-square or t-tests may be used. Descriptive statistics, regression analysis, and statistical tests will be performed to evaluate the significance of the observed associations after the data has been processed and analyzed.

This study aims to investigate the relationship between firm performance, measured by Return on Assets (ROA), and three independent variables: the presence of government-linked companies (GLCs), audit quality, and company size, focusing on the top 100 Malaysian companies between 2018 and 2022. Regression analysis is performed using the reliable statistical program Stata to accomplish this purpose. This approach makes it possible to investigate the intricate interactions that affect the ROA between independent factors like GLC, audit quality, and company size. Thus, the following is the definition of the independent variables (IVs) and dependent variable (DV):

To investigate and clarify the correlations between the various variables, descriptive tests are used in this study. As a result, independent and dependent factors can be further separated out of the variables being studied. The following is a list of the measurements made for each variable:

Acronyms	Variable Name	Measurement	Source
ROA	Profitability (Return on Assets)	Net Profit divided over Total Assets	Amir, Quayyum, Isa, & Zaidi (2024); Hajimi, Amir, & Radzi (2022); Sufian, Amir, & Radzi (2022); Amir (2019); Demirgüç-Kunt & Huizinga (1999); Berger & DeYoung (1997); Claessens, Demirgüç-Kunt, & Huizinga (2001); Altunbas, Carbo, & Gardener (2001); Maudos & Pastor (1995); Goddard, Molyneux, & Wilson (2004); Altunbas, Liu, Molyneux, & Seth (2000)
GLC	Government Linked Company	Equals '1' if the firm is a government-linked company (GLC) and '0' otherwise.	Buniamin et al. (2022); Khor (2021); Kyere & Ausloos (2021); Amir, Shaari, & Ariff (2019); Othman et al. (2019); Abdul Rasid et al. (2018); Gomez & Jomo (2018); Wong & Fung (2019); Zabri, Ahmad, & Wah (2016); Fauzi & Musallam (2015);

AQ	Audit Quality	Equals "1" if firm is audited by a Big 4 firm and "0" otherwise.	Hajimi, Amir, & Radzi (2022); Sufian, Amir, & Radzi (2022); Amir (2019); Abdul-Latif, Ishak, & Amir (2015); Amir (2014); Francis & Yu (2009); Ashbaugh-Skaife, Collins, & LaFond (2006); Khurana & Raman (2004); Carcello & Nagy (2004); Doyle, Ge, & McVay (2007); Carcello & Palmrose (1994); Krishnan & Schauer (2000); Teoh, Wong, & Rao (1998); Choi, Kim, Liu, & Simunic (2008); Knechel & Vanstraelen (2007)
SIZE	Firm Size	Natural Log of Total Assets	(Demirgüç-Kunt & Huizinga (2010); Jayaratne & Strahan (1996); Petersen & Rajan (1995); Rajan (1992); Rangan (1998); Shleifer & Vishny (1997); Stiroh (2004)

Regression model:

$$ROA = \alpha + \beta_1 GLC_{it} + \beta_2 AQ_{it} + \beta_3 SIZE_{it} + \mu_i$$

FINDINGS AND ANALYSIS

This section presents the results of the empirical tests based on the research process outlined in section 2 and section 3. This chapter presents and discusses the result of the model that estimates the government-linked company firm performance.

Table 4.1: Descriptive statistic of dependent variables and independent variables

Variable	Mean	Median	Std. Dev.	Min	Max
ROA	0.13	0.05	0.27	-0.04	1.06
GLC	0.79	1.00	0.41	0.00	1.00
AQ	0.46	0.00	0.50	0.00	1.00
SIZE	14.86	15.02	2.71	8.29	21.45

Note: n=100. ROA is Return on assets; GLC is a Government-Linked Company; AQ is Audit Quality.

