UNIVERSITI TEKNOLOGI MARA

MEASURING TAX AGGRESSIVENESS USING CORPORATE GOVERNANCE MECHANISM

ROSHIDAH BINTI SAFEEI

Dissertation submitted in partial fulfillment of the requirements for the degree of **Master of Accountancy**

Faculty of Accountancy

June 2013

AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of candidate : Roshidah binti Safeei

Candidate's ID No : 2011749465

Programme : Master of Accountancy (AC 770)

Faculty : Accountancy

Dissertation : Measuring Tax Aggressiveness using Corporate

Governance Mechanism.

Signature of Candidate :....

Date : June 2013

ABSTRACT

This study seeks to investigate tax aggressiveness in the top 100 Malaysian public limited companies using a corporate governance mechanism. In this study, the tax aggressiveness was proxied by the effective tax rate (ETR). The effective tax rate indicates a company's efforts in reducing its tax payments, thus resulting in lower effective tax rate (ETR). The corporate governance mechanism could influence tax strategies of the company through its control mechanism. This study attempts to determine the relationship between board characteristics and tax aggressiveness of the top 100 Malaysian public limited companies during the period of 2008 until 2011. The data collection process involved an examination of the board characteristics, firm characteristics and tax information. The findings of this study revealed that board characteristics did not influence the tax aggressiveness. On the other hand, firm characteristics such as firm's size and leverage had influenced the level of tax aggressiveness of top 100 Malaysian public limited companies. The empirical results indicated that the corporate governance mechanism had not influenced the tax aggressiveness among top 100 Malaysian public limited companies.

TABLE OF CONTENTS

	Page
AUTHOR'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	V
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	X
CHAPTER ONE: INTRODUCTION	
1.1 Introduction	1
1.2 Problem Statement	3
1.3 Research Questions	5
1.4 Research Objectives	5
1.5 Significance of the Study	6
1.6 Organization of the Study	6
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	8
2.2 Income Tax System in Malaysia	8
2.3 Tax Aggressiveness	10
2.4 Corporate Governance	12
2.5 Board Characteristics	14
2.5.1 Board Composition	16
2.5.2 Board Size	18
2.5.3 CEO as Chairman of the Board	19
2.5.4 Board Shareholdings	20
2.6 Hypothesis Development and Research Framework	20
2.6.1 Hypothesis Development	20
2.6.1.1 Board Composition	21

2.6.1.2 Board Size	22
2.6.1.3 CEO as Chairman	22
2.6.1.4 Board Shareholding	23
2.6.1.5 Firm Size	24
2.6.1.6 Leverage	25
2.6.1.7 Return on Assets (ROA)	26
2.6.2 Effective Tax Rate – Proxy for Tax Aggressiveness	26
2.6.3 Research Framework	27
2.7 Summary of Chapter	28
CHAPTER THREE: RESEARCH METHODOLOGY	
3.1 Introduction	30
3.2 Data Collection	30
3.3 Sample Selection	30
3.4 Data Filtering and Recoding	31
3.5 Research Model	32
3.6 Measurement of Variables	33
3.6.1 Dependent Variables	33
3.6.2 Independent Variables	34
3.6.2.1 Board Composition	34
3.6.2.2 Board Size	34
3.6.2.3 CEO as Chairman	34
3.6.2.4 Board Shareholding	35
3.6.3 Control Variables	35
3.6.3.1 Firm Size	35
3.6.3.2 Leverage	36
3.6.3.3 Return on Assets (ROA)	36
3.7 Summary of Chapter	36
CHARTER FOUR. FINDINGS AND ABIAT VOIS	
CHAPTER FOUR: FINDINGS AND ANALYSIS	38
4.1 Introduction	38
4.2 Descriptive Analysis	38
4.2.1 Explanatory Variables	20