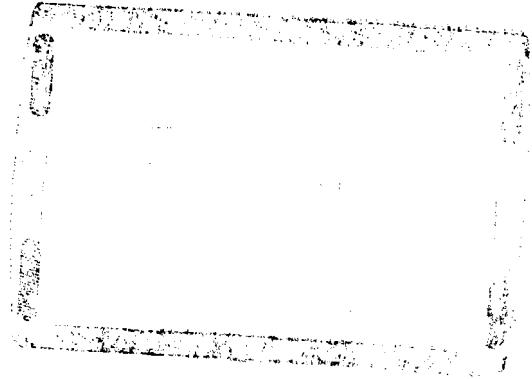


**HUBUNGAN STRATEGI RANTAIