UNIVERSITI TEKNOLOGI MARA

THE RELATIONSHIP BETWEEN CORPORATE GOVERNANCE MECHANISMS AND BANK PERFORMANCE

BERNADETTE JOSEPHINE JAMES

MACC FACULTY OF ACCOUNTANCY

JANUARY 2015

ABSTRACT

The high profile accounting scandals occurred in WorldCom and Enron as well as in the banking sectors, the Barings and Imarbank scandals, have deeply impacted the nation and world economies. These events had ignited the importance of implementing good corporate governance mechanisms for companies and the banking sectors throughout the countries including Malaysia. Therefore, in order to identify the specific corporate governance characteristics that would influence the nation and world economies, this dissertation examined corporate governance mechanisms specifically the ownership monitoring mechanism, internal control monitoring mechanism (board independence and board size), and regulatory mechanism (capital adequacy ratio) influence on the banks performance measured by return on assets (ROA) from the resource based theory perspective. Particular years chosen from 2009 until 2013 due to Bursa Malaysia listings requirement to disclose corporate governance practices in the annual report for all companies in Malaysia. Pearson correlation and the regression analysis methods have been adopted in this dissertation to accomplish the objectives. Based on the result, capital adequacy ratio found to be significant influence on return on assets as proxy for corporate performance. In addition, since the introduction of the Malaysian Code of Corporate Governance in 2000 until the revised version in 2012, from the descriptive analysis, banks in Malaysia did comply with the suggested recommendations particularly the number of members on the board requirements. Findings from this dissertation would assists the Central Bank of Malaysia and the Securities Commission to formulate strategies for the banking sector to be fully complied with the Malaysian Code of Corporate Governance 2012. In addition, banks in Malaysia would be able to identify which resources to be focused on in attaining higher corporte performance.

Keywords : *Corporate governance, corporate governance mechanisms, banking sector, corporate performance, resource based theory*

ACKNOWLEDGEMENT

Firstly, I would like to thank God for giving me the opportunity to pursue on my Master and for completing this thesis successfully within the stipulated time period. My full gratitute and thanks goes to my supervisor Dr. Corina Joseph. I thank you for the guidelines, support, and patience in accommodating me with this dissertation. My appreciation also goes to my friends for the assistance given to me with this thesis.

Finally, this thesis is dedicated to my loving husband and children for the time and understanding given during the completion of this challenging journey. This achievement is dedicated to all of you. Thank you so much.

TABLE OF CONTENTS

AU	THOR'S DECLARATION	i
AB	STRACT	ii
ACKNOWLEDGEMENT TABLE OF CONTENTS LIST OF TABLES LIST OF FIGURES LIST OF ABREVIATIONS		iii
		iv
		vii
		viii
		ix
СН	APTER ONE: INTRODUCTION	1
	Background of Study	1
1.2	Ducklass Statument	2
1.2	Problem Statement	3
1.3	Research Objectives	4
1.4	Research Questions	4
1.5	Significance of Study	4
1.6	Structure of Study	6
СН	IAPTER TWO: LITERATURE REVIEW	7
2.1	Introduction	7
2.2	Corporate Performance	7
2.3	Malaysian Code on Corporate Governance	10
2.4	Ownership Monitoring Mechanism	11
2.5	Internal Control Monitoring Mechanism	12
	2.5.1 Board Independence	12
	2.5.2 Board Size	14
2.6	Regulatory Monitoring Mechanism	15
	2.6.1 Capital Adequacy Ratio	15
2.7	Underpinning Theory: Resource-Based Theory	16

2.8 Theoretical Framework	19
2.9 Hypotheses Development	19
2.9.1 Ownership	20
2.9.2 Board Independence	21
2.9.3 Board Size	21
2.9.4 Capital Adequacy Ratio	22
2.10 Chapter Summary	23
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction	24
3.2 Sample Selection	24
3.3 Measurements and Variables	25
3.3.1 Dependent Variable: Return on Assets	25
3.3.2 Independent Variables	26
3.3.2.1 Ownership	26
3.3.2.2 Board Independence	26
3.3.2.3 Board Size	26
3.3.2.4 Capital Adequacy Ratio	26
3.3.3 Control Variable	27
3.3.3.1 Bank Size	27
3.4 Organization of Data	28
3.5 Data Analysis	28
3.5.1 Pearson Correlation Coefficient	28
3.5.2 Multiple Regression Analysis	28
3.6 Chapter Summary	29
CHAPTER FOUR: RESULTS AND DISCUSSION	30
4.1 Introduction	30
4.2 Descriptive Statistics	30
4.2.1 Descriptive Statistics on Continuous Variables	32
4.3 Inferential Tests	34
4.4 Normality Test	34
4.5 Multicollinearity Test	36
4.5.1 Correlation Test	36