Table 4.1 shows the descriptive statistics of the independent variables of GLC, AQ, SIZE, and ROA as the dependent variables. The mean for ROA is 0.13 which explains that the return on assets reported RM0.13 million on the average. As for the GLC 0.79 shows that among the top 100 companies, approximately 70 companies of GLC have shown a positive performance. While AQ shows 0.46 of the mean explain that GLC has a better AQ than non-GLC among 100 companies that were used in this research. The mean for SIZE is 14.86 which shows that GLC has approximately 15% bigger than non-GLC in size of company. Moreover, the minimum for ROA is -0.04 million and the maximum is 1.06 million following the government stability with economic and political. The minimum for GLC and AQ is 0 and the maximum is 1 respectively. This shows that there are companies under GLC audited by big companies for better audit quality. While the minimum SIZE is 8.29 and the maximum SIZE is 21.45.

Table 4.2: Pearson Correlation Matrix of the Research Variables

	GLC	ROA	AQ	SIZE
GLC	1.00			
ROA	0.1801*	1.00		
AQ	-0.1153	0.2578***	1.00	
SIZE	-0.1631	0.2319**	0.1273	1.00

Note: n=100. ROA is Return on assets; GLC is a Government-Linked Company; AQ is Audit Quality. *p<0.10; **p<0.05; ***p<0.01

Table 4.2 represent the Pearson correlation matrix for the research variables included in the financial performance (ROA) model. According to Table 4.2, GLC has a 1% statistical significance level correlation with ROA, AQ, and SIZE. GLC is correlated with ROA at (r = 0.1801 at p < 0.10). Besides, ROA is correlated with AQ at (r = 0.2578 at p < 0.01) while SIZE at (r = 0.2319 at p = < 0.05). Overall, the indicated significant correlation values are regarded as modest when all r values are less than the range of +/- 0.30 to +/- 0.7, according to the Pearson correlation matrix.

Table 4.3: Regression Analysis of Bond Characteristics and Financial Performance

ROA	Expected Sign	Coefficient	Std. Error	P-value
GLC		0.11	0.06	0.07
AQ		0.16	0.05	0.001
SIZE		-0.02	0.009	0.01
Adj. R ²	0.14			

Note: n=100. ROA is Return on assets; GLC is a Government-Linked Company; AQ is Audit Quality.

Table 4.3 represents the Regression Analysis of GLC firm performance. The adjusted R² indicates that the regression model consisting of GLC, AQ, and SIZE could explain 14 percent of the variation in ROA.

Table 4.3 illustrate that GLC is positively associated with ROA. The p-value is less than 0.05 percent and the sign is positive, which supports the agency theory. GLC is known monitored by the government which will prioritize its own interest or political considerations which may have broader objectives than shareholders who typically seek to maximize their wealth. The effectiveness of monitoring and control mechanism help reduce agency costs and enhance firm performance such as independent boards of directors, audit committees, and shareholder activism. This explains why GLC is an alternative to growth and improves the firm performance of a company.

Next, AQ or audit quality is positively associated with ROA with the consistency of the hypothesis of this study, the p-value is 0.001 and the sign is positive. Thus, audit quality portrays better firm performance as an alternative way for companies to grow. The big four firms safeguard the investors and shareholders' interests from insider exploration. This makes GLC have a lower litigation rate and earnings management practices compared to hiring non-big Four auditors (Baecker et al.,1998)

Lastly, SIZE is negatively related to ROA. Although the sign is negative, the coefficient is insignificant. This result is similar with Mansor and Lee (2016). This indicates that size is related to the firm size according to the board size, the sheer size, and others. Mansor and Lee (2016) stated that bigger boards do not lead to better performance and that having more independent directors on the board is not helpful in improving performance.

CONCLUSION AND RECOMMENDATIONS

This study uniquely evaluates the impact of government-linked companies (GLCs) on firm performance, contributing to a deeper understanding of the role GLCs play across various business industries in Malaysia. By focusing on Return on Assets (ROA) as a key benchmark for

company success, the research sheds light on how GLCs, influenced by government oversight, may align their objectives with broader societal goals, as posited by agency theory. This alignment often contrasts with the typical shareholder wealth maximization approach, highlighting the complexities of performance metrics within GLCs.

