

MEASURING THE REGULATORY PERFORMANCE IN MALAYSIA BANKING
INDUSTRY: COMPLIANCE AS A LENS TO DETERMINE THE REGULATORY
EFFECTIVENESS AND PROFITABILITY OF A FINANCIAL INSTITUTION



Thesis Submitted to

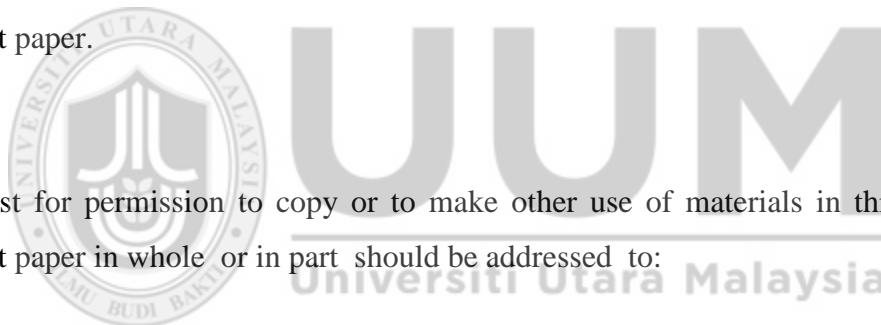
Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

in Partial Fulfilment of the Requirement for the Master of Science (Banking)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfilment of the requirements for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation / project paper in any manner , in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in the absence , by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/ project paper. It is understood that any copying or publication or use of this dissertation/ project paper part of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation / project paper.



Request for permission to copy or to make other use of materials in this dissertation/ project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06100 UUM Sintok

Kedah Darul Aman

ABSTRAK

Pembangunan dalam pasaran kewangan mempunyai penelitian yang besar mengenai keberkesanan peraturan dan keuntungan dalam industri perbankan sepanjang dekad yang lalu. Kajian ini meneroka bagaimana elemen pematuhan berfungsi sebagai alat untuk menentukan keberkesanan pengawalseliaan berdasarkan institusi kewangan Malaysia. Selain itu, bagaimana lima penentu utama yang diberikan, iaitu kesedaran pematuhan dan latihan, audit dalaman (CA), peraturan yang jelas (UR), kebudayaan pematuhan (CC), sistem yang mantap dan proses (RS) dan kos langgar pematuhan (NCC) dan besar kewangan penalti dalam merumuskan keberkesanan pengawalseliaan. Dan bagaimana yang diberikan lima penentu utama seperti kesedaran pematuhan dan latihan; audit dalaman (CA), peraturan yang jelas (UR); kebudayaan pematuhan (CC), dan kos langgar pematuhan (NCC) serta kewangan penalti yang dapat merumus perkara keberkesanan pengawalseliaan. Kajian ini menyasarkan penyelidikan dalam hubungan antara tahap pematuhan dengan amalan terbaik mengenai operasi antarabangsa serta prestasi tadbir urus. Dalam model kajian saya, pulangan atas ekuiti (ROE), pulangan atas aset (ROA) dan margin faedah bersih (NIM) adalah ditakrifkan sebagai proksi keuntungan, manakala kecukupan modal ditakrifkan sebagai proksi keberkesanan pengawalseliaan. Kajian ini mengumpul data daripada pekerja terpilih dalam sector kerajaan dan sektor swasta serta dirumuskan kepada lima hipotesis yang berkaitan dengan persoalan kajian. Satu siri ujian statistik telah dilakukan untuk menguji sama ada hubungan yang wujud, manakala ujian statistik yang lain adalah untuk mengkaji sama ada hubungan adalah stabil atau tidak. Kajian ini melakukan analisis regresi ordinal data dari tahun 2008 hingga 2014. Hasil kajian menunjuk bahawa lima penentu utama mempunyai kesan positif yang ketara kepada keberkesanan pengawalseliaan. Ujian yang lanjut menunjukkan penunjuk keteguhan kewangan seperti pulangan atas ekuiti (ROE) dan pulangan atas aset (ROA) yang ketara berkaitan dengan nisbah kecukupan modal (CAR). Tetapi, berbeza dengan teori, bukti laporan saya menunjukkan hubungan yang negatif antara prestasi kawal selia dan margin faedah bersih (NIM) dalam institusi kewangan. Hasil umumnya disokong dengan fakta hipotesis bahawa pematuhan sebagai pemangkin kepada kecemerlangan operasi dan tadbir urus yang lemah. Kajian ini mencadangkan bahawa pihak berkuasa dalaman dan luaran terlibat dalam pemantauan pemeriksaan dan tadbir urus di luar amalan pematuhan secara tersurat dan tersirat.

