IMPACT OF FINANCIAL MANAGEMENT ON THE PROFITABILITY OF SMALL AND MEDIUM TRADE AND SERVICE ENTERPRISES IN THAI NGUYEN PROVINCE

A Dissertation
Presented to
The Faculty
Graduate School
Southern Luzon State University
Lucban, Quezon

In Partial Fulfillment
of the Requirements for the Degree
Doctor of Business Administration

by
PHAM ANH NGOC (RANDY)

2013

ACKNOWLEDGEMENTS

I acknowledge Dr. Joanna Paula A. Ellaga and her assistants from the Southern Luzon State University (SLSU)

I also acknowledge Mrs. Le Thi Xuan from the Faculty of Foreign Languages of Thainguyen of Economics and Financial (TCEF) for her comments on English in earlier drafts of my disertation.

In the process of data collection for this research, many people contributed to the task and I am particularly grateful for their contributions. I am greatly indebted to Mr Nguyen Quoc Huy and Accounting Faculty of TCEF for their introduction to contacts with the small and medium enterprises (SMEs) community located in Thainguyen city.

I also wish to thank to Department of Taxation, Department of Investment and Planning for providing secondary data related to the current practices of SMEs in Thaingyen province.

I would particularly like to thank the following friends for their support related to data collection: Mrs. Ha Thi Hurong and all teachers of Finance Faculty of TCEF and all my students who worked as fieldworkers for data collection.

Finally, to my parents and my wife, I wish to extend my loving thanks for their encouragement.

ABSTRACT

This dissertation examines the relationship between financial management and profitability of SMEs to determine whether financial management practices and financial aspects impact on SME profitability.

Specific Objectives of the disertation are:

- 1. To determine the profile of the respondents in terms of the following
 - 1.1. The form of business organization affiliated with
 - 1.2. Position in the company
 - 1.3. Highest educational attainment
 - 1.4. Attendance to financial management-related trainings
- 2. To Identify the financial management practices of the company in terms of the following areas:
 - 2.1. Accounting information system
 - 2.2. Working capital management
 - 2.3. Fixed asset management
 - 3. To assess the company in terms of the following financial aspects:
 - 3.1. Liquidity
 - 3.2. Financial leverage
 - 3.3. Activity
- 4. To know the relationship of financial management practices and financial aspects to the company's profitability in terms of the following:
 - 4.1. Return on sales
 - 4.2. Return of assets
 - 4.3. Return on equity
 - 5. To develop a model for the SME's profitability

6. To propose solutions to improve the company's and SME's profitability

In this research, both survey and secondary data methods are used in combination. Survey was chosen to investigate financial management practices. The secondary data method was used to examine the financial aspects.

Respondents in this study can be: Owner, Manager, Chief-accountant of SMEs located in Thai Nguyen City.

The disertation provides descriptive findings of financial management practices and financial aspects and demonstrates the simultaneous impact of financial management practices and financial aspects on SME profitability. In addition, the research study provides a model of SME profitability, in which profitability was found to be related to financial management practices and financial aspects. With the exception of debt ratios, all other variables including cash ratio, total asset turnover, accounting information systems, working capital management and fixed asset management were found to be significantly related to SME profitability.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLE	vii
INTRODUCTION	1
1.1. BACKGROUND OF THE STUDY	1
1.2. STATEMENT OF THE OBJECTIVES	2
1.3. HYPOTHESIS	4
1.4. SIGNIFICANCE OF THE STUDY	4
1.5. SCOPE AND LIMITATIONS OF THE STUDY	5
1.6. DEFINITION OF TERMS	6
Chapter 2	8
REVIEW OF RELATED LITERATURE AND STUDIES	8
2.1. QUALITATIVE DEFINITIONS OF SMES	8
2.2. QUANTITATIVE DEFINITIONS OF SMES	9
2.3. FINANCIAL MANAGEMENT FOR SMES	10
2.4. FINANCIAL MANAGEMENT PRACTICES	13
2.5 FINANCIAL ASPECTS	17
2.6 SME PROFITABILITY	19
2.7. RELATIONSHIPS BETWEEN FINANCIAL MANAGEMENT AND SME	
PROFITABILITY	22
2.8. THE MODEL OF IMPACT OF FINANCIAL MANAGEMENT ON SME	
PROFITABILITY	22
2.9. CONCEPTUAL FRAMEWORK	23
Chapter 3	24
METHODOLOGY	24
2.1 DESEARCH DESIGN	24

3.2. LOCALE OF THE STUDY	25
3.3 BUSINESS STRUCTURE AND SMES IN THAI NGUYEN PROVINCE	25
3.4 SAMPLING DESIGN AND TECHNIQUES	25
3.5 DETERMINATION OF SAMPLE SIZE	26
3.6 SUBJECT OF THE STUDY	26
3.7. RESEARCH INSTRUMENT	27
3.8. DATA GATHERING PROCEDURE	36
3.9. DATA PROCESSING METHOD	37
3.10. STATISTICAL TREATMENT	37
Chapter 4	39
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA	39
4.1. DESCRIPTIVE OF THE RESEARCH STUDY	39
4.2 ASSOCIATIVE ANALYSIS OF THE RESEARCH STUDY	62
Chapter 5	7 1
SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	7 1
5.1 SUMMARY	71
5.2 FINDINGS	73
5.2 FINDINGS	
	76
5.3 CONCLUSIONS	76 77
5.3 CONCLUSIONS	76 77
5.3 CONCLUSIONS	76 77 79
5.3 CONCLUSIONS	7677
5.3 CONCLUSIONS 5.4 RECOMMENDATIONS BIBLIOGRAPHY APPENDIX 1 APPENDIX 2: SURVEY INSTRUMENT	7677
5.3 CONCLUSIONS 5.4 RECOMMENDATIONS BIBLIOGRAPHY APPENDIX 1 APPENDIX 2: SURVEY INSTRUMENT SURVEY OF FINANCIAL MANAGEMENT PRACTICES	7677