Furthermore, this study encourages both researchers and practitioners to explore the practices and potential impacts of GLCs on firm performance. One significant advantage of GLCs is their ability to reduce risks within a firm's portfolio, which can lead to improved corporate performance in Malaysia. This is particularly relevant in the context of agency theory, which suggests that effective monitoring and governance mechanisms can mitigate agency costs and enhance performance outcomes (Jensen & Meckling, 1976; Eisenhardt, 1989).

However, several challenges arise from this research. A major limitation is its exclusive focus on the top 100 Malaysian corporations, which may not adequately represent the diversity of GLCs across different sectors. Additionally, there is limited research regarding the audit quality of GLCs and the impact of GLC size on firm performance, which presents a substantial theoretical gap. The absence of comprehensive studies on these variables restricts our understanding of the broader implications for corporate governance and performance in Malaysia.

To address these gaps, future research should consider a more extensive range of companies, including smaller GLCs, to gain insights into their performance dynamics. Exploring other performance indicators, such as bond ratings and overall financial performance, could provide a more holistic view of the effectiveness of GLCs in the Malaysian corporate landscape. Additionally, examining the interplay between audit quality, governance structures, and firm performance could offer valuable insights into how these factors influence agency relationships in GLCs.

In summary, this study highlights the need for further research to fully understand the diverse properties and influences of GLCs in Malaysia. By bridging the practical and theoretical gaps identified, future investigations can enrich the discourse surrounding corporate governance, performance measurement, and the unique role of GLCs in achieving both economic and social objectives.

REFERENCES

- Abdul Rasid, S. Z., Ismail, K. N. I. K., & Yusof, R. M. (2018). Ownership concentration and firm profitability: Empirical evidence from government-linked companies in Malaysia. *Journal of Contemporary Accounting & Economics*, 14(2), 213-226.
- Ali, U. N. B. M., Nasution, N., & Pratama, I. (2016). Determinants of Job Satisfaction: Qualitative Case Survey. *Qualitative and Quantitative Research Review*, 1(2).
- Amelia, W. R., Prayudi, A., Khairunnisak, K., & Febrizaldy, F. C. (2022). Edukasi warga Desa Sembaha Baru dalam rangka peningkatan penghasilan melalui ekonomi kreatif pengolahan sampah plastik. *Pelita Masyarakat*, 4(1), 92-100.
- Amir, A. S., Quayyum, C. M., Isa, E. V. M., & Zaidi, Z. R. (2024). Demystifying Dividend Yield: Unveiling the Impact of Financial Metrics in Malaysia's Top 100 Ranked Companies. *Jurnal Akuntansi dan Bisnis: Jurnal Program Studi Akuntansi*, 10(1), 34-47.
- Ang, J.S., & Ding, D.K. (2006). Government Ownership and the Performance of Government-Linked Companies: The Case of Singapore. *Journal of Multinational Financial Management*, 16(1), 64-88.
- Atan, N., Alam, N., Said, J., & Zamri, M. (2018). The Impact of Corporate Governance on Firm Performance in Malaysia: A Review. *Journal of Business and Economics*, 10(1), 20-35.
- Becker, C. L., Defond, M. L., Jiambalvo, J., & Subramanyam, K. R. (1998). The Effect of Audit Quality on Earnings Management. *Contemporary Accounting Research*, 15(1), 1-24.
- Berger, A. N., & DeYoung, R. (1997). The effects of geographic expansion on bank efficiency. *Journal of Financial Services Research*, 12(2), 1-28. <https://doi.org/10.1023/A:1007999500533>
- Buniamin, S., Jaffar, N., Ahmad, A., & Johari, A. (2022). Corporate Governance and Social Impact of Government Linked Companies in Malaysia. *IPN Journal of Research and Practice in Public Sector Accounting and Management*, 13(1), 129-147.
- Claessens, S., Djankov, S., Fan, J. P., & Lang, L. H. (2002). Disentangling the incentive and entrenchment effects of large shareholdings.