Kata Kunci : Pematuhan, Keberkesanan kawal selia, keuntungan

ABSTRACT

Development in the region financial market over the past decade have placed great scrutiny on the effectiveness of regulatory and profitability of Malaysia banking industry. This study will explore on how compliance elements work as a lens in determining the regulatory effectiveness of Malaysia based financial institution. And how the given five key determinants such as the compliance awareness and training; internal audit (CA) , Unambiguous regulation; (UR) Compliance Culture(CC), Robust system and process (RS); and Non compliance cost and hefty monetary of penalties (NCC) in formulating the regulatory effectiveness. This study is targeted at in examining the relationships between the extent of compliance with international best practices concerning of operating as well as governance performance. In my research model, return on equity, return on asset, and net interest margin are defined as proxies of profitability, and while capital adequacy are defined as the proxies of regulatory effectiveness. The research collects data from the selected employees both in government and private sector and formulated five hypotheses which are related to the research question. A series of statistical test are performed in order to test if the relationship exists, while other statistical test is to investigate the relationship stable or not. The study performs an ordinal regression analysis of the data from 2008 to 2014. The findings reveal that all the five key determinants have positive significant effect on the regulatory effectiveness. Further test indicate that the financial soundness indicator, such as return on equity (ROE) and return on asset (ROA) are significantly associated with the capital adequacy ratio (CAR).However, in contrast to theory, my reports evidence of a negative relationship between regulatory performance and net interest margin (NIM) of a financial institution. The result generally supported the hypothesized fact that compliance as the catalyst for operational excellence and poor governance malaise. The study recommend that the regulatory authorities both internal and external be involve in the screening and governance monitoring beyond the current compliance practice in both letter and spirit.

Key words: Compliance; Regulatory effectiveness; Profitability

ACKNOWLEDGEMENT

This thesis has been packaged with the help of God, and the support from many people. First, I give thanks to god, the lord of universe, who in His infinite mercy and grace set my affairs right and made the completion of this thesis a reality. I would like to take this opportunity to express my sincere appreciation and heartfelt gratitude to my supervisor, Mr. Puspakaran Kesayan for his inspiration and motivation in ensuring the standard was accomplished for this thesis. His inspiration, tolerance, advises, understanding, and encouragement cannot be quantified.

On top of that, I am grateful to my family member especially both of my sister for their inspiration and understanding during the course of this project. Thanks for their support and encouragement towards the achievement of this thesis. May God protect and guide them through their entire endeavour.

Last but not least, I would like to use this medium to appreciate the support and advice of all my friends who have contributed in one way or the other towards the success of this study. I pray that God will reward them abundantly.

