



## RESEARCH ARTICLE

## COMPARISON OF GOOD CORPORATE GOVERNANCE (GCG) PERFORMANCE OF COMPANIES IN ASEAN COUNTRIES

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## ARTICLE DETAILS

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## ABSTRACT

ASEAN is an organization of countries in the Southeast Asian region. ASEAN provides many impacts on the world economy that can offer variations in economic progress. In ASEAN itself, many companies have been recognized internationally. In this journal, the author provides an overview of companies in the ASEAN region that have received good scores in Good Corporate Governance (GCG). In the approach in this journal, the author operates qualitative and quantitative procedures with the service of 5 scopes of the OECD regulations, namely Part A: Ownership of stockholder, Part B: righteous handling of a stockholder, Part C: Part of the stockholder, Part D: Exposure and Translucency, and Part E: Commitments of the council. From the results of the calculations that have been done, it can be given a little picture that Singapore and Malaysia have companies that are quite competitive in the international world. 7 Malaysian companies are in the top 20 of ASEAN's best in terms of GCG, and 5 Singaporean companies are also in the top 20. Hopefully, this journal can provide an overview to academics or practitioners in their respective fields to improve company performance so that they can be included in the top GCG in the ASEAN region and imitated by other companies in the ASEAN region and outside ASEAN. In addition, ASEAN countries that have not been included in the GCG assessment can participate in assessing the company's GCG performance.

## KEYWORDS

Good Corporate Governance, Company, ASEAN Countries, Performance

## 1. INTRODUCTION

It's hard to deny that Good Corporate Governance (GCG) includes evolved progressively popular over the last ten years. Not exclusively favoured, the word is even positioned in an honourable place. First, GCG is one of the keys to the company's success in extending and being fortunate in the long term and the international corporation match. Second, the economic crisis in Asia and Latin America is thought to have occurred due to the defeat in implementing GCG (Dewi, 2020).

Corporate governance is no longer an option for business people but has become a necessity, a vital need, and a community demand. Every action requires good accountability. The implementation of GCG is supported by the Organization for Economic Cooperation and Development with the issuance of GCG principles which aims to help countries (Hasan et al., 2021). Both OECD associate nations and non-OECD fellow countries enforce GCG in their countries, particularly to supply approaches and recommendations for inventory exchanges, investors, enterprises, and additional groups who have a position in conceiving GCG (Rizvi et al., 2021).

Good Corporate Governance has become important for Asia recently, with most markets introducing comprehensive regulations. Corporate regulators and investors have an important role in Good Corporate Governance (Hasan, 2020). While companies are aware of exceeding governance standards, there is also clear evidence that the approach to governance issues by many companies in Asia is numbered less. That shows a strong relationship between good corporate governance practices

and financial returns (Neves et al., 2022).

In 1999, we saw governments in East Asia equally influenced by the situation start to understand comeback, besides Indonesia (Kurniawati et al., 2021). It must comprehend that international competition is not competition between countries but companies in these countries. So win or lose, win or fall, recuperate or stay in the downfall of a country's economy leans on separately corporate (Asian Development Bank, 2021).

In ASEAN, countries gathered, forming a forum called the ASEAN Capital Market Forum (ACMF). These ASEAN countries then created or agreed to implement the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) for the ASEAN Grade (Kurniyati and Khairiyani, 2020).

The ASEAN CG Scorecard later became the standard for companies in ASEAN, especially to face the ASEAN Economic Community era (AEC) era. So, all countries in ASEAN have the same standard, namely the ASEAN CG Scorecard (Breliastriti et al., 2020).

The ASEAN CG Scorecard is a standard for implementing corporate governance based on the corporate governance regulations published by the Organization for Economic Cooperation and Development (OECD) (Asian Development Bank, 2021).

The Company will always strive to enforce good corporate governance following the standards the ASEAN CG Scorecard applies, enforcing the regulations of good corporate government, clearness, responsibility, blame, freedom and justice in every element. Our industry is important to provide tolerable importance to all stakeholders and ensure the

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Company's long-term growth in line with the objectives of responsible development (Hasan, 2021).

From this paper, researchers will see how the performance of companies in ASEAN countries using five areas of the OECD principles, including (Asian Development Bank, 2021)

Part A: Ownership of stockholder

Part B: righteous handling of a stockholder

Part C: Part of the stockholder

Part D: Exposure and Translucency and

Part E: Commitments of the council.

## 2. LITERATURE REVIEW

Corporate Governance (CG) is one of the numerous sought-after issues in the administrative specialisation and has become the research principle by researchers, business people and policymakers (Dalton et al., 2007; Hambrick et al., 2008). Several analyses have been conducted on CG refer to the instruments, procedures, approaches and conventions by which companies are watched, governed and supervised. CG concerns balancing the interests of a company's various stakeholders. Stakeholders' goods consist of shareholders, workers, administration, suppliers, clients, creditors, government, and society. Since CG covers almost every Company's management scope, CG can play an important role in corporate social responsibility (CSR). CSR is a safeguarding strategy affecting companies' measures to act responsibly toward society (Liu et al., 2018).

CSR policies serve as oversight mechanisms by which businesses display and ensure strong compliance with legal and moral benchmarks. "CSR" is a phrase that evolved widely in the 1960s and continues to be widely employed in the context of honourable and lawful commitment (Manafi et al., 2015).

To implement the GCG system in the Company, the parties involved in the Company's internal must be instilled with values that encourage them to accept, support, and implement GCG. According to there are 4 (four) benefits that can be obtained for companies that apply GCG principles in HCM (Breliastriti et al., 2020).

First, the work atmosphere becomes conducive and calm because harmonious relationships are fostered between fellow employees and between employees and management. Second, the Company's performance increases because employees are more creative and innovative in their work to provide the best results for the Company (Setiawan, 2015). Third, the Company can avoid the practice of Corruption, Collusion and Nepotism (KKN), which is very detrimental to various parties because all policies are determined by law. Transparent and accountable and meet the principles of fairness. Fourth, the Company's competitiveness will increase because it can retain capable, competent and professional employees (Mwangi, C.I. and Jerotich, 2013).