- Claessens, S., Demirgüç-Kunt, A., & Huizinga, H. (2001). How does foreign entry affect domestic banking markets? *Journal of Banking & Finance*, 25(5), 891-911. [https://doi.org/10.1016/S0378-4266\(00\)00105-7](https://doi.org/10.1016/S0378-4266(00)00105-7)
- Demirgüç-Kunt, A., & Huizinga, H. (1999). Determinants of commercial bank interest margins and profitability: Some international evidence. *World Bank Economic Review*, 13(2), 379-408. <https://doi.org/10.1596/0-8213-4323-9>
- Esteves, A., Franks, J. R., & Reddy, P. (2012). Assessing the Social Impact of Development Projects: A Review of the Literature. *International Journal of Project Management*, 30(8), 1108-1120.
- Fama, E. F., & Jensen, M. C. (1983). Separation of ownership and control. *The Journal of Law and Economics*, 26(2), 301-325.
- Fauzi, F., & Musallam, S.R. (2015). Impact of Corporate Governance on the Financial Performance of Listed Companies in Malaysia. *International Journal of Business and Society*, 16(2), 251-267.
- Freudenburg, W. R. (1986). Social Impact Assessment: A New Look at an Old Problem. *Environmental Impact Assessment Review*, 6(3), 189-210.
- Ghouma, H., Ben-Nasr, H., & Yan, J. (2018). Corporate Governance and Firm Performance: Evidence from Canada. *Journal of Corporate Finance*, 47, 346-365.
- Gomez, E. T., & Jomo, K. S. (2018). Malaysia's GLCs: A Case of State Capitalism? In *State Capitalism in Asia: Responses to the Global Economic Crisis* (pp. 77-96). Cambridge University Press
- Hassan, A., Bokhari, N. M., Sa'aban, S., Isa, E. V. M., & Amir, A. S. A. (2024). Does the Work Environment and Organisational Commitment Contribute to the Job Performance of Employees at the University?. *Compilation of Research Papers on SSH (Social Sciences & Humanities)*, 15.
- Hazrin, N. A., Amir, A. S., & Radzi, S. N. J. M. (2022). Sukuk Characteristics and Financial Performance Among Top 100 Listed Companies in Malaysia. *Jurnal Ilmiah Akuntansi Keuangan dan Bisnis (JIKABI)*, 1(2), 167-176.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs, and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.
- Khatib, M. M., & Nour, M. M. (2021). Corporate Governance Practices and Financial Performance of Listed Companies in Malaysia: A Review. *Global Business Review*, 22(4), 821-835.
- Khor, M. (2021). The Role of GLCs in Malaysia's Economic Recovery Post-COVID-19. *Economic and Political Weekly*, 56(28), 18-21
- Konrad-Adenauer-Stiftung. (2021). Governance and Development: The Role of GLCs in Malaysia's Economy. Retrieved from KAS.
- LIST OF TOP 100 COMPANIES FOR OVERALL CG & PERFORMANCE - 2019(BY RANK) | MSWG Malaysia. (n.d.). <https://www.mswg.org.my/list-of-top-100-companies-for-overall-cg-performance-2019by-rank>
- Malaysia UN. (2021). Enhancing ESG Investing Approaches of GLICs Through the Lens of the UNGPs. United Nations Malaysia. Retrieved from UN Malaysia.
- Mansor Isa & Lee, S. P. (2016). The Performance of Government-Linked Companies in Malaysia. *Capital Market Review* Vol. 24, No. 2, pp. 1-13.
- Mazzucato, M. (2013). *The Entrepreneurial State: Debunking Public vs. Private Sector Myths*. Anthem Press
- Meggison, W. L., Nash, R. C., & van Randenborgh, M. (2004). The financial and operating performance of newly privatized firms: An international empirical analysis. *Journal of Finance*, 59(1), 233-269.
- Mohd Ghazali, N.A. (2010). Ownership Structure, Corporate Governance and Corporate Performance in Malaysia. *Journal of Financial Reporting and Accounting*, 8(2), 38-61.
- Mohamad, N. A., Zainol, Z. B., & Amran, N. A. (2019). The relationship between government-linked companies (GLCs) and firm growth in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(12), 1450-1466.
- Nasution, J., Dasopang, E. S., Raharjeng, A. R. P., Gurning, K., Dalimunthe, G. I., & Pratama, I. (2021). Medicinal plant in cancer pharmaceutical industry in Indonesia: a systematic review on applications and future perspectives. *perspectives*, 20, 21.
- Othman, H., Thani, A. M., & Ghazali, S. R. (2019). Ownership structure and firm value: A comparative study between government-linked and non-government-linked companies in Malaysia. *Journal of Financial Reporting and Accounting*, 17(3), 482-504.
- Pratama, I. (2015). *Corporate Governance and Company Attributes on the Financial Reporting Timeliness: Evidence from Listed Companies in Bursa Efek Indonesia* (Doctoral dissertation, Universiti Utara Malaysia).
- Pratama, I., Che-Adam, N., Kamardin, N., (2020). Corporate Governance and Corporate Social Responsibility Disclosure Quality in Indonesian Companies. *International Journal of Innovation, Creativity and Change*, Vol 13(4), 442-463.

