

**RELATIONSHIP OF SUPPLY CHAIN CAPABILITIES
AND SUPPLY CHAIN TECHNOLOGY ADOPTION
TOWARDS SUPPLY CHAIN OPERATIONAL
PERFORMANCE IN TEXTILE AND APPAREL
INDUSTRY**

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TEXTILE AND APPAREL INDUSTRY**

By

LEE KHAI LOON

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

In today's dynamic business environment, competition is no longer between firms, but between supply chains. The supply chain dependency leads the business focused on supply chain performance. Considering the importance given to the third industrial master plan by the Malaysia government, current supply chain environment accentuated the need of supply chain technology adoption to facilitate supply chain management. To explain the concerns, this study examined the impact of supply chain capabilities namely, relational capability, information technology capability, and organizational culture capability on supply chain operational performance and supply chain technology adoption. This study also examines the successive impact of supply chain technology adoption on supply chain operational performance and investigates whether supply chain technology adoption mediates supply chain capabilities and performance relationship under study. In order to achieve the research objectives, a two-step approach namely quantitative research method and a triangulation research approach are necessitated. 201 survey questionnaires were distributed to respondents in Malaysian textile and apparel organizations. 121 usable responses representing 60% response rate were empirically tested through structural equation modeling by using SPSS and SmartPLS. Research findings revealed that relational capability, organizational culture capability, and supply chain technology adoption contributed to firm's supply chain operational performance, whereas, information technology capability was insignificant. The findings further revealed that supply chain capabilities have a positive influence to supply chain technology adoption. The findings also revealed a significant mediation effect of supply chain technology adoption in the model under study. A triangulation research approach was employed through face-to-face interviews with four industry practitioners to get their in-depth experiences and perceptions on the model under study. ATLAS.ti results showed that developed model had achieved agreement of industry experts with the suggestion of two emerging terms (human support and work experience) as moderators for future study on the model. Limitations and recommendations for future study are discussed.

Keywords: supply chain capabilities, supply chain technology adoption, supply chain operational performance, textile and apparel industry, Malaysia

ABSTRAK

Dalam persekitaran perniagaan yang dinamik pada hari ini, persaingan tidak lagi melibatkan antara sesebuah firma, tetapi turut melibatkan antara rantai bekalan. Pergantungan kepada rantai bekalan ini menyebabkan perniagaan memberikan tumpuan ke atas prestasi rantai bekalan. Dengan mempertimbangkan kepentingan yang ditekankan dalam pelan induk perindustrian ketiga oleh kerajaan Malaysia, persekitaran semasa rantai bekalan telah mendedahkan keperluan penggunaan teknologi rantai bekalan untuk memudahkan pengurusan rantai bekalan. Sehubungan dengan itu, kajian ini meneliti impak keupayaan rantai bekalan yang meliputi keupayaan hubungan, keupayaan teknologi maklumat, dan keupayaan budaya organisasi terhadap prestasi operasi rantai bekalan dan penggunaan teknologi rantai bekalan. Kajian ini turut mengkaji impak penggunaan teknologi rantai bekalan terhadap prestasi operasi rantai bekalan serta menyelidik sama ada penggunaan teknologi rantai bekalan merupakan pengantara kepada prestasi dan keupayaan rantai bekalan yang dikaji. Untuk mencapai objektif kajian, dua pendekatan, iaitu kaedah penyelidikan kuantitatif dan pendekatan penyelidikan triangulasi diperlukan. Sebanyak 201 borang soal selidik telah diedarkan kepada responden di organisasi tekstil dan pakaian Malaysia. Sebanyak 121 jawapan soal selidik yang mewakili 60% kadar maklum balas telah diuji secara empirikal melalui pemodelan persamaan struktur dengan menggunakan SPSS dan SmartPLS. Hasil kajian menunjukkan bahawa keupayaan hubungan, keupayaan budaya organisasi, dan penggunaan teknologi rantai bekalan menyumbang kepada prestasi operasi rantai bekalan sesebuah firma, manakala, keupayaan teknologi maklumat adalah tidak penting. Hasil kajian juga mendedahkan bahawa keupayaan rantai bekalan memberikan pengaruh positif terhadap penggunaan teknologi rantai bekalan. Selain itu, hasil kajian turut menunjukkan kepentingan penggunaan teknologi rantai bekalan sebagai pengantara bagi model yang dikaji. Pendekatan penyelidikan triangulasi telah diambil melalui temuduga bersemuka dengan empat orang pengamal industri untuk mendapatkan pengalaman yang mendalam dan persepsi mereka terhadap model yang dikaji. Keputusan ATLAS.ti menunjukkan bahawa model yang dibangunkan telah mencapai persetujuan pakar industri dengan cadangan dua terma yang baharu (sokongan manusia dan pengalaman kerja) sebagai moderator untuk kajian masa hadapan bagi model ini. Beberapa cadangan dan batasan untuk kajian masa hadapan turut dibincangkan.

Kata kunci: keupayaan rantai bekalan, penggunaan teknologi rantai bekalan, prestasi operasi rantai bekalan, industri tekstil dan pakaian, Malaysia

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PUBLICATIONS DERIVED FROM THE THESIS

Based on the research presented in this thesis, the following papers have been published with supervisory panel. The remaining parts of the thesis have not yet been published.

Publications in Journals

1. Lee, K. L., Udin, Z. M., & Hassan, M. G. (2014). Global supply chain capabilities in Malaysian textile and apparel industry. *International Journal of Supply Chain Management*, 3(2), 31–40.
2. Lee, K. L., Udin, Z. M., & Hassan, M. G. (2014). Supply chain technology adoption: Its clarification, evolution, classification, and practicality in textile and apparel industry. *International Journal of Business and Economics Research, Special issue: "Supply Chain Management: Its Theory and Applications"*. 3(6-1), 15-21. doi: 10.11648/j.ijber.s.2014030601.13
3. Lee, K. L., Hassan, M. G., & Udin, Z. M. (2015). The contribution of supply chain technology in Malaysian textile and apparel industry. *Journal of Advanced Management Science*. (In Press)

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1. Lee, K. L., Udin, Z. M., & Hassan, M. G. (2014). Supply chain capabilities: A study in textile and apparel industry. In *Proceedings of 1st International Conference on Innovation Driven Supply Chain*. AIMST University, Kedah.
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3. Lee, K. L., Hassan, M. G., & Udin, Z. M. (2015). Understanding the usefulness of supply chain technology in Malaysian textile and apparel industry. In *2015 International Conference on Information Management (ICIM 2015)*. Guilin, China.

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
ACLM	Asian Council of Logistics Management
AMOS	Analysis of Moment Structure
AMOS-SEM	Analysis of Moment Structure Structural Equation Modeling
APICS	Association for Operations Management
APO	Advanced Planning and Optimization
APS	Advanced Planning and Scheduling Systems
AQC	Automated Quality Control System
ARS	Automate Replenishment Systems
ASN	Automatic Shipment Notices
ASRS	Automated Storage and Retrieval Systems
AVE	Average Variance Extracted
B2B	Business to Business
B2C	Business to Customer
C2B	Customer to Business
CA	Cronbach's Alpha
CAD	Computer-Aided Design Systems
CAM	Computer Aided Manufacturing
CAT	Computer Aided Testing
CB-SEM	Covariance Based Structural Equation Modeling
C-Commerce	Collaborative Commerce
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CIM	Computer Integrated Manufacturing
CLM	Council of Logistics Management
CMV	Common Method Variance
CNC	Computer Numerical Control
CoT	Cloud of Things

CPFR	Collaborative Planning, Forecasting, and Replenishment
CR	Composite Reliability
CRM	Customer Relationship Management Systems
CRP	Continuous Replenishment Programs
CSCMP	Council of Supply Chain Management Professionals
DFM	Demand Forecasting Management
DOI	Diffusion of Innovation Theory
DRP	Distribution Resource Planning
DSS	Decision Support System
DW	Data Warehouse Systems
E&E	Electrical and Electronic
E-business	Electronic business
E-commerce	Electronic commerce
EDI	Electronic Data Interchange
EFA	Exploratory Factor Analysis
EFT	Electronic Funds Transfer
E-mail	Electronic mail
EOS	Electronic Ordering System
E-procurement	Electronic Procurement
ERP	Enterprise Resource Planning Systems
E-SCM	Electronic Supply Chain Management
F ²	Effect Sizes
FA	Factor Analysis
FMCG	Fast Moving Consumer Goods
FMM	Federation of Malaysian Manufacturers
FMS	Flexible Manufacturing Systems
GCTS	Geo-Coded Tracking Systems
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GoF	Goodness of Fit
GPS	Global Positioning Systems
GT	Group Technology
H	Hypothesis
ICT	Information and Communication Technology

IMP3	Third Industrial Master Plan
IOS	Inter-organizational System
IoT	Internet of Things
IS	Information System
IT	Information Technology
ITC	IT Capability
JIT	Just-In-Time
KPI	Key Performance Index
LIS	Logistics Information System
LV	Latent Variable
MATRADE	Malaysia External Trade Development Corporation
MES	Manufacturing Execution Systems
MGMA	Malaysian Garment Manufacturers Association
MIDA	Malaysian Investment Development Authority
MIDC	Maharashtra Industrial Development Corporation
MKMA	Malaysian Knitting Manufacturers Association
ML	Maximum Likelihood
MRP	Material Requirements Planning Systems
MTMA	Malaysia Textile Manufacturers Association
MV	Manifest Variable
NCPDM	National Council of Physical Distribution Management
OCC	Organizational Culture Capability
P&G	Procter and Gamble
PCA	Principle Component Analysis
PDM	Product Data Management Systems
PLS	Partial Least Square
PLS-SEM	Partial Least Squares Structural Equation Modeling
PMS	Performance Measurement Systems
POS	Point of Sales Tracking Systems
PwC	PricewaterhouseCoopers
Q^2	Predictive Relevance
R^2	Coefficients of Determination
RBV	Resource Based View Theory
RC	Relational Capability

RFID	Radio Frequency Identification Systems
SCE	Supply Chain Event Management Systems
SCM	Supply Chain Management
SCOP	Supply Chain Operational Performance
SCOR	Supply Chain Operation Reference
SCP	Supply Chain Performance
SCT	Supply Chain Technology
SCTA	Supply Chain Technology Adoption
SEM	Structural Equation Modeling
SmartPLS	Smart Partial Least Square
SME	Small and Medium Enterprise
SMED	Single Minute Exchange of Die
SPSS	Statistical Package for Social Science
SRM	Supplier Relationship Management Systems
TMS	Transportation Management Systems
TOE	Technology-Organization-Environment Theory
TQM	Total Quality Management
UK	United Kingdom
US	United States
VAF	Variance Accounted For
VAN	Value Added Network
VIF	Variance Inflation Factor
VMI	Vendor Managed Inventory
VMR	Vendor Managed Replenishment
VPN	Virtual Private Network
VRM	Vendor Relationship Management
WMS	Warehouse Management Systems

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The concept of supply chain management (SCM) starts to emerge in the mid of 1960s and first appeared in the literature in 1982, with a dramatic increased attraction to researchers since 1990s (Huan, Sheoran, & Wang, 2004; Cooper, 2006). It has gained an incredible attention since 2000s from both academics and practitioner's community (Chan & Qi, 2003). Over the last 30 years, the significance of SCM on the organization's performance has been indicated in literature (Houlihan, 1985). Nowadays, in a competitive business environment, firms need to emphasize on supply chain performance (SCP) instead of organizational performance (Leng & Zailani, 2012). Several studies supported that firm should focused on supply chain performance since it has a huge direct effect on organization performance (Green Jr, Mcgaughey, & Casey, 2006; Green Jr, Whitten, & Inman, 2008; Constangioara, 2012; Deshpande, 2012).

Nowadays, the SCM studies are becoming a great deal of interest among the organizations. This is because the current business trends are shaping global business and providing the opportunities to firms to becoming multi-nationals (Thomas & Griffin, 1996) and thus, increase the complexity of the supply chain. SCM is based on the complete chain which is necessary to involve all partners in the chain to hold the

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