Thong Yow Fong

TABLE CONTENT

TITLE PAGE

CERTIFICATION OF PROJECT PAPER

PERMISSION TO USE 1

ABSTRAK II

ABSTRACT III

ACKNOWLEDGEMENT IV

TABLE CONTENTS V

LIST OF TABLES VI

LIST OF FIGURES VII

LIST OF ABBREVIATIONS VIII

CHAPTER 1 : INTRODUCTION

1.1.Introduction	1-2
1.2.Problem statement	3-4
1.3.Significant of Study	5
1.4.Scope of Study and Limitation	6-7
1.5.Research objective	8

CHAPTER 2 : LITERATURE REVIEW

2.1. Literature &Theoretical Review..... 9 - 44

2.2. Empirical Review 45-49

2.3 Hypothesis Development 50- 52

CHAPTER 3: DATA AND METHODOLOGY

3.1. Data Source, unit analysis, data sampling, response rate	53-55
3.2. Research Methodology	56-55
3.3. Theoretical Framework	63-64
3.4. Measurement of Variables.....	64 -69
3.5 Model Testing.....	70-76

CHAPTER 4 : EMPIRICAL RESULT AND DISCUSSION

4.1. Sample Description	77
4.2. Ordinal logistic Regression.....	78-83
4.3. Multiple Regression Analysis	84-90

CHAPTER 5: CONCLUSION

5.1. Conclusion	91-93
5.2. Recommendation.....	94-95

REFERENCES	96- 100
-------------------------	----------------

APPENDICES	101-110
-------------------------	----------------

LIST OF TABLES

Table 3.1:Summary of three variables and its expected sign	66
Table 3.2 : Tolerance VS Multicollinearity	70
Table 3.3 : VIF value VS Multicollinearity.....	71
Table 3.4 : Capital adequacy VS NIM,ROE,NIM.....	81



LIST OF FIGURES

Figure 3.1: Respondent occupation.....	55
Figure 3.2 : Research Model.....	63
Figure3.3: Scatter diagram with discernible pattern	71



LIST OF ABBREVIATIONS

ROE – Return on Equity

ROA- Return on Assets

NIM – Net Interest Margin

CAR - Capital Adequacy Ratio

CA – Compliance Awareness and Training & Internal Audit

UR – Unambiguous Regulation

RS – Robust system and process

NCC- Noncompliance Cost and Hefty Monetary Fines

CODB- Cost of Doing Business

RE- Regulatory Effectiveness

IV- Independent Variable

DV- Dependent variable

MV- Moderating Variable

IMF – International Monetary Fund

CHAPTER ONE: INTRODUCTION

This chapter discusses the intention and objectives of this study. They are divided into few sections as below:

1.1 Background of Study

1.2 Problem Statement

1.3 Significance of Study

1.4 Scope of Study

1.5 Research Objectives

1.1 Background of Study



There is no specific definition of the term of compliance (Faure and Lefevere, 2012). There are various type of explanation on this terminology, some scholar believed that the form of compliance in this decade can be relate to the level of prescriptive system that guide and constraint the organization. With the advent legal requirement, security concerns, moral hazard behavior, and hefty monetary fine, the elements of compliance seems became the fundamental goal for the banking institution to adhere with, which is not only relevant for practitioner, but also academic(MacLean and Behnam,2010).Banks today are not longer depended solely on the profitability and capital adequacy of the financial institutions (Tabari, Ahmadi , and Emami, 2013).However, they have shifted their focus towards the financial

The contents of
the thesis is for
internal user
only

References

- Abdullah, S. N. (2009). A study of compliance management in information systems research.*The 17th European Conference On Information Systems* (pp. 1-10).Verona, Italy:European Conference On Information Systems.
- Aggarwal, R., and K. Jacques (2001). "The impact of FDICIA and prompt corrective action on bank capital and risk: Estimates using a simultaneous equations model". *Journal of Banking and Finance* 25, 1139-1160.
- Akhtar, S. (2007).Pakistan: changing risk management paradigm – perspective of the regulator, ACCA Conference – CFOs: *The Opportunities and Challenges Ahead [online]*. Retrieved from Internet: <http://www.bis.org/review/r070423c.pdf> on 2 March2015
- Ahmed Arif, A. N. (2012). Liquidity risk and performance of banking system. *Journal of Financial Regulation and Compliance Emerald Article*, Vol. 20 Iss: 2 pp. 182 - 195.
- Alam, N. (2012). The Impact of Regulatory and Supervisory Structures on Bank Risk and Efficiency: Evidence from Dual Banking System. *Asian Journal of Finance & Accounting*, Vol. 4, No. 1 , 216-244.
- Alam, N. (2013). Impact of banking regulation on risk and efficiency in Islamic banking. *Journal of Financial Reporting and Accounting*, Vol. 11 Iss: 1, 29-50.
- Bace,J., Rozwell, C., Feiman, J.& Kirwin, B.(2006).Understanding the costs of compliance.Retrieved on 14 March 2015 from http://logic.stanford.edu/POEM/externalpapers/understanding_the_costs_of_c138098
- Barth, J., Caprio, G.&Levine,R.(2004). Bank regulation and supervision: What works best? *Journal of Financial intermediation* 13, 205-248.
- Beck, T. (2006 , January). Creating an Efficient Financial System. *Challenges in a Global Econothe* , pp. 2-43.
- Beck, T., Clarke, G., Groff, A., Keefer, P., Walsh, P., 2001. New tools in comparative political econothe: The database of political institutions. *World Bank Economic Review* 15, 165-176.

Beck, T., Demirguc-Kunt, A., Levine, R., 2006. Bank concentration, competition, and crises: First results. *Journal of Banking and Finance* 30, 1581-1603.

Bryman, A. and Bell, E. (2011). *Business Research Method, 3th edition*, Oxford University Press.

Bryman, Alan and Cramer, Duncan (2005). Quantitative Data Analysis with SPSS 12 and 13: *A Guide for Social Scientists, Psychology Press E-book*

Cowan, M and Vagen, T.(2013).Thomson Reuters GRC surveyed. Retrieved on 13 Feb 2015 from https://risk.thomsonreuters.com/sites/default/files/Asia_-_Impact_of_Regulation_in_Financial_Services_Sruvey.pdf.

Devinaga, R. (2010) Theoretical Framework of Profitability as Applied to Commercial Banks in Malaysia, *European Journal of Economics, Finance*. Retrieved on 27 May 2015 from <http://www.eurojournals.com>

David M.G, and Mammed B.(2010) "Diversity training in organisations: an introduction", *Journal of European Industrial Training*, Vol. 34 Iss: 6, pp.493 – 505

Fargason, J.s.(1993)"Legal Compliance auditing and the Federal Sentencing Guideline"*Journal of the institute of Internal Auditors*,Altamonte Springs:FL.

Faure.G.M. and Lefevere,J.(2012).Compliance with global environment. Retrieved on 29 May 2015 from <http://paper.ssrn.com>.

Fernandez, A., González, F., (2005). How accounting and auditing systems can counteract risk-shifting of safety nets in banking: Some international evidence. *Journal of Financial Stability* 1, 466–500.

Goodhart, CAE (2008) ‘Liquidity and Money Market Operations: *A proposal*’ LSE Financial Markets Group Special Paper 179.

Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Upper saddle River, New Jersey: Pearson Education International.

Halling, M. and Hayden, E. (2006). Bank Failure Prediction: A Two-Step Survival Time Approach.Retrieved on 6 Feb2015 from <http://dx.doi.org/10.2139/ssrn.904255>.

Sudin, H.(2004). Determinants of Islamic Banking Profitability. *Global Journal of Finance and Economics; Vol 1*, No.1. Retrieved on 30 May 2015 from <http://ie.um.ac.ir/parameters/ie/filemanager/%D920Islamic%20Bank%20Profitability.pdf>.

Khoon Yean,S.H. (2012).Compliance Matters. *Survey On Malaysia Banking Institutions' Compliance Function Effectiveness*, pp. 29-46.

