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4

5 **Abstract**

6

7 **Index terms—**

8 Microfinance is a means of the struggle against poverty in developing countries in general and Cameroon in
9 particular through financing activities that generate incomes for poor households. In order for these MFIs to
10 continuously reach out to the poor and maintain their objective of reducing poverty, they need to be financially
11 sustainable and liquidity management plays a very vital role in ensuring the sustainability of MFIs by guaranteeing
12 profitability.

13 Microfinances were created with the main objectives of providing petite credit to women and low-income
14 earners who were excluded from the formal banking system because they could not provide the collateral security
15 that were demanded by these big banks. These women took these micro loans to do small businesses which
16 could generate income for their households. The industry's success in meeting the needs of its target clientele
17 has resulted from its ability to overcome a lot of the barriers above which previously prevented poor and low-
18 income earners from using formal financial services. In order for these MFIs to continuously reach out to the
19 poor they need to manage their liquidity properly so as to stay sustainable. The issue of liquidity management
20 is increasingly becoming problematic to many MFIs especially during this crisis period in Cameroon.

21 Many individuals who used to save heavily in MFIs were big business people and they in turn take heavy
22 loans to run their businesses with but majority of them have now fled to other regions of the country for safety
23 purpose while majority of those remaining in the crisis zones are the low income earners who are struggling to
24 make ends meet and as such the saving rate has drop drastically and many of them are even afraid to take loans
25 to do petite trade because of fear due to frequent lock downs, ghost towns, gun shoot in this crisis zones.

26 MFIs generally try to keep or maintain sufficient funds to meet unexpected demands from depositors, given
27 they primarily deal with poor and low-income earners. Possible fallout of the crisis is an increase in the volume
28 of nonperforming loans of financial institutions, as businesses have gone bankrupt, farmers have been unable to
29 cultivate effectively due to difficulty in accessing farm lands, and the region's population and number of small
30 business owners has reduced greatly. MFIs have struggled to survive, and some MFI branches have even shutdown
31 in many areas due to the ongoing Anglophone. MFIs' profits have dropped in many cases. Nonetheless, there
32 still exist lots of profitable investment opportunities in the region and beyond. While some MFIs have struggled
33 to cope, others have opened new branches and recorded huge successes. One of the factors which may account for
34 the sustainability of MFIs as seen in past research is proper liquidity management. In Cameroon in general and
35 Northwest and Southwest in particular in the midst of the ongoing Anglophone crisis, whether or not liquidity
36 management contributes to the profitability of MFIs remains largely unproven.

37 In order to seek for answers, the following research questions have been posed;

38 In order to answer the above mentioned research questions, the following hypothesis has been formulated in
39 this paper:

40 **1 London Journal of Research in Management and Business**

41 ? What is the effect of liquidity management on the profitability of MFIs affiliated to MC 2 in the midst of the
42 ongoing Anglophone crisis?

43 ? What is the effect of the cash ratio on the profitability of MFIs affiliated to MC 2 in the midst of the ongoing
44 Anglophone crisis?

45 ? What is the effect of the current ratio on the profitability of MFIs affiliated to MC 2 in the midst of the
46 ongoing Anglophone crisis?

6 PROFITABILITY OF MFIS

47 ? What is the effect of the liquidity ratio on the profitability of MFIs affiliated to MC 2 in the midst of the
48 ongoing Anglophone crisis? This Paper will be organized as follows; 1: Introduction and justification of the
49 research, 2: Literature Review, 3: Research Method and Specification of Model, 4: Data Analysis and Discussion
50 of Findings and 5: Conclusion, Recommendations And Policy Implications.

51 2 II. LITERATURE REVIEW

52 3 Concept of Liquidity and Liquidity Management

53 4 Liquidity

54 Liquidity is important in financial services as it has an effect on the service provider's ability to meet daily
55 withdrawals by clients (Francis, 2016). MFIs for example should have sufficient number of profitable assets in
56 order to pay dividends to their shareholders and still be able to transfer to reserve. Liquid assets are important
57 to have in times of crisis or emergency because they can be readily converted into cash. Without liquidity, money
58 can become tied up in systems that are difficult to cash out of and even more difficult to assess for actual cash
59 value (Chaplin et al., 2000).

60 Liquidity is the term mostly used to illustrate how easy it is to change both fixed and current assets to cash.
61 The most liquid short term asset and what everything else is compared to is cash. This is can be explained by the
62 fact that it can be used easily and immediately. Assets that can be converted to cash quickly are important to
63 have in times of crisis or emergency especially in the ongoing Anglophone crisis in the Northwest and South west
64 regions of Cameroon because they are readily converted into cash. During times of financial needs, large financial
65 institutions close down due to lockdowns, ghost town, etc making it difficult for their customers to access the
66 cash they need to buy basic needs like food, gasoline and other emergency supplies (Chaplin, Emblow & Michael,
67 2000).

68 No universally accepted definition has been fronted on liquidity; some scholars have defined it as the ability of a
69 firm to ensure the availability of funds to meet its short term obligations. In the business of financial institutions,
70 it can also be defined as its capacity to fund an increase in assets and meet both expected and unexpected cash
71 and collateral obligations at a reasonable cost and without incurring unacceptable losses.

72 5 Liquidity Management

73 According to Choudhry (2011), liquidity management refers to the funding of deficits and investment of surpluses,
74 managing and growing the balance sheet, as well as ensuring that the bank operates within regulatory and
75 stipulated limits. Ideal bank management is an uninterrupted endeavour of assuring that a balance exists between
76 liquidity, profitability, and risk (Banks, 2014). MFIs indeed require liquidity since such a large proportion of their
77 liabilities are payable on demand (deposits) but typically the more liquid an asset is, the less it yields.

78 Liquidity management is inversely related to the performance of banks ??Bassey, 2015). A liquidity
79 management crisis was evident in the global financial crisis of 2007-08 ??Dullien, 2010). This was the
80 worst financial crisis raising fundamental questions about liquidity management (Basel Committee on Banking
81 Supervision, 2013). During the crisis, banks were hit hardest by liquidity management ? H 01 : The cash ratio
82 has no significant effect on the profitability of MFIs affiliated to MC 2 in the midst of the ongoing Anglophone
83 crisis? ? H 02 : The current ratio has no significant effect on the profitability of MFIs affiliated to MC 2 in the
84 midst of the ongoing Anglophone crisis? ? H 03 : The liquidity ratio has no significant effect on the profitability
85 of MFIs affiliated to MC 2 in the midst of the ongoing Anglophone crisis? pressures cutting back sharply (Basel
86 Committee on banking supervision, 2013). Major commercial banks like Lehman Brothers collapsed. Other banks
87 were bailed out by the governments. The impact on the stock market was very severe as stocks shed prices (Basel
88 Committee on Banking Supervision, 2013). In many areas the economy faced a huge financial blow, resulting
89 in house evictions, foreclosures and prolonged unemployment (Basel Committee on Banking Supervision, 2013).
90 The crisis underscored the role of liquidity management in commercial banks (Basel Committee on Banking
91 Supervision, 2013).

92 6 Profitability of MFIs

93 Profitability is the ability to make surplus from all activities of an institution. It measures management efficiency
94 in the use of organizational resources in adding value to the institution. Profitability may be regarded as a relative
95 term measurable in terms of profit (surplus) and its relation with other elements that can directly influence the
96 profit. Profitability is the relationship of income to some balance sheet measure which indicates the relative
97 ability to earn income on assets.

98 The issue of institution's profitability and performance efficiency has been considered in a number of theoretical
99 and empirical researches of different kinds. However, return on assets (ROA) and return on equity (ROE) have
100 always been mentioned among the main indicators characterizing organisation's profitability.

101 Return on Assets (ROA) is the ratio of net income to total assets (Khrawish, 2011). It measures the ability
102 of the MFI's management to generate income by utilizing MFIs' asset at their disposal. In other words, it shows
103 how efficiently the resources of the MFIs are used to generate the income.

104 Return on Equity (ROE) is a financial ratio that refers to how much profit a company earned compared to the
105 total amount of equity invested or found on the balance sheet. Thus, the higher the ROE the better the MFIs is
106 in terms of profit generation.