This Stated that GCG is inspired by the instrument approach, which is anticipated to function as a means to assure investors that they will accept a recovery on budgets (Denning, 2021). That they have supported, growing shareholder capital suggests boosting the business's worth. Every company is consistently attempting to improve its worth of the business. The direction of the business's worth can be remembered in the reserve cost recorded on the commodities business. It is also stated that theoretically, GCG could increase firm value (Yin and Mahrous, 2022).

theory that supports GCG can affect firm value is Agency Theory. Jensen and Meckling first presented the mechanism approach in 1976. *Agency theory* is a supposition that explains a cooperative association between the headliner (owner or shareholder) and the vendor (managing), in which the top delegates authority to the agent to manage the company and make decisions (Jensen and Meckling, 1976). Based on this explanation, agency theory means a conflict of interest between company owners (shareholders) and managers. It is emphasized that GCG is a method to handle and oversee a party that creates added significance for all stakeholders (Lee et al., 2012).

Currently, there are many companies in ASEAN countries that have implemented GCG because GCG is considered to bring benefits to shareholders (Gras-Gil, 2016). With the clarity of the financial statements, shareholders are not afraid of being deceived by the results of the financial statements made, according to Thomas Kaihatu (2006).

The stages of GCG implemented by the company are as follows: Preparation Stage. This background consists of 3 leading steps (Mahrani and Soewarno, 2018):

1. Understanding construction is the foremost action to building cognition around the extent of GCG and communicated dedication to its performance. This step can be made by request for the benefit of separate professionals beyond the business. Exercises can be taken out via conferences, workshops, and class meetings.
2. GCG Assessment is an effort to measure or map the organisation's condition in determining the present GCG. GCG Assessment is required to determine what aspects require alert rather and what steps can be brought to make it happen.
3. GCG manual establishment is the next step after the GCG assessment. This manual can be distinguished between manuals for party organs and manuals for all group partners, protecting different elements such as:
  - a. Company GCG Guideline
  - b. GCG procedures for business organs
  - c. Code of Conduct
  - d. Audit commission alliance
  - e. Exposure and translucency procedure
  - f. Threat control guidelines and framework
  - g. Execution roadmap.

According to (Kamran, K. and Shah, 2014), the principles of GCG are:

1. Fairness is the equal therapy of the corporation to the players involved, following the standards and balances that should be;
2. Translucency is honesty in taking out a procedure of business moves;
3. Accountability is accountability for the execution of operations and duties following the control maintained by all organs of the company;
4. Responsibility is the responsibility of the company as part of the community
5. Disclosure is candour in disclosing material and appropriate knowledge regarding the business;
6. *Sovereignty* is a state in which the business is free from influence, or other parties are not following the corporate mechanism.

C.G. principles according to the OECD (Organization for Economic Cooperation and Development): protection of the ownership of shareholders, similar therapy of all shareholders, the position of stakeholders related to the company, transparency and transparency with finance, company performance, company ownership and management, and accountability of the board of commissioners. C.G. principles according to ICGN (International Corporate Governance Network): honesty, resilience, responsiveness, and transparency. According to SOA (Sarbanes Oxley Act), C.G.'s principles are integrity, reliability, and accountability (Saleh, M., Zulkifli, N. and Muhamad, 2011), (Kurniati, 2019).

## 3. RESEARCH METHODOLOGY

This article uses quantitative research with the help of data from the ASEAN Scorecard. The revised scorecard covers the subsequent five dimensions of the OECD regulations (Asian Development Bank, 2021):

1. Part A: Ownership of stockholder
2. Part B: righteous handling of a stockholder
3. Part C: Part of the stockholder
4. Part D: Exposure and Translucency and
5. Part E: Commitments of the council.

The scorecard operates two scoring classes developed to grasp the basic performance of the importance of good corporate governance. Grade 1 includes descriptors or things that are, in nature, expressive of (i) the regulations, directions, restrictions, and provisions of separately ASEAN associate countries; and (ii) primary anticipations of the G20/OECD regulations. Grade 2 consists of (i) compensation objects remembering

different appearing good techniques and (ii) penalties mirroring activities and occasions telling of inadequate government.

Following the 2016 study of the scorecard, (1) the rate of Part C on the Role of Stakeholders raised from 10% to 15%; (2) the queries were simplified, resulting in a reduction in the whole numeral of inquiries from 179 to 146; (3) 31 queries were even offered more additional importance; and (4) adjustments were completed on the compensation and damages partitions, providing more additional points for best management techniques and more significant penalties for government breaches. The examination improved the greatest possible score from 126 points in 2015 to 130 pinpoints in the 2017 and 2019 review years.

Grade 1 consists of 146 objects and is separated into five components conforming to the different OECD regulations. Each piece holds further significance to the Grade1 full score of 100 pinpoints established on the comparative significance of the place.

The weighted score per component is received utilising the subsequent procedure:

$$\text{Score} = \frac{\text{Total points scored by PLCs}}{\text{Total possible points from all questions}} \times \text{Weight for the part (in points)}$$

The total numeral of queries is calculated behind changing for things not relevant to a PLC. As a model, if PLC1 scores in 19 out of the 20 things in component A, then:

$$\text{PLC1's score in Parr A} = \frac{19}{20} \times 10 \text{ Points} = 9.5 \text{ points}$$

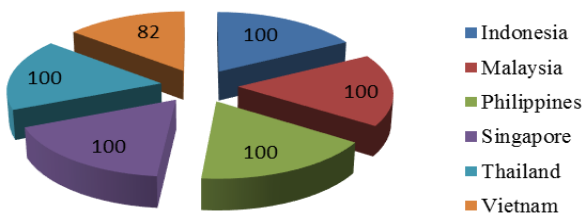
The Grade 1 score is received by totalling the scores for Parts A via E in Grade 1. The highest possible score for Grade 1 is, thus, 100 points. Therefore, if PLC1 scores 9.5 points in part A and perfect in Parts B via E in Grade 1, then

$$\text{PLC1's Grade 1 score} = 9.5 + 10 + 15 + 25 + 40 = 99.5 \text{ points}$$

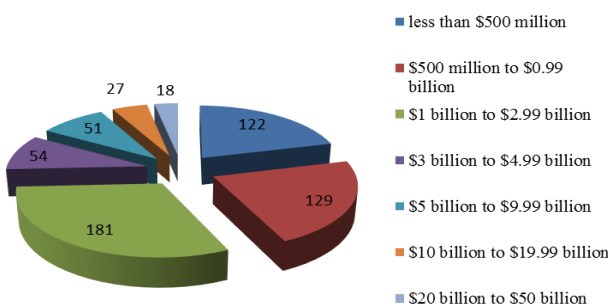
Grade 2 consists of compensation and liability things that suggest improving the robustness of the ASEAN Scorecard in considering the degree to which businesses involve the core of good corporate governance. The compensation articles strive to recognise businesses that move further the things in Grade 1 by assuming different appearing good corporate governance practices. The forfeiture things are prepared to devalue players with inadequate corporate governance traditions not contemplated in their scores for Grade 1, such as standing approved by controllers for breaches of listing regulations.

**4. RESULT AND DISCUSSION**

For the 2019 review, a total of 582 PLCs were levied. The numeral of PLCs thought was not equally spread provided the restricted availability of company revelations in English in Viet Nam, which resulted in smaller than 100 of its domestic PLCs existing assessed.



**Figure 1:** Numeral of Publicly Recorded Companies Assessed by Country, 2019



**Figure 2:** Allocation of Publicly Recorded Companies Founded on Market Capitalization, 2019

In the 2019 review, about 57% of the PLCs set included a market capitalization of a minor \$1 billion (Figure 2). The moderate altitude of PLCs was \$3.32 billion, with the biggest holding a market capitalization of \$47.65 billion and the most diminutive with \$39.8 million. The mean absolute score improved in 2019 to 81.21, corresponding to 72.57 points in 2017, or an expansion of 12% from the last review (Table 1).

**Table 1: Comparison of Total Scores, 2012–2015, 2017, and 2019 (points)**

	2012	2013	2014	2015	2017	2019
Mean	53.66	64.02	67.69	71.81	72.57	81.21
Median	55.79	64.55	68.29	72.69	72.30	84.58
Leading Conceivable Score	117	142	128	126	130	130

**Table 2: Comparison of Grade 1 Scores, 2012–2015, 2017, and 2019 (points)**

	2012	2013	2014	2015	2017	2019
Mean	54.32	60.09	64.72	68.87	69.25	74.65
Median	56.91	61.50	65.56	70.16	70.90	77.59
Leading Conceivable Score	100	100	100	100	100	100

**Table 3: Comparison of Grade 2 Scores, 2012–2015, 2017, and 2019 (points)**

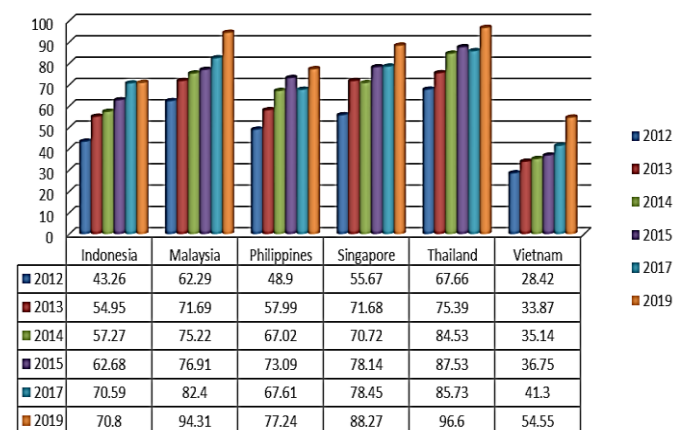
	2012	2013	2014	2015	2017	2019
Mean	(0.66)	3.92	2.98	2.94	3.32	6.57
Median	0	3.00	2.00	2.00	2.00	6.00
Leading Conceivable Score	17	42	28	26	30	30

( ) = negative.

Source: ACMF Working Group D Secretariat 2019

For Grade 1 (i.e., except Grade 2 dividend and penalty scores), the mean score in the 2019 examination was 74.65 points, 7.8% better high than the mean score of 69.25 in the 2017 assessment. Although the little advancement in the Grade 1 score compared to the last evaluation, the general growth of 37.43% since 2012 reveals notable progress in absolute and core corporate control strategies for the ASEAN PLCs (Table 2). Concerning Level 2, the mean score in the 2019 review nearly folded to 6.57 points from 3.32 points, an accumulation of 97.89%. (Table 3).

All ASEAN nations' mean scores in 2019 increased from the previous review in 2017. Thailand resumed being the general most suitable entertainer with the most elevated mean score among all participating nations, pursued by Malaysia in the second position, with Singapore reaching third (Figure 3). Vietnam established the most advancement from the last review, including a 32% growth in its score from 2017 to 2019. When analysing the products according to the different measures of corporate control (Figure 4), Thailand achieved the most elevated mean for Parts A, B, C, and D in Grade 1. In contrast, Malaysia scored most elevated in Part E. Overall, ASEAN-listed parties achieved the most useful in Part C (Part of the stockholder), with 203 participants garnering the most significant possible score.



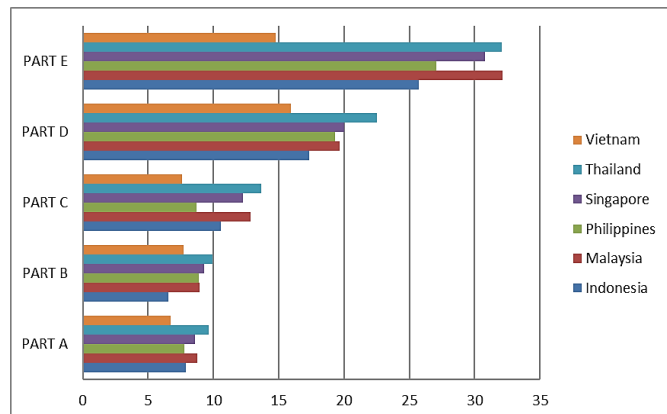
**Figure 3:** Mean Scores by Country

The 2019 ASEAN Corporate Administration Scorecard Grants laid out on the 2019 audit were accounted for in December 2020, with the Vietnam Establishment of Chiefs as the coordinator with the assistance of the State Protections Commission of Vietnam. For the 2019 survey year, there were three classes of grants: (a) Main 20 ASEAN PLCs, (b) ASEAN Resource Class, and (c) Top 3 PLCs per country. Because of the Coronavirus pandemic, the middle class decided to renounce the holding of a material referring to occasion. Rather, testaments will be given for each grant classification, and the organization name and logo will show up in a booklet posted on the ACMF and ADB sites. Out of the Best 20 ASEAN PLCs for the 2019 survey, Malaysia had the main numeral of players, with seven. Singapore noticed five players, while Thailand and the Philippines independently had four gatherings (Table 4). A sum of 135 ASEAN players qualified for the ASEAN Resource Class honor.