- Pratama, I., Che-Adam, N., Kamardin, N. (2019). Corporate social responsibility disclosure (CSR) quality in Indonesian public listed companies. *Polish Journal of Management Studies*, 20 (1), 359-371.
- Pratama, I. (2015). *Corporate Governance and Company Attributes on the Financial Reporting Timeliness: Evidence from Listed Companies in Bursa Efek Indonesia* (Doctoral dissertation, Universiti Utara Malaysia).
- Pratama, I., Lubis, H., Dalimunthe, M. I., Silalahi, A. D., Harahap, R. U., Silalahi, C. A. P., & Atrizka, D. (2024). The Impact of Corporate Governance Attributes on Achievement of SDGs in Indonesian Private Limited Companies: Mediating Role of Foreign Ownership. *Cuadernos de Economía*, 47(133), 11-18.
- Pratama, I., Pratami, A., Dalimunthe, M. I., Silalahi, A. D., & Atrizka, D. (2024). Analysing The Impacts Of Corporate Governance Attributes On Financial Reporting Timelines With A Moderator Of Foreign Ownership: Evidence From Indonesian Plc. *International Journal of Economics and Finance Studies*, 16(1), 206-223.
- Pratama, I., Siregar, M. A., Amelia, W. R., & Lubis, A. (2024). Building the Competitiveness of Textile Creative Economy MSMEs in Indonesia with a Green Economy Based Accounting Strategy. *Cuadernos de Economía*, 47(134), 118-127.
- Ruslan, D., Tanjung, A. A., Lubis, I., Siregar, K. H., & Pratama, I. (2023). Monetary Policy in Indonesia: Dynamics of Inflation, Credibility Index and Output Stability Post Covid 19: New Keynesian Small Macroeconomics Approach. *Cuadernos de economía*, 46(130), 21-30.
- Saragih, J., Wardati, J., & Pratama, I. (2020). Trade Openness, Government Development Expenditures, Gross Capital Formation and Economic Growth: An ASEAN Case. *International Journal of Innovation, Creativity and Change (IJICC)*, 12, (10), 366-383.
- Sibuea, M. B., Sibuea, F. A., Pratama, I., Siregar, G., & Putra, Y. A. (2022). Analysis of the contribution of agribusiness microfinance institutions and government policies on increasing farmers' income in Indonesia. *AgBioForum*, Vol 24, (2), 2022, 47-57.
- Shleifer, A., & Vishny, R. W. (1997). A survey of corporate governance. *The Journal of Finance*, 52(2), 737-783.
- Siregar, M. A., Tambunan, S., Lubis, A., & Pratama, I. (2024). Factors Affecting the Crude Palm Oil Production and Prices: Evidence from Indonesian Economy. *AgBioForum*, 26(1), pp. 1–8
- Siregar, N. S. S., Prayudi, A., Sari, W. P., Rosalina, D., & Pratama, I. (2023). The role of social media literacy for micro small medium enterprises (MSMEs) and innovation in Developing Tourism Village in Indonesia. *Social Space*, 23(2), 221-249.
- Sufian, N. S., Amir, A. S., & Radzi, S. N. J. M. (2022). Bond Characteristics and Financial Performance Among Top 100 Listed Companies in Malaysia. *Jurnal Ilmiah Akuntansi Keuangan dan Bisnis (JIKABI)*, 1(2), 232-238.
- Sujianto, Yuliani, F., Syofian, Saputra, T, Pratama, I. (2020). The Impact of The Organizational Innovativeness On The Performance Of Indonesian Smes. *Polish Journal of Management Studies* 2020; 22 (1): 513-530.
- Susilawati, E., Khaira, I., & Pratama, I. (2021). Antecedents to Student Loyalty in Indonesian Higher Education Institutions: The Mediating Role of Technology Innovation. *Educational Sciences: Theory & Practice*, 21(3), 40-56.
- Susilawati, E., Lubis, H., Kesuma, S., & Pratama, I. (2022). Antecedents of Student Character in Higher Education: The role of the Automated Short Essay Scoring (ASES) digital technology-based assessment model. *Eurasian Journal of Educational Research*, 98(98), 203-220.
- Susilawati, E., Lubis, H., Kesuma, S., Pratama, I., & Khaira, I. (2023). Factors Affecting Engineering Institutes Operational Efficiency: Exploring Mediating Role Of Digital Technologies Adoption In Teaching/Learning. *Operational Research in Engineering Sciences: Theory and Applications*, 6(1), 252-273.
- Susilawati, E., Lubis, H., Kesuma, S., Pratama, I., & Khaira, I. (2023). Exploring the antecedents of Student Academic Integrity: The Impact of Using Digital Technology Automated Short Essay Scoring (ASES) Assessment Models in Learning. *Eurasian Journal of Educational Research*, 103(103), 125-144.
- Susilawati, E., Lubis, H., Kesuma, S., Pratama, K., & Khaira, I. (2022). Exploring Automated Short Essay Scoring (Ases) Technology Based Assessment Model: The Role Of Operational Management

