

**WORKING CAPITAL MANAGEMENT AND FIRM PROFITABILITY  
DURING AND AFTER THE ECONOMIC CRISIS AMONG MALAYSIAN  
LISTED COMPANIES**

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## **ABSTRACT**

The aim of the study is to explore the working capital management components and examine their relationship with firm profitability among Malaysia listed companies during and after the global financial crisis of 2008-2009. Based on the descriptive results, Malaysian firms practice conservative working capital management techniques due to the fact that current ratio is high and debt ratio is low compared with prior studies. The multiple regression analysis on the 260 listed Bursa Malaysia companies shows a negative relationship between working capital management components (i.e. average collection period and average payment period) and firm profitability during and after the crisis periods. Moreover, cash conversion cycle negatively relates with firm profitability after the crisis. Inventory turnover days indicate a positive and significant relation with firm profitability during the crisis period. These findings suggest that Malaysian firms should try and collect cash from customers faster, pay bills as soon as possible and minimise the gap between initial investment and the time cash is collected from customers during both crisis and non-crisis periods. Nevertheless, management should maintain considerable level of stock to avoid shortage and supply interruption during the crisis.

**Keywords:** working capital management, average collection period, cash conversion cycle, inventory turnover period, average payment period, profitability, Malaysia

## ABSTRAK

Tujuan kajian ini adalah untuk meneroka komponen pengurusan modal kerja dan memeriksa hubungan mereka dengan keberuntungan yang kukuh di kalangan syarikat-syarikat Malaysia yang disenaraikan semasa dan selepas krisis kewangan global 2008-2009. Berdasarkan keputusan deskriptif syarikat Malaysia mengamalkan teknik pengurusan modal kerja konservatif disebabkan oleh hakikat bahawa nisbah semasa adalah tinggi dan nisbah hutang adalah rendah berbanding dengan kajian terlebih dahulu. Analisis regresi berganda ke atas 260 syarikat yang disenaraikan di Bursa Malaysia menunjukkan hubungan yang negatif antara komponen pengurusan modal kerja (iaitu tempoh kutipan purata dan tempoh pembayaran purata) dan keuntungan firma semasa dan selepas tempoh krisis. Selain itu, kitaran penukaran tunai negatif berkaitan dengan keuntungan firma selepas krisis. Hari pusing ganti inventori menunjukkan hubungan yang positif dan signifikan dengan keuntungan firma dalam tempoh krisis. Penemuan ini menunjukkan bahawa syarikat-syarikat Malaysia perlu cuba dan mengumpul wang tunai daripada pelanggan lebih cepat, membayar bil secepat mungkin dan mengurangkan jurang antara pelaburan awal dan tunai masa yang dikumpul daripada pelanggan semasa kedua-dua krisis dan bukan krisis tempoh. Walau bagaimanapun, pengurusan harus mengekalkan tahap besar stok bagi mengelakkan kekurangan dan membekalkan gangguan semasa krisis.

Kata kunci: pengurusan modal kerja, tempoh kutipan purata, kitar penukaran tunai, tempoh perolehan inventori, tempoh pembayaran purata, keuntungan, Malaysia

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## **LIST OF ABBREVIATIONS**

CCC:	cash conversion cycle
NOI:	Net operating income
ACP:	Average collection Period
ITD:	Inventory turnover in days
APP:	Average payment period
EBIT:	Earning before interest and taxes
ROA:	Return on assets
OPM:	Operating profit margin
WCM:	Working capital management
UUM:	University Utara Malaysia
SPSS:	Statistical package for social science
DR:	Debt ratio
CR:	Current ratio
SG:	Sales growth
WCMC:	working capital management component

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The worldwide financial crisis of 2008-2009 that started in the United States brought many negative consequences to the global economy in general. It began as an asset bubble created by many new financial derivatives that, together with other issues, compounded the problems and drove the subprime loan (Krugman, 2009). Krugman further highlighted that the crisis later on escalated into banking and housing crises that effected consumer and investment demand.

The Malaysian economy felt the global economic crisis in two main broad areas, export and foreign direct investment. Impacts on manufacturing sector exports were the most noticeable Abidin and Rasiah (2009) stated that electrical and electronics industry recorded a decline of 41.4% during the first quarter of 2009 which was worst than during the last quarter of 2008 that stood at 22.5%. This was due to a decline in the dominant export-oriented industries together with weak support from the domestic market-oriented industries. The value increment in the sector dropped by 17.6% during the first quarter of 2009, which was worst compared with the decline reported at the end of the year 2008.

The loan activities of commercial banks became lethargic notwithstanding the lower overnight policy rate (OPR), the lower statutory reserve requirement (SRR) and extra funds accessible for loans. The decrease in loan advances started in September 2008 and reached a severe level between November 2008 and January 2009 (Abidin & Rasiah, 2009).

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