

**SUPPLY CHAIN MANAGEMENT PRACTICES,
SUPPLY CHAIN INTEGRATION AND SUPPLY CHAIN
PERFORMANCE: A STUDY OF ELECTRONICS FIRMS IN
MALAYSIA**

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ABSTRACT

Organisation has begun to understand and recognise that it is vital to improve the effectiveness and efficiency of both, the organization and their supply chain simultaneously. However, only few manufacturing firms have gained significant benefits by effectively utilizing supply chain management practices to tightly integrate operations with their members of supply chain. Therefore, it is still vague on how supply chain management practices can be used to enhance and promote supply chain integration and to better the performance of the supply chain. Consequently, this study aims to investigate the relationship among three factors: supply chain management practices (SCMP), supply chain integration (SCI) and supply chain performance (SCP) of manufacturing firms in the electronics industry in Malaysia. It presents a theoretical model in which SCMP implementation can affect SCP either directly or indirectly, via SCI. This study is perhaps one of the few to address the effect of SCMP towards the overall performance of the SCP in consideration of the mediation effect of SCI. Data was collected from 113 electronics firms through the questionnaire survey method. Respondents were owners, senior managers and managers of firm in the electronic industry in Malaysia. This study develops regression analysis to test the relationship between SCMP, SCI and SCP. As a result, this empirical study indicates that all the three variables [supply chain management practices, supply chain integration and supply chain performance] seem to have a significant positive relationship. Finally, the study found supply chain integration to mediate the relationship between supply chain management practices and supply chain performance. These findings highlight the importance for companies to promote SCI and implement SCMP as an enabler. Policy and managerial implication is further discussed in this study.

ABSTRAK

Organisasi mulai menyadari bahawa tidaklah cukup untuk meningkatkan kecekapan dalam sebuah organisasi, tapi seluruh rantaian bekalan mereka. Ramai penyelidik telah menunjukkan bahawa pemahaman dan amalan pengurusan rantaian bekalan (SCM) telah menjadi prasyarat penting untuk tinggal di tempat kerja yang kompetitif global dan untuk meningkatkan keuntungan. Tujuan kajian ini adalah untuk mengeksplorasi amalan pengurusan rantaian bekalan dilakukan oleh organisasi perkilangan terutama dalam industri elektronik di Malaysia. Dalam kajian ini, suatu rangka kerja yang dibentuk berdasarkan hujah teori yang sedia ada, di mana hubungan antara tiga faktor penting; amalan pengurusan rantaian bekalan, integrasi rantai bekalan dan prestasi rantaian bekalan, dikaji. Selain itu, kesan pengantaraan integrasi rantaian bekalan, diperiksa. Pengajian ini adalah salah satu daripada antara yang terhad yang menganalisa pengaruh amalan rantaian bekalan terhadap prestasinya dengan mengambil kira kesan pengantaraan integrasi rantaian bekalan. Oleh itu, kajian ini dapat mengisi jurang kajian melalui kajian kuantitatif ke dalam industri pembuatan elektronik di Malaysia. Tambahan pula, keputusan empirik menunjukkan bahawa ketiga-tiga pembolehubah mempunyai pengaruh dan hubungan positif yang signifikan. Akhirnya, kajian ini mendapati integrasi rantaian bekalan untuk memediasi hubungan antara amalan pengurusan rantai bekalan dan prestasi rantaian bekalan. Dasar dan implikasi manajerial dijelaskan lebih lanjut tentang kajian ini.

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LIST OF ACRONYMS AND SYMBOLS

CRM	Customer Relationship Management
CRP	Continuous Replenishment Programme
EDI	Electronic Data Interchange
EPP	Entry Point Project
ETP	Economic Transformation Plan
FMM	Federation of Malaysian Manufacturers
ILP	Internal Lean Practice
IQ	Information Quality
IS	Information Sharing
KPI	Key Performance Indicator
KRA	Key Result Area
MIDA	Malaysian Investment Development Authority
MITI	Ministry of International Trade and Industry
MNC	Multi National Corporation
PSTN	Postponement
RR	Risk & Reward Sharing
SC	Supply Chain
SCI	Supply Chain Integration
SCM	Supply Chain Management
SCMP	Supply Chain Management Practices
SCP	Supply Chain Performance
SSP	Strategic Supplier Partnering
VISN	Agreed Vision & Goals
r	Correlation Coefficient
R	R-Squared
β	Beta, Regression Coefficient

DEDICATION

To my parents, my family, my friends,
To my past, present and future
To all whom I may know

To the mighty GOD,
in whom I am deeply loved,
greatly blessed, and
highly favoured