This acknowledgment is introduced to ASEAN PLCs that arrived at a last score of 97.5 and above (i.e., no less than 75% of the greatest conceivable score of 130). Thailand had the most breathtaking numeral of awardee associations at 42, noticed by Malaysia at a loaded second with 37 organizations and Singapore in third spot with 26 gatherings (Table 4).

	Top 20 ASEAN	ASEAN Asset Class
Indonesia	0	10
Malaysia	7	37
Philippines	4	19
Singapore	5	26
Thailand	4	42
Vietnam	0	1
TOTAL	20	135

The ASEAN Resource Class awardees incorporate different organizations from the money, endeavor, client products and help, assets, fuel, broadcast communications and media areas, among others. Their entire point score was 107.45. In any case, the Best 20 ASEAN PLCs are put on embracing the most helpful. Corporate administration customs and choosing exclusive requirements for the other ASEAN PLCs had a mean score of 117.98, which was 9.8% more raised than the mean score of the ASEAN Resource Class PLCs. Notwithstanding the Main 20 ASEAN and ASEAN Resource Class praises, the achievements of the Best 3 players for every country not entirely settled.



**Figure 4: Level Scores by Part**

Note: Part A: Ownership of stockholder, Part B: righteous handling of a stockholder Part C: Part of the stockholder, Part D: Exposure and Translucency and, Part E: Commitments of the council.

Source: ACMF Working Group D Secretariat 2019.

The 2019 and 2017 surveys handle the results of the all encompassing and complete investigation of the scorecard and its technique in 2016. Albeit the reconsidered scorecard had more rigid systems, the mean score of the ASEAN PLCs was persistently upgraded and shown up before appraisals. Moreover significant is the development in mean scores of surveyed PLCs in all partaking nations from 2017 to the present 2019 audit. The quantity of ASEAN bunches outperforming 100 focuses likewise developed enormously. That highlights the steady advancement in the corporate administration rules of the top PLCs in the ASEAN area. By the by, the test

is to empower the lower-positioned PLCs to upgrade their execution and far off expansion, the mean scores of all PLCs across the district. In this way, to energize inclusivity and complete the scorecard's motivation of empowering ASEAN PLCs as investable organizations and ASEAN as a venture style.

Country	Top 3 Companies
<b>Top 3-Indonesia</b>	PT Bank CIMB Niaga Tbk. PT Bank Rakyat Indonesia (Persero) Tbk. PT Bank Tabungan Negara (Persero) Tbk.
<b>Top 3-Malaysia</b>	AMMB Holdings Bhd Bursa Malaysia Bhd Malayan Banking Bhd
<b>Top 3-Philippines</b>	Ayala Land, Inc. China Banking Corporation Globe Telecom, Inc.
<b>Top 3-Singapore</b>	SATS Ltd Singapore Exchange Ltd United Overseas Bank Ltd
<b>Top 3-Thailand</b>	Bangchak Corporation Public Company Limited PTT Public Company Limited Thai Oil Public Company Limited
<b>Top 3-Vietnam</b>	FPT Corporation Novaland Group Viet Nam Dairy Products Joint Stock Company

Indonesia has brought activities toward improving corporate administration. The desire to offer a unique corporate government circumstance in the country has kept a few changes, like the issuance of the Indonesian Corporate Administration Guide, sent off in 2014 by the Indonesia Monetary Administrations Authority (OJK) — with the advantage of the World Bank's Global Money Organization.

Over the earlier three years, the Malaysian capital market controls carried out a few measures to reinforce the corporate administration system and assist with embracing corporate administration best practices to keep up with certainty and confidence in the Malaysian capital market. The Protections Commission Malaysia (SC) conveyed its 3-year key significance in April 2017 to help the corporate administration system in Malaysia, with five corporate administration still up in the air for execution.

The Philippines formally showed its support in the ASEAN Corporate Administration Scorecard on 11 September 2012. Since tolerating the scorecard, the Protections and Trade Commission (SEC) has been further developing corporate administration customs in the Philippines. In 2013, the SEC, alongside the Foundation of Corporate Chiefs (ICD), sent off information preparing to present PLCs, different administration buttons, and financial backers to the goals and mechanics of the scorecard. The SEC should give all PLCs a Yearly Corporate Administration Report (ACGR), intended to work with each PLC's regulatory methodology and strategies into one report for simplicity of association. The SEC suggested that all PLCs post their ACGR on their corporate sites. In December 2013, the SEC trained every fundamental officeholder and partners of the PLC board to follow a preparation plan on corporate government something like one time each year.

As a top worldwide monetary center point, Singapore positions mind blowing volume on an in every case high benchmark of corporate administration to assist with elevating financial backers' confidence in its capital business sectors. Singapore expects a Grade corporate administration biological system to help global prescribed procedures, suspending required guidelines and best activity direction. The Organizations Act (CA) is the focal decision that holds all Singapore integrated organizations' privileges, powers, and liabilities (secret and

general). It makes due, among others, the pioneers' liabilities and the investors' possession. The CA is finished by subject rule and legal proclamations in spots like supervisors' obligations.