107 **7 III. RESEARCH METHOD AND METHODOLOGY**

108 **8 Scope and Area of Study**

109 The data set contains general information on liquidity data, profitability data from 70 MFIs affiliated to MC 2 .
110 We are going to use a cross sectional data collected from audited MFIs end of year financial statements for the
111 year 2019. Let us mention that the sample was drawn from the population of Cameroon MFIs which is about 488
112 microfinances from which we limited ourselves to those affiliated to MC 2 which we had access to information of
113 70 MFIs affiliated to MC 2 . Data were collected from secondary sources (balance sheet, trial balance, income
114 and expenses statement, prudential ratios status document as prepared and validated by the Board of Directors
115 of MC 2 . The choice of Mutuelle Communautaires de Croissance (or MC²) was motivated by the fact that MFIs
116 affiliated to this network are mostly found in rural areas than urban areas, where many individuals have fled to
117 other part of the region due to the ongoing Anglophone crisis that is really intense in rural areas of the crisis
118 zones and given the fact that most of the poor population are found in the rural areas, we will be able to get a
119 better picture when analyzing the liquidity management and profitability of MFIs.

120 Launched in 1992, the activity of the "MC 2 " aims at endowing the village communities with rural development
121 micro banks created and managed by their members, in the respect of the socio-cultural values. The "MC 2 "
122 propose to the populations adapted solutions in order to overcome their problems of access to the financial services
123 and permit them to improve their living conditions in a sustainable manner. It is a question of an endogenous
124 approach of development which permits the underprivileged London Journal of Research in Management and
125 Business

126 **9 An Insight of MC2 Network**

127 populations to create wealth. As any microfinance institution, the "MC 2 " have a two-fold objective. An
128 economic objective which concerns their financial viability and a social objective which is that of reaching the
129 poorest levels of the populations by financing small and micro activities.

130 The "MC 2 " are institutions of first category 1 sponsored by Afriland First Bank which plays at the same
131 time the role of a commercial bank and provides the technical assistance in partnership with the NGO "ADAF"
132 (Appropriate Development for Africa Foundation).

133 On the 31 st December 2007, there were 66 operational "MC 2 ". On this same date, the network deals directly
134 with 82 280 individuals, 9 844 groups and associations and indirectly with about 574 480 persons. The total
135 amount of deposits is 11, 87 billions of CFA Francs, the capital raised in the "MC 2 " amounts to 2, 36 billions
136 of CFA Francs. A total amount of 25, 43 billions of CFA Francs has been granted in a form of loans since 1992
137 (ADAF, 2008). The flexibility of the "MC 2 " as well as its adaptability to each socio-cultural context permits
138 its fast introduction in the different milieu which experience poverty problems and which the populations have
139 chosen to become members in order to emerge from poverty.

140 **10 Methods of Data Analysis**

141 The methodology we are going to adopt in this paper will be based on the estimation of panel data for the retained
142 model. As compared to a transversal study, this estimation by panel permits to better analyse the heterogeneity
143 among enterprises. The estimation by panel data reduces the error margin of estimation and multicollinearity,
144 and also permits for a better description of the complexity of the behaviour of each of the studied MFIs. It takes
145 into consideration, at least two dimensions: in space and in time. The regression model used is in function of
146 panel characteristics. According to Saunder et al ??2007), every statistics to describe a data usually summarizes
147 the information in the data by disclosing the average indicators of the variables used in the study. Data collected
148 from secondary source was compiled, sorted, edited, classified, coded and analysed using a computerised data
149 analysis package known as SPSS 11.0.

150 **11 Specification of the Model**

151 The study employs the multiple regression models shown below. The indicators of profitability are used to
152 develop different functions relating to liquidity management as shown below: Profitability of MFIs = f (Liquidity
153 Management)(1)

154 Following from equation (1) above, the profitability of MFIs (?) is measured using Return on Assets (ROA).
155 Liquidity Management (LM) is broken down in to Cash Ratio (CR), Current Ratio (CCR) and Liquidity Ratio
156 (LR) as seen in the equations below: ? = f (CR, CCR, LR)(2)

157 The Lending Interest Rate (LIR), Size of Microfinance Institutions (SMFI) and Rural Residence (RR) are the
158 control variables used. Considering the importance of the intercept, coefficients to be estimated and error term,
159 the econometrics equation for the model becomes: DATA ANALYSIS AND DISCUSSION OF FINDING? = ?
160 0 + ? 1 CR i + ? 2 CCR i + ? 3 LR i + ? 4 LIR i + ? 5 SMFI i + ? 6 RR i + ?

161 12 Descriptive Statistics

162 Below gives a summary of descriptive characteristics of variables included in the model of MFI's captured by the
163 number of active members. Found in the table are the number of observations, the mean, standard deviation,
164 minimum value and maximum value of all the variables included in the model. in the crisis zone in Cameroon had
165 an average return on assets rate of 6.71% (0.0671737) with a standard deviation of 0.0389883 implying that there
166 is low variability of return on assets (proxy for financial performance) across MFIs sampled with the smallest
167 credit union having only 0.005365 (0.53%) return on assets while the most performant had 0.1489635 (14.89%).
168 This result simply illustrates the fact that there is a moderate disparity of credit unions in the sample in terms of
169 profitability. In addition, the average value of liquidity ratio in the sample is 3.658042 with a standard deviation
170 8.760165 which is greater than the mean revealing that there is a very high dispersion of liquidity ratio in the
171 sample. Values of liquidity ratio in the sample fluctuate between -7.4275 and 49.0548.

172 In terms of current ratio, results from descriptive analysis show that the average current ratio in the sample
173 is 0.06401 and a standard deviation of 0.4645678 indicating a moderate variability around the mean value with
174 values ranging from -3.2342 indicating very poor coverage of current assets by current liability to 1.4073. The
175 average cash ratio in the sample is 0.0465113 with a standard deviation of 0.3135103 indicating wide dispersion
176 of values around the mean value. Values of cash ratio range from -1.0505 to 0.3993.

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178 The mean value of size of the MFIs measured by total assets is 19.53128 and its standard deviation is 1.868639.
179 These results show that there is great disparity in terms of size of MFIs ranging from a minimum value of 15.57032
180 to a maximum value of 23.66528. Also, 79.57% of the sample was made up of MFIs which are based in rural
181 areas of the Region given that the mean value of rural residence is 0.7957143 as against 20.43% of the MFIs in
182 urban zone of residence. On average the lending interest rate in the sample is 18.48% (0.1848637) which reveals
183 that the interest rate of MFIs in crisis zone is moderate with values ranging from 0.033409 (3.34%) to 0.259945
184 (25.99%) per annum.

185 14 Correlation Analysis

186 displays the results of the pairwise correlation between the variables used in the regression analysis. This is a
187 prelude to the regression analysis in order to be sure that there is no strong correlation among the independent
188 variables which is a presumption to the problem of multicollinearity.

189 15 Regression results

190 In order to investigate the effect of liquidity management on the profitability of MFIs in the crisis zones of
191 Cameroon, we use the Ordinary Least Square estimation technique given the continuous nature of the dependent
192 variables. Results of the Ordinary Least Squares (OLS) are presented in table ???. It should be noted that
193 column one is the OLS results without accounting for possible threshold effect of the size of the MFI while in
194 column 2 we account for the possible quadratic effect of MFI size by including the squared value of MFI size.
195 As results reveal, including the squared value of size of MFI improved the goodness of fit of the model as the R
196 square moves from 0.422 (42.2% of the variation in the dependent variable being explained by joint variation of
197 all the regressors) to 0.502 (50.2%). Furthermore, including the squared value of size of MFI also improved the
198 significance of the variables. Thus, results from column 2 are considered for interpretation. Results from table
199 ???.4 shows that the coefficient of liquidity ratio is negative (-0.000585) which implies that there is a negative
200 effect of liquidity ratio on the profitability of MFIs. Said otherwise, liquidity ratio and return on assets evolve in
201 opposite direction. Specifically, a unit point increase in liquidity ratio will lead to about 0.0006 percentage point
202 fall in return on assets of MFIs. This result is statistically significant at 5% level. Thus, there is a negative and
203 significant effect of liquidity ratio on the profitability of MFIs in the crisis zones of Cameroon.

204 Further results indicate that current ratio also negatively relates with profitability of MFIs given that the
205 coefficient of current ratio is negative (-0.00823). In effect, a unit point increase in current ratio will bring about
206 0.008 percentage point fall in MFI return on assets. However, this result was found to be statistically insignificant
207 given that the p-value exceeds 0.1 (10%). In a nutshell, there is a negative but insignificant effect of current ratio
208 on the profitability of MFIs, as findings indicate.

209 Results arising from table 4.4 reveal that, unlike the previous two results, there is a positive effect of cash ratio
210 on the profitability of MFIs, given that the coefficient of cash ratio was found to be positive (0.0626). Precisely,
211 an increase in cash ratio by one point will lead to an increase in return on asset ratio by 0.06 percentage point
212 everything else held constant. This result is significant at 5% level. Therefore, it can be said that cash ratio
213 significantly enhances MFI profitability.