International Monetary Fund. Financial soundness indicator, E-library Data Retrieved on 11 JAN 2015 from <http://data.imf.org>

Joseph M.Kelly (2006). Cultivate holistic compliance culture. Retrieved from <http://www.aba.com/Products/bankcompliance/Documents/NovDec06CoverStory.pdf> on 11 Jan 2015

Kane ,E. J.(1997). Making bank risk shifting more transparent. *Pacific -Basin Finance Journal* 5, 143-156

Kane, A., Marcus, A., & McDonald, R. (1985). Debt policy and the rate of return premium to leverage. *Journal of Financial and Quantitative Analysis*, 20(4), 479–499.

Kurt.(2015). Compliance: robust reporting is the key.Retrieved from <http://www.meritsolution.com> on 20 May 2015.

Lin, F. M. (2012, November 6). Compliance is the entire organisation's responsibility. Kuala Lumpur, Malaysia.

Luan, K.T (2012). Compliance is the entire organization Responsibility. Retrieved on 14 Jan 2015 from <http://www.pwc.com/the/en/press/121106-ibbm-compliance-matters.html>

MacLean, T.L and Behnam, M.(2010). The danger of Decoupling: *The relationship between the compliance program,legitimacy perception, and institutionalized Misconduct*.Retrieved from <http://paper.ssrn.com> on 13 May 2015.

Margaret,R.(2015). What is compliance audit?Retrieved from <http://searchcompliance.techtarget.com/definition/compliance-audit> on 24 March 2015

Mathias Dewatripont, J.-C. R. (2009, September). The treatment of distressed banks. *The future of financial regulation*, pp. 65-74.

McDowell,J. and Gary, N.(2008). The Consequences of Money Laundering and Financial Crime, *Economic Respectives Journal of U.S.Department State* , U.S.A.19

Molyneux, P and Thornton, J. (1992). Determinants of European Bank Profitability: A Note. *Journal of Banking and Finance*, Vol. 16, 1173-1178

Olaniyan , D.A. and Lucas .B.Ojo (2008).Staff training is the vital tool for an organization effectiveness. *European Journal of Scientific Research* 24(3):326-31

Olaniyan, D.A.and Lucas. B. Ojo (2008).Staff training and Development:A vital tool for organizational effectiveness. *European Journal OF Scientific Research* 24(3):326-31.

Peter Grabosky, J. B. (1992).*Business Regulation and Australia's Future*. Australia: National Library of Australia.

PWC(2012). Compliance matter:Survey on Malaysia Banking institutions compliance function effectiveness. Retrieved from <http://www.aicb.org.the/wp-content/uploads/2013/03/IBBM-PWC-Survey-Compliance-Matters.pdf> on 11 Nov 2014

Quirk,J.P.(1997).Money laundering muddying macroeconoth. Retrieved from <https://www.imf.org/external/pubs/ft/fandd/1997/03/pdf/quirk.on17 Feb 2015>

Regulatory Compliance - Wikipedia. Retrieved on 11 NOV 2014 from https://en.wikipedia.org/wiki/Regulatory_compliance

Sauber, M.H. et al, (2008). ‘Developing supply chain management program: a competency model’, *Quality assurance in Education*, Vol. 16, No.4, pp375-391.

Sekaran, U. (2003).Research Methods for Business: A skill Building Approach, 4th Edition, Wiley

Singh, R. (2000). Bank Regulation, Compliance and Enforcement. 11-17.

Siddiqi, N. 2008. Current financial crisis and Islamic economics [online]. Retrieved

on 4 April 2015 from <http://www.siddiqi.com/mns/CurrentFinancialCrisisAndIslamicEconomics.html>.

Terry Thomas, J. R. (2004).Strategic leadership of ethical behavior in business. *Acadethe of Management Executive, Vol. 18*, No. 2, 56-66.

The World Bank.(2014).Financial sector indicator.Retrieved from <http://data.worldbank.org/indicator> on 25 Mar 2015

Zeti.A.A(2006, February).Building a robust Islamic financial system.2nd *International Conference on Islamic Banking , Kuala Lumpur.*

Zeti A. A. (2011). Financial Sector Blueprint 2011-2012.*Strengthering Our future*, pp. 54-134.