Economical extension of currency markets is a significant task of an administrative organization. The Thai capital business sectors and institutional financial backers in Thailand have quite recently put more accentuation on decent guides. The revelation of exchange methodology including the environment, cordial, and government (ESG) measures interfacing with the organization's monetary exhibition is, in this manner, an unquestionable necessity. The Protections and Trade Commission, Thailand (SEC) has taken care of the significance of ESG and given the Corporate Administration Code for Recorded Organizations 2017 (CG Code). Its goal is to be a helpful strategy for delegates of experts in working corporate administration to make great long haul execution and an incentive for bearable speculation. In 2017, the SEC again broadened the Speculation Administration Code for institutional financial backers to use as a framework for universally perceived venture the executives

In Vietnam, the legal structures that establish the groundwork for corporate administration requirement and the executives are the Venture Regulation, the Protections Regulation, and the Data Divulgence Guidelines. The ongoing Undertaking Regulation 2014 gives essential guidance to executing new administration principles in Vietnam. Besides, Pronouncement 71/2017/ND-CP and Roundabout 95/2017/TT-BTC supplant past administrative reports in proclaiming lawful principles on corporate administration for openly itemized organizations (PLCs), alongside Announcement 05/2019/ND-CP holding the job of inside review commitments. The as of late printed Regulation on Endeavors in 2020 further develops corporate administration guidelines, particularly concerning the place of a review advisory group. This new rule decision became relevant in 2021.

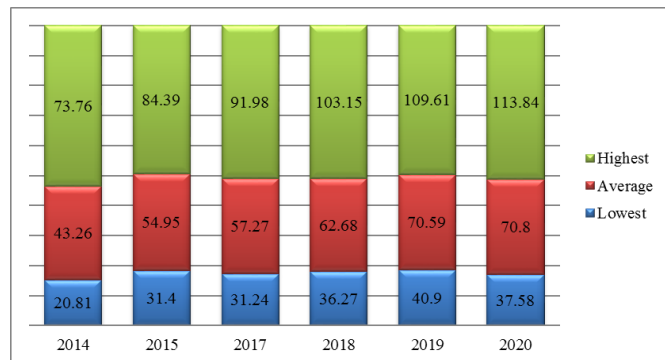


Figure 5: Indonesia Corporate Governance Score, 2014-2020

There were 100 PLCs exacted in Indonesia, with the choice laid out on the biggest interest capitalization starting around an exact date. The main 100 Indonesia PLCs address 15.9% of the absolute digit of Indonesia PLCs and represent 84.3% of the all out request capitalization starting around 31 Walk 2019. Overall, Indonesia's corporate reconnaissance disclosures have recently upgraded, as confirmed by the development in score from 70.59 in 2017 to 70.8 in 2019, exhibiting an increment of 0.3%. The most raised score worked on by 3.9%, from 109.61 to 113.84, came to by PLCs in the money area. Notwithstanding, the more subordinate score dropped by 8.12%, from 40.9 to 37.58, which PLCs experienced in the client intrigues area.

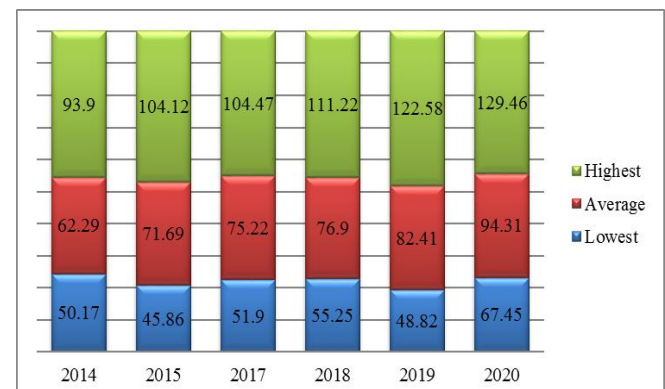


Figure 6: Malaysia Corporate Governance Score, 2014-2020

The 2020 audit was embraced on 100 Malaysian PLCs laid out on request

benefiting from 31 Walk 2020. The aggregate market capitalization of the main 100 PLCs was RM1,443.74 billion, addressing 84% of Bursa Malaysia's complete interest capitalization. The general moderate corporate administration scores have consistently improved beginning around 2014, from 62.29 places in 2014 to 94.31 places in 2020. Throughout the course of recent years, from 2017 to 2020, the general moderate corporate administration score for the main 100 Malaysian PLCs progressed by 11.90 focuses (from 82.41 places in 2017 to 94.31 places in 2020), with the most elevated score of 129.46 places and the least score of 67.45 focuses contrasted with 122.58 and 48.82 places in 2019, separately.

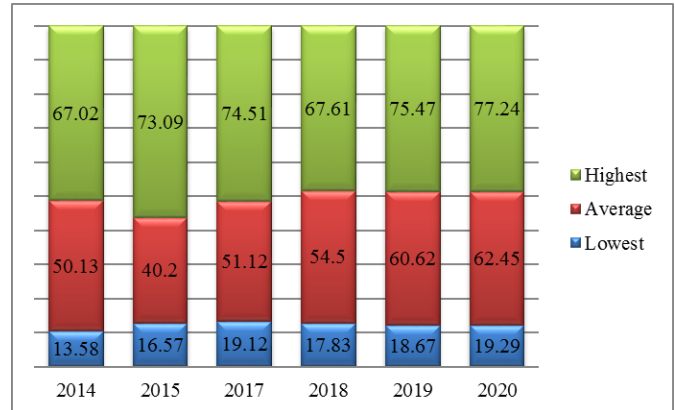


Figure 6: Philippines Corporate Governance Score, 2014-2020

Since the departure of the scorecard in the Philippines, the characters have gradually embraced the recommended best corporate administration shows. They started with improve their openness and comply to corporate administration related guidelines. In 2015, the OECD eliminated its modified Standards of Corporate Administration, upheld by the G20. Considering this story, the ACMF actually look at the ACGS to adjust it to current items and appearance designs. The examination was finished in May 2017, and the resulting changed ACGS was utilized in the 2017 survey. This adjusted rendition of the ACGS has lifted the bar in thinking about PLCs. It expected extra severe guidelines for ordinary things in the scorecard and included new suggested rehearses. Consequently, the halfway score of the Main 100 Philippine PLCs by market capitalization declined to 40.2 places in 2015 from 50.13 places in 2014. Concerning, the characters likewise different to the distinctions in the scorecard. That brought about a full transitional score of 60.62 places in 2019 and a collection of 62.45 places in 2020.