LIST OF TABLE

Table 1.1: Classifying enterprise by total capital and number of laborers	6
Table 3.1. Number and percentage of SME sample and population	26
Table 4.1: Structure of SMEs in the sample by form of ownership	40
Table 4.2: Structure of respondent by the position	40
Table 4.3: Structure of respondent by the highest educational attainment	41
The level education	41
Table 4.4: Structure of respondent by the frequency of attendance to	41
Table 4.5: Responsibility – accounting information system	43
Table 4.6: Using computer in accounting information system	44
Table 4.7: Weighted Mean Distribution on Accounting information system	45
Table 4.8: Preparing cash budgets	46
Table 4.9: Cash balance determination.	47
Table 4.10: Weighted Mean Distribution on Cash management practices	49
Table 4.11: Sales on credit and credit polices	50
Table 4.12: Frequency of reviewing receivable levels and bad debts	51
Table 4.13: Weighted Mean Distribution on Receivable management practices	52
Table 4.14: Frequency of reviewing inventory levels and preparing inventory budgets	53
Table 4.15: Weighted Mean Distribution on Inventory management practices	54
Table 4.16: Frequency of evaluating investment projects and reviewing efficiency of usi	ng
fixed assets after investing	56
Table 4.17: Weighted Mean Distribution on Fixed asset management practices	57
Table 4.18: Descriptive statistics of financial ratios of trading and service SMEs	58
Table 4.19: Descriptive findings of SME cash ratios	59
Table 4.20: Descriptive findings of SME Debt-to-equity ratio	60
Table 4.21: Descriptive findings of SME activity ratio	60

Table 4.22: Overview of SME profitability	
Table 4.23: Correlation matrix of PRO and independent variables	
Table 4.24: SME profitability regression model using profitability as dependent variable 65	
Table 4.25: Descriptive finding of relationship between profitability and cash ratio	
Table 4.26: Relationship between SME profitability and the efficiency of financial	
management practices	
T able 4.27: Regression model of SME profitability after removing debt ratio	

Chapter 1

INTRODUCTION

This chapter provides a general introduction to the research study. The purpose is to establish foundations for following chapters and the study as a whole, by providing a general picture of the study. This chapter is structured into ten sections

Section 1.1 examines the research background where the research problem is identified. Section 1.2 defines the research problem, presents a statement of the problem and expands the research problem in two subsections 1.2.1 and 1.2.2. Subsection 1.2.1 presents research objectives that the study covers in the process of solving the research problem defined. Subsection 1.2.2 addresses the research questions that will be respectively answered in chapters of the study

Section 1.3 provides hypothesis of this study. Section 1.4 and section 1.5 points out the significance and scope of the study. Lastly, section 1.6 presents definition of terms

1.1. BACKGROUND OF THE STUDY

Vietnam was a strong command-economy system in the mid-1980s. The difficulties from years of war and the inefficiency of the command-economy system had led the Vietnam economy to crisis. Face with stagnant growth, shortage of food, deficit budgets, increase in inflation and trade imbalances, the Government of Vietnam started an economic renovation policy in 1986.

According to Vietnam Chamber Of Commerce And Industry (VCCI), since the government introduced the series of economic reform, the private sector has rapidly grown in terms of the number of businesses, capital and employees. From the base of zero in 1991, the number of private businesses, limited companies and joint stock companies had quickly risen to 543.963 in 2011 and almost all are small and medium enterprises (SMEs). SMEs have

contributed considerably to growing GDP and creating jobs for labour-age people as follows (VCCI):

Total of capital was 6.000.000 billion VND

Providing a large number of diversified products, occupying 40 percent of GDP

Creating jobs for 26 million people,

Mobilizing temporarily unused resources such as land, capital labour and management skills to develop production, and

Increasing export volume and lessening trade deficits.

Originating from recognition of the increasingly important role and contribution of SMEs as well as the recent promotion and supporting policy on developing SMEs, this research study the *Impact of Financial Management on the Profitability of Small and Medium Trade and Service Enterprises in Thai Nguyen Province*.

1.2. STATEMENT OF THE OBJECTIVES

The problem that SMEs in Thai Nguyen province face appears to be that inefficient financial management has adversely affected their profitability (Thai Nguyen Young Businesses's Union 2010). Therefore, the problem to be addressed in this research is to investigate effects of Financial aspects and financial management practices on SME profitability, and then, to determine the best measures for improving SME profitability in Thai Nguyen province by using efficient financial management tools.

1.2.1. Research objectives

In solving the research problem and answering the research questions mentioned previously, this study has the following objectives:

- 1) To determine the profile of the respondents in terms of the following
 - 1.1) The form of business organization affiliated with