214 Going by the control variables, results from the OLS estimation show that the coefficient of MFI size is positive
215 (0.0905) which implies that there is a positive effect of size of the MFI on profitability. In other words, an increase
216 in size of the MFI will bring about an increase in profitability ceteris paribus. Specifically, a unit percentage
217 increase in total assets of MFI will result in about 0.09 percentage point increase in return on assets. This result
218 is significant at 1% level. Furthermore, the coefficient of size squared was found to be negative (-0.00215) and
219 statistically significant at 1% level as well. This outcome shows that there is a quadratic effect of MFI size on MFI

220 profitability. Said otherwise, the size of the MFI positively affect profitability as it increases up to a maximum
221 turning point where the size of the MFI begins to have a negative effect on MFI profitability. Thus, there is an
222 inverted U shape relationship between size of MFI and MFIs profitability.

223 In addition, the coefficient of rural zone of residence was found to be negative (-0.00160) which implies that rural
224 residence negatively affects MFI financial profitability. In effect, belonging to the rural area reduces profitability
225 by 0.002 points everything else held constant. However, it should be noted that this finding is not significant.
226 Thus, there is a negative but insignificant effect of zone of residence on the profitability of MFIs.

227 The coefficient of lending interest rate is positive (0.0178) as shown by table 4.4 above. This result indicates
228 that lending interest rate relates positively with return on assets as a proxy for profitability of MFIs. Specifically,
229 a unit increase in lending interest rate will lead to about 0.02 point increase in return on assets. Moreover, it
230 should be noted that this result is significant at 5% level. Thus, there is a positive and significant effect of lending
231 interest rate on the profitability of MFIs.

232 Overall, the applied model was globally significant at 1% level as the probability value of the Fischer statistics
233 (0.0000) is far below 0.01 (1%). Thus, liquidity management captured by liquidity ratio, current ratio and
234 cash ratio alongside size of the MFI, Zone of residence and lending interest rate significantly explained MFIs
235 profitability in the North West and South West Regions of Cameroon. Given an R-square coefficient of 0.502, it
236 can be seen that 50.2% of changes in profitability is explained by a simultaneous variations of all the independent
237 variables included in the model. Also, the Breusch Pagan test reveal that the model was homoscedastic as the
238 p-value of the test (0.7898) far exceeds 10% which permits us to accept the null hypothesis of constant variance
239 of residuals.

240 16 Discussion of Findings

241 The first objective of this paper was to examine the effect of liquidity ratio on the profitability of MFIs.

242 Results from data analysis indicate that there is a negative significant effect of liquidity ratio on MFIs
243 profitability in the study area. Based on this result we reject the first hypothesis of the study which postulates
244 that there is no significant effect of liquidity ratio on MFIs profitability. It should however be noted that this
245 results is contrary to a priori expectation. However, this outcome can be backed by the Baumol (1952) theory
246 of cash management. According to Baumol (1952), cash management enables companies to find the optimum
247 level of cash to hold under conditions of certainty. A negative significant effect of liquidity ratio on profitability
248 may be a sign of credit rationing in MFIs which may be manifested through low level of loan distributed and over
249 liquidity of MFIs. As such, failure to reach appropriate level of liquidity may later on translate into very low
250 level of income from loan and poor level of profitability. These results also corroborates the finding of Bordeleau
251 et al. (??009) who found that there is a non-linear-relationship between liquidity and financial performance
252 of banks in the United State, whereby profitability is improved for institutions that hold some liquid assets.
253 However, there is a point beyond which holding further liquid assets diminishes institutions' profitability, all else
254 equal. Therefore, a negative and significant effect of liquidity ratio may simply indicate that MFIs of the crisis
255 zones of Cameroon have reached the diminishing return phase of the nonlinear relationship between liquidity and
256 profitability as shown by ??ordeleau et al. (2009). This finding is also in line with the result of Maaka (2013) who
257 found a negative significant effect of liquidity on MFIs profitability in Kenya. If liquid assets are held excessively,
258 profitability could diminish because they have no or little interest-generating capacity. The opportunity cost
259 of holding low return assets would eventually outweigh the benefit of any increase in the institution's liquidity
260 resilience as perceived by markets (Mashhad, 2012).