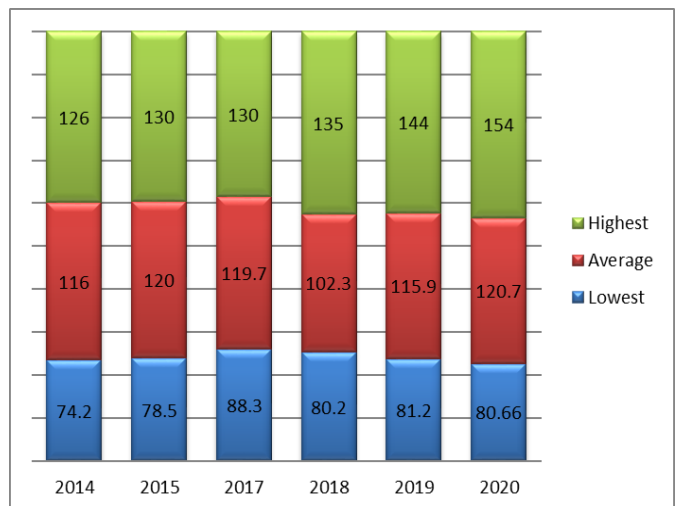


Figure 6: Singapore Corporate Governance Score, 2014-2020

Singapore openly itemized organizations (PLCs) showed further developed understanding in ACGS 2019. As shown above, in excess of a quarter (26) of the organizations scored no less than 97.5 brings up of 130, while 5 of its organizations were positioned Top 20 ASEAN PLCs. General, Singapore PLCs procured a halfway score of 88.3 out of the greater part of 130 places in 2019, approximating a medium score of 78.5 in 2017. Similarly, the center score for Grade 1 expanded especially by 7.4, from 73.5 in 2017 to 80.9 in 2019. That recommends the Singapore PLCs improved their corporate administration rules and better added significant divulgences.

For the survey year of 2019, a rundown of the Main 100 Singapore organizations by market capitalization was pulled up for consideration starting around 31 Walk 2019. These 100 groups with a different market capitalization of S\$484.04 billion represented 49.9% of SGX's complete market capitalization of S\$969.14 billion. As in before surveys, to make the not entirely set in stone, the main still up in the air from exclusively encountering countries behind the homegrown breakdown were capriciously picked for peer appraisal by the homegrown scale groups of

the five different taking part nations. Toward the finish of the friend audit, all taking part homegrown progressive system bodies drew up a record of the top-performing organizations in ASEAN for conversation and conclusion. For 2019, all players in ASEAN that accomplished the most minimal score of 97.5 places (75% of the complete 130 focuses reachable), the main 20 players in ASEAN, and the best 3 players for every ward were perceived. For Singapore, 5 of its organizations were positioned in the main 20 in ASEAN, while 26 finished the most minimal score of 97.5.

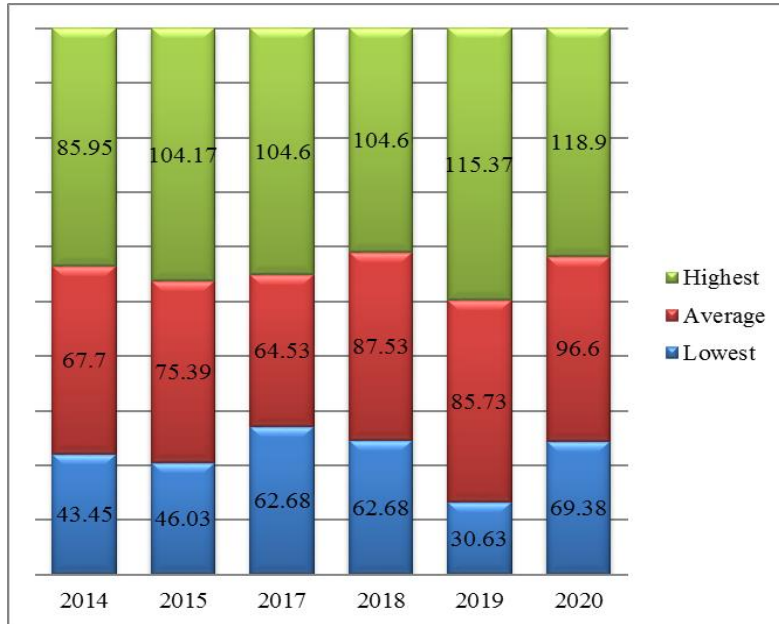


Figure 7: Thailand Corporate Governance Score, 2014-2020

The center score for Thai recorded bunches was 96.60 focuses in 2019, an aggregation. For the scores in isolated classes, Thai-recorded organizations upgraded the normal scores in different kinds. The Privileges of Investors and Fair Treatment of Investors classes uncovered an expansion in center scores on the grounds that 99 of 100 players had openly constrained the English yearly open gathering (AGM) minutes unhindered. For the Job of Partners type, a development in significance

over structure brought about a score expansion. In the Openness and Clarity class, the gatherings had made every one of directors' shapes and sites more extra portions to improve the halfway score in this class. The Obligations of the Board class again showed a headway in normal scores, especially from the openness capabilities and commitments of the chamber of bosses sub-councils and seat by 10.87 focuses from 2017. The most noteworthy score was 118.90 focuses looked like to 115.37 in 2017.

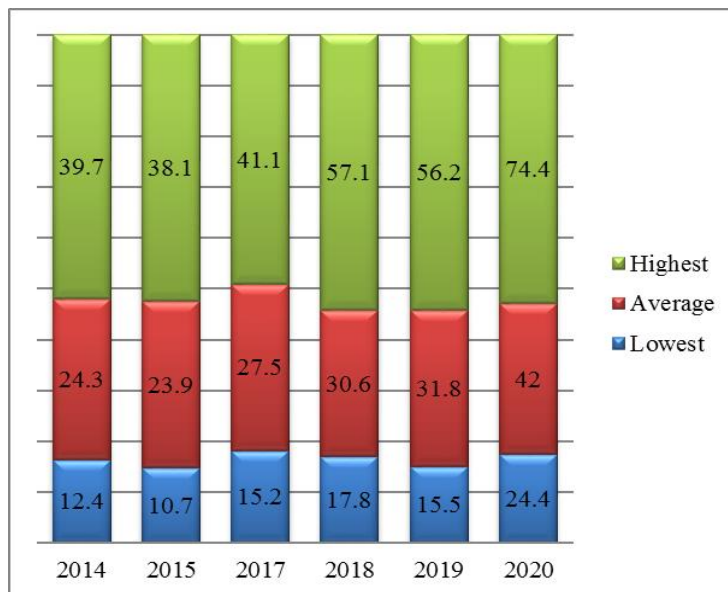


Figure 8: Vietnam Corporate Governance Score, 2014-2020

82 gatherings in the audit of 2019 satisfied the surveying guideline of broadcasting financial backer records in English. Approximated to 70 players exacted in 2019, the numeral of reviewed organizations expanded by 17% as additional organizations were recognized as containing fundamental financial backer information freely reported in English. That is a generally excellent caution, and that implies that more organizations are presently receptive to providing unpretending treatment to unfamiliar financial backers in components of bearing and straightforwardness. In the 2020 survey, the explored firms were enormous scope firms with an all out market capitalization of \$116 billion, identical to 76% all out

market capitalization of Vietnam. That is an adequate norm for depicting the characters in the Vietnam securities exchange. Common, there has been a progression in corporate administration exposures and cycles since the past appraisal. Firms scored higher in 2019 contrasted with 2017, with 35.37% of firms scoring 50-60 focuses (on the 130-point scale) and around 30% scoring over 60 focuses. Vietnam Dairy Items Business entity (with stock code: VNM), the best organization in Vietnam, scored above 97.5 focuses (or over the 75% limit score) and acknowledged an ASEAN Evaluate Classgrant.

**Table 6: Five Areas of the OECD Principles Compared with ASEAN Countries**

Countries	Part A: Ownership of stockholder	Part B: righteous handling of a stockholder	Part C: Part of the stockholder	Part D: Exposure and Translucency	Part E: Commitments of the council.
<b>Indonesia</b>	All Indonesian PLCs accomplished pleasingly here; the reception speed for all PLCs was 61.9%, and the moderate reception speed was 81.3%. The most elevated conceivable score was 10, and five PLCs totally fulfilled all boundaries.	In this part, the moderate reception speed is around 64.2%. The most elevated conceivable score is 15, and 6 PLCs embraced all boundaries introduced in this piece of the scorecard.	Here, the moderate reception speed surpasses 67.5%. The most noteworthy possible score is 15, and 8 PLCs totally embraced every one of the boundaries.	In this part, the moderate reception speed is around 69.1%. No PLC obtained the best possible score of 25.	Here, the moderate reception speed is around 64.1%. Solely one PLC procured the best possible score of 40
<b>Malaysia</b>	In 2019, the greatest 100 PLCs scored a norm of 8.75 brings up of a large portion of 10.00. That reflected a headway of 3.3% from 8.47 places in 2017. There were 12 bankruptcy objects for Malaysian PLCs in this class.	This grouping talked about the fair fix of investors in the firm, where 7 of the 15 boundaries have defaulted answer places. The moderate score progressed to 8.94 places, relating to 8.92 places in 2017.	This order had 13 articles contributing 15% of the Grade 1 score. There were no bankruptcy things for Malaysian PLCs underneath this order. The middle score laid out a decent 10.9% development to 12.83 focuses from 11.57 pinpoints in 2017	Part D of the scorecard had 32 articles giving 25% to the Grade 1 score. There were no indebtedness things under this area for Malaysian PLCs. This alliance demanded a party's rules and customs in regards to openness and lucidity of diverse qualities.	The last neighborhood of the scorecard had 65 things contributing 40% to the Grade 1 score. Out of these 65 substances, 9 were indebtedness elements for Malaysian PLCs. In the 2019 audit, the best 100 PLCs scored a normal of 32.14 focuses came to 29.83 pinpoints in 2017
<b>Philippines</b>	Investors' possession to partake in decisions about major corporate contrasts is dug in the 2019 RCCP. Under the RCCP, organizations license their investors to independently choose supervisors.	The corporate administration structure ought to treat all investors similarly, including minority and unfamiliar investors. To give this impartial cure, chiefs should avoid participating in discussions when they are gone against. The RCCP likewise restricts managers, executives, or laborers from benefitting from subtleties obscure to the majority. Guests follow the guideline of one normal case, one vote	This characterization was where Philippine PLCs got the least score. The survey tracked down that having an alternate corporate social obligation (CSR) alliance reinforced Philippine PLCs. In any case, the subtleties uncovered CSR division PLCs were not approved by the audit, which was imaged in the assessment of various things under this assortment.	Disclosure is one of two essential necessities of contemporary corporate administration. There is a theory in corporate administration that more full and better clear openness is a huge viable obstacle against corporate government misbehaviors	The second head course of current corporate administration is for the council of pioneers to travel up to the scale and vivaciously take on the job — the errands and obligations — that the regulations, guidelines, and limitations conceded them.
<b>Singapore</b>	Singapore has a far reaching administrative system to work on the interest and security of investors' possession. Singapore PLCs are anticipated to continue tenaciously following this component of corporate administration. Altogether, Singapore PLCs have gotten along admirably. By the by, there are still places for, not entirely set in stone.	The SGX's posting the board and the CG Code feature investors' possession and, past all, the legitimate and fair-minded treatment, everything being equal. This office manages issues interfacing with customary investors' privileges, among different things, establishment freedoms, insider exchanging, and related bunch business (RPTs).	A network of cooperative affiliations lives between Singapore PLCs and their partners. As industry wares don't situate in a nothingness, exchange ends created by firms will have outcomes on the partners and local area as a full as well as the other way around	The helpful arrival of organization subtleties to financial backers is fundamental in making financial backer conviction. This alliance conveys the total scope of content openings financial backers must to make learned ends.	As the Code of Corporate Administration underlines board liabilities, this is reflected in the 40-point weightage of this area. This alliance considers variables of board-related issues, including advisory group tasks and responsibilities, plan, capability, and execution.
<b>Thailand</b>	The Privileges of Investors guide assesses whether the association distinguishes investor proprietorship in its firm matters. A very much represented organization should give that investors' freedoms are capably decreased. Investors ought to be able to apply their possession freedoms, including the honor to get tips, partake in the AGM, and choose the chiefs.	The Impartial Treatment of Investors handles whether adolescence (non-controlling) investors have eaten legitimately and similarly close by the controlling investors. The AGM capability, for example, ought to permit all investors to participate in the gathering without superfluous complexity. Moreover, outer investors ought to be saved from potential exercises, for example, burrowing by the controlling investors working straight or by implication through the utilization of material nonpublic subtleties and associated bunch exchanges (RPTs).	The Job of Partners focuses on corporate social obligation issues for all partners. The objective is to energize corporate obligation through the organization's exercises for the climate, clients, firm individuals, possibilities, laborers, occupants, lenders, and partners. This characterization inspects the organization's strategies and works on in regards to the statement and treatment of their relating partners.	The Exposure and Straightforwardness standards include corporate data divulgence exactness, culmination, and reliability. Organizations ought to reveal material and corporate information helpfully and cost-successfully through different mystics to arrive at all intrigued and fitting gatherings. The organization's permit framework, RPTs, and monetary and non-monetary subtleties are terrifically significant.	The Obligations Board center around the obligations, responsibilities, and obligations of the committee of pioneers to the investors and further partners. By grasping the cases, everything being equal, the advisory group of chiefs should utilize expanded moral midpoints to the business to satisfy its obligations successfully. The board is liable for corporate plan, examining corporate execution, and keeping up with interest matches.
<b>Vietnam</b>	Responsibility for (Section A) is among the best-performing locales of corporate administration for Vietnamese PLCs, with 67.4% of guidelines in Grade 1 being finished. Gatherings of regulations in Vietnam control the freedoms of investors and are thoroughly observed by the controllers. Subsequently, Vietnamese PLCs by and large perform well in controlled areas of investors' possession.	Honorable treatment of an investor (Part B) is the most valuable performing extent of corporate administration standards for Vietnamese PLCs, with 77.1% of guidelines finished in 2019 — an extension from 68.4% in 2017. Associations broadcast extra investor records in English for their convenience to unfamiliar financial backers. Extra complete and more effective business sites living realized in English was a conspicuous advancement in 2020.	Part C was among the most better regions in 2019, in which Vietnamese PLCs met 50.5% of ASEAN rules. Enhancements have been seen concerning purchaser interest, like item quality, the wellbeing and security of clients, and after-deals administrations. Companies are all the more vivaciously arriving at feasible improvement objectives, with 90% appearance their obligation to changed approaches and activities to fabricate a harmless to the ecosystem worth chain for average turn of events and to be associated with deciphering financial and social matters.	Part D was the various superior spots in corporate administration practices of Vietnamese PLCs in the 2019 appraisal, where 63.6% of the standards were met, an upsurge from 51.8% in the past assessment. Headways have been found in better idealness of proclaiming monetary data, the more helpful pace of yearly depictions, better site grade, greater clearness of right design, and more openness to non-monetary version.	Part E is the various basic areas of corporate organization however is similarly the various trying for Vietnamese PLCs. There was impressive development in score in 2010, finishing 36.9% of the principles of the ASEAN standards from a score of 27.5% in the earlier survey; in any case, this doesn't make this spot a protected one for Vietnamese PLCs in the campaign to more endurable and better corporate administration without firm organization from the chamber of pioneers

## 5. CONCLUSION

Indonesia's moderate country score expanded by 0.3%, from 70.59 in 2017 to 70.80 in 2019. The various high score raised by 3.9%, from 109.61 to 113.84. The lower score dropped by 8.12%, from 40.90 to 37.58. Indonesia's PLCs that procured a score of better compared to 97.5 expanded by 25% from 8 PLCs in 2017 to 10 of every 2019. The Malaysian corporate administration structure has been fortified with the unblemished MCCG and changes to the posting arrangements, which approve investors with more valuable rate realities in organizations' yearly reports to make taught venture judgments. Handling the manageability system that required data on working material monetary, ecological, and social risks and conceivable outcomes made rate for Malaysian PLCs to imbue maintainability standards in their industry.

Philippine PLCs have been trying to connect to the most appropriate corporate administration rules. The change of the ACGS in 2017 brought about a more extreme scorecard. Two years after its presentation, numerous PLCs gave their all to meet the new expectations underneath the proper ACGS. It ought to be referenced that 71 PLCs performed better corporate administration execution in 2019. There were additionally 19 Philippine PLCs in the ASEAN Top PLCs established on ACGS plan.

Singapore PLCs astoundingly improved their translation in 2020. In excess of a quarter (26) of the players scored no less than 97.5 brings up of 130. Five Singapore PLCs were appraised in the Main 20 ASEAN PLCs. General, Singapore PLCs accomplished a center score of 88.3 out of the greatest score of 130 places. Basically, Singapore PLCs have consistently expanded openness to their corporate administration rules. They again accomplished much better consistently across all region throughout the long term, with the group on the Job of Investors revealing the main development of 114% more than seven years.

For the most part, Thai recorded organizations have kept up with great corporate administration throughout the years by featuring the meaning of both shape and importance. There is a higher pace of methodology and customs about the partners in the midst of the purchasers' government assistance, provider decision techniques, banks' freedoms, and hostile to defilement plans — mutually with similar openness of the organization's implicit set of rules and the exhibition of keeping with the code. Thai enrolled organizations likewise give a lot of consideration to the business' key dangers (monetary, IT, climate, social, and financial) by totally illuminating both methodology and systems on this point.

The 2020 survey of Vietnamese PLCs showed huge enhancements in all elements of corporate administration because of more exertion in really unveiling investor reports in English, with better quality and brief information revelation. Notwithstanding, more extra activity is expected to further develop corporate administration factors, like corporate arrangements and approaches toward covering every one of partners' qualities, particularly the jobs and responsibilities of the directorate.

The 2020 and 2017 appraisals bear the aftereffects of the all encompassing and extensive assessment of the scorecard and its technique in 2016. Albeit the changed scorecard had more rigid approaches, the mean score of the ASEAN PLCs generally improved and arrived at earlier appraisals. The correspondingly striking development in mean scores of surveyed PLCs in all taking part countries from 2017 to the ongoing 2019 evaluation. The quantity of ASEAN organizations surpassing 100 focuses moreover expanded enormously. It features the predictable improvement in the corporate administration practices of the top PLCs in the ASEAN region. By the by, the test is to empower lower-evaluated PLCs to upgrade their execution and work on the center score of all PLCs across ASEAN countries.

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