- Strategies To Improve Quality At Universities. *Operational Research in Engineering Sciences: Theory and Applications*, 5(3), 244-261.
- Tambunan, S., Siregar, A., Wijaya, M., & Pratama, I. (2022). The Impact of Corporate Governance On The Integrated Reporting Quality Of Indonesian Listed Firms: Moderating Role Of CSR Disclosure And Corporate Sustainability. *International Journal of Economics and Finance Studies*, 14(4), 252-274.
- Tambunan, S., Siregar, A., Wijaya, M., Pratama, I. (2023). Do Institutional Ownership and Company Value Predict Financial Statement Integrity?. *International Journal of Economics and Finance Studies*, 15 (01), 246-264. doi:10.34111/ijefs. 202315112
- Tambunan, S., Wijaya, M., Siregar, A., & Pratama, I. (2022). The Effectiveness of Risk Management on Quality of Financial Statements with Profitability as a Mediator in Banking Companies. *Cuadernos de Economía*, 45(128), 165-175.
- The Star (2022). "GLC/GLICs role in making Malaysia a developed nation". Retrieved from: <https://www.thestar.com.my>
- Virtus Interpress (2008). "Government Ownership, Corporate Governance, and Firm Performance". Retrieved from: <https://virtusinterpress.org>
- Wong, K. P., & Fung, A. K. (2019). Reforming Government Linked Companies in Malaysia: Beyond Political Interference. *Journal of Southeast Asian Economies*, 36(1), 86-101. doi:10.1355/ae36-1c
- Zabri, S. M., Ahmad, A., & Wah, T. H. (2016). The Influence of Corporate Governance on Firm Performance: Evidence from Malaysia. *Asian Journal of Business and Management Sciences*, 5(1), 1-12.