261 The second objective of this study was to examine the effect of current ratio on the profitability of microfinance
262 institutions. In line with this objective, results show that there is a negative but insignificant effect of current
263 ratio on the profitability of MFIs. Thus, we fail to reject the second hypothesis of the study which states that
264 there is no significant effect of current ratio on the profitability of MFIs. This result is contrary to a priori
265 expectation and corroborates the finding of Kamoyo (2006) who found a negative but insignificant effect of
266 liquidity management on profitability of MFIs in Kenya.

267 The third objective of the present study was to assess the extent to which cash ratio affect the profitability of
268 MFIs. As expected, results from the OLS estimation reveal that cash ratio significantly enhances the profitability
269 of MFIs. Thus, we reject the third hypothesis of the study which claims that cash ratio has no significant effect on
270 the profitability of MFIs. This result is in conformity with a priori expectation and also conforms to the finding
271 of Ongore and Kusa (2013) who found that cash ratio exerts a positive and significant effect on the profitability
272 of commercial banks in Kenya.

273 Going by the control variables, results from data analysis indicate that there is a significant inverted U
274 shape relationship between size of the MFI and the profitability. This result suggests that, as the MFI size
275 increases, it enjoys some economies of scale in the distribution of financial services. It reaches an optimal
276 critical (maximum point in this case) point after which further increase in size (measured by London Journal of
277 Research in Management and Business total assets) will rather lead to diseconomies of scale in the distribution
278 of financial services to the public. This result is in line with the too big to manage hypothesis which shows that
279 as the microfinance becomes too big, the management may lack necessary expertise to efficiently manage the
280 institution. This outcome is in line with the findings of Kaplan (2011) who found a nonlinear inverted U shape

281 relationship between size of MFI and profitability of MFIs in WAEMU. This result also partially confirms the
282 finding of Akume and Badjo (2017) who found a negative effect of size on efficiency of MFIs in Cameroon.

283 17 V. CONCLUSION, RECOMMENDATION AND POLICY 284 IMPLICATION

285 18 Conclusion

286 Microfinance was developed as an alternative to traditional banking system for those who are excluded from the
287 later. The main objective of this paper was to examine the effect of liquidity management on the profitability of
288 MFIs in the crisis zones of Cameroon. In order to achieve this objective, data was collected from 70 microfinance
289 operating in the crisis zone for the year 2019. The data was later analysed using the Ordinary Least Squares.
290 Results from data analysis revealed that there is a negative effect of liquidity ratio and current ratio on MFIs
291 profitability while cash ratio was found to exert a positive effect on profitability. However, only liquidity ratio
292 and cash ratio were found to be statistically significant. Going by the control variables, results from data analysis
293 indicates that there is a significant inverted U shape effect of size of the MFI on profitability. In addition, lending
294 interest rate was found to enhance profitability significantly whereas there is a negative but insignificant effect
295 of rural zone of residence on the profitability of MFIs.

296 19 Conclusion, Recommendations and Policy Implication

297 20 Conclusion

298 The main objective of this paper was to find out if liquidity management affects the profitability of MFIs affiliated
299 to MC 2 operating in the crisis zones of Cameroon. Profitability was measured using return on asset, while
300 Liquidity management was measured using cash ratio, current ratio and liquidity ratio. Data was collected from
301 70 MFIs affiliated to MC 2 which are operating in the crisis zone and a methodology based on the estimation of
302 panel data for the retained model and SPSS 11.0 was used to analyze data. Conclusively, it is seen that there
303 is negative effect of liquidity ratio and current ratio on MFIs profitability while cash ratio was found to exert
304 a positive effect on profitability. So it can be concluded that as liquidity increases, profitability decreases due
305 to less loans granted. Again, the findings shows that more cash is been held idle by microfinance institutions.
306 It is suggested that, more loans should be giving out to customers which will intern reduces liquidity there by
307 increasing profitability in microfinance institutions.

308 21 Recommendations and Policy Implication

309 Based on the findings above, it is recommended that there is a need to invest the excess of liquidity (cash)
310 available at the MFIs, in various aspects of investments in order to increase the MFIs' profitability and to get
311 benefits from the time value of the available money. Also the MFIs should adopt a general framework for liquidity
312 management to assure a sufficient liquidity for executing their works efficiently. There is need for MFIs to engage
313 competent and quality personnel. The right personnel will ensure that the right decisions are made especially
314 with the optimal level of cash and treasury bills and certificates to keep. The MFIs need to be more aggressive
315 in the area of profit enhancement.

