

UNIVERSITI TEKNOLOGI MARA

**The Contribution of Board of Directors'
Competency, Commitment, Integrity, and
Accountability to the Timely Submission
of the Annual Financial Report of
Agricultural Co-operative Societies in the
State of Perak and the moderating effect
of Office Support and Document
Handling**

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of the requirements for the degree of
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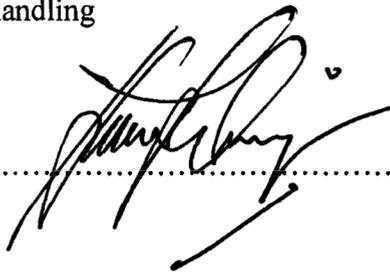
AUTHOR'S DECLARATION

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 or any other 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

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ABSTRACT

The post-mortem on the National Co-operative Policy 2002-2010 had highlighted, among others, the following weaknesses: low entrepreneurship skills, lack of understanding among members of co-operatives, and lack of professional management. In 1999, 58.8% (97 out of 165) agricultural co-operatives in Perak failed to submit their audited financial report on time as required by the Co-operative Society Act 1993 (Act 503) and Regulations. The targeted key performance indicators (KPI) for the Core Strategic V of National Cooperative Policy 2011 – 2020 requires that at least 90% of the co-operatives have audited annual financial report and 90% of the co-operatives conduct the Annual General Meeting (AGM). This study, which involves the Agricultural Co-operative Societies in Perak, aims to examine the relationship between educational level and training attained with the competency of BODs in ensuring timely submission of financial reporting. A series of tests were carried out to determine the relationship of BODs' competency, commitment, integrity and accountability with timely submission of financial reporting. Additionally, the study attempts to find out whether organizational support and document handling system moderate the relationship between independent and dependent variables. The findings of the study reveal that there is a relationship between educational level and training attained with BODs' competency. There are evidences that show only commitment, integrity and accountability have a relationship with timely submission of financial reporting. There are also findings that indicate the existence of a congruent relationship between commitment, integrity and accountability of BODs, with office support and document handling which serve as moderators. Therefore, establishing appropriate level of commitment, integrity and accountability with sufficient office support and proper document handling system is pertinent to timely submission of financial reporting.

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TABLE OF CONTENTS

AUTHOR'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xii
CHAPTER ONE: INTRODUCTION	
1.0 Background	1
1.1 Co-operative Movement in Malaysia	3
1.2 Government Recognition	6
1.3 Annual Financial Report	10
1.4 Problem statement	11
1.5 Research Objectives	18
1.6 Research Questions	19
1.7 Significance of the study	20
1.8 Limitation of the study	22
1.9 Scope of the study	22
CHAPTER TWO: LITERATURE REVIEW	
2.0 Introduction	25
2.1 Effectiveness of Financial Reporting	27
2.1.1 Financial Reporting Statement	33
2.1.2 Roles of Board of Directors on Effective Financial Reporting	40
2.2 BODs Competency and Effectiveness	44
2.2.1 Education and Competency	51
2.2.2 Training and Competency	53