316 The study also strongly recommends that MFIs in crisis zones of Cameroon should develop effective and efficient
317 strategies with good policies that will improve the quality of their loans liquidity management in order to improve
318 their profitability. The Management of MFIs should improve on the capacity building of their workers through
319 constant training, workshops and seminars that will equip them with best practices on liquidity management
320 which will enhance profitability. Quarterly evaluation management meetings should be held to assess and evaluate
321 their performance. ^{1 2}



4

Figure 1: 4 Liquidity



Figure 2:

41

Variable	Obs	Mean	Std. Dev.	Min	Max
ROA	70	0.0671737	0.0389883	0.005365	0.1489635
Liquidity ratio	70	3.658042	8.760165	-7.4275	49.0548
Current ratio	70	0.06401	0.4645678	-3.2342	1.4073
Cash ratio	70	0.0465113	0.313510	-1.0505	0.3993
Size of MFI (Ln total assets)	70	19.53128	1.868639	15.57032	23.66528
Rural residence	70	0.7957143	0.4532886	0	1
Lending interest rate	70	0.1848637	0.3907462	0.033409	0.259745

Source: Computed by the author
Results from table 4.1 indicate that on average, sampled MFIs affiliated to MC2

Figure 3: Table 4 . 1 :

42

Roa	Liq	Cur	Roa	1.0000	Liq	1.0000	cur	car	Size	rural	1.0000	0.0693	lir
Car	Size	Rural	-0.1543		0.0389		1.0000	1.0000	1.0000				1.0000
Lir			(0.2020)		(0.7492)		0.8499	0.1851	-0.3427				0
			0.1728		0.0448		(0.0000)	(0.1251)	(0.0037)				
			(0.1526)		(0.7126)		0.0546	-0.1269	-0.1728				
			0.3048		-0.0470		(0.6534)	(0.2953)					
			(0.0103)		(0.6994)		-0.0898	-0.5670					
			0.5757		0.1112		(0.4598)						
			(0.0000)		(0.3592)		-0.3410						
			-0.1572		-0.0493								
			(0.1937)										
			-0.1060										
			(0.3822)		(0.6854)		(0.0039)	(0.0000)	(0.1526)	(0.5688)			

Note: P-values in parentheses

Source: Computed by the author

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as the correlation coefficient stands at 0.8499. In order to ascertain that multicollinearity is not a major concerned in the model, a formal test of multicollinearity known as the Variance Inflation Factors (VIF) test is further conducted and results are displayed in table 4.3 below. 6 Liquidity Management and Profitability of Microfinance Institutions (Mfis) in the Midst of the Anglophone Crisis in Cameroon: Case of Mfis Affiliated to Mc2 Operating in the Crisis Zones of Cameroon

Figure 4: Table 4 . 2 :

42

Variable	VIF	1/VIF
Cash ratio	5.36	0.186567
Current ratio	4.42	0.226244
Lending interest rate	1.91	0.523560
Size of MFI	1.03	0.970873
Rural residence	1.11	0.900901
Liquidity ratio	1.01	0.990099
Mean VIF	2.47	

Source: computed by the author

Figure 5: Table 4 . 2 :

London Journal of Research in Management and Business	VARIABLES	Liquidity ratio	Current ratio	(1) ROA	-0.000455 (0.000309)	(2) ROA	-0.000585** (0.000292)
	Cash ratio			(0.0129)		(0.0122)	
		0.0666**			0.0626**		
		(0.0294)			(0.0276)		
	Size of MFI			0.00865***		0.0905***	
				(0.00167)		(0.0261)	
	Size squared				-0.00215***		
					(0.000684)		
	Rural residence			0.00529		-0.00160	
				(0.00696)		(0.00688)	
	Lending interest rate			0.0141		0.0178**	
				(0.00904)		(0.00855)	
	Constant			-0.115***		-0.882***	

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Figure 6: Table 4 . 4 :

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² Liquidity Management and Profitability of Microfinance Institutions (Mfis) in the Midst of the Anglophone Crisis in Cameroon: Case of Mfis Affiliated to Mc2 Operating in the Crisis Zones of Cameroon

321 .1 Conflicts of Interest

322 The author declares no conflicts of interest regarding the publication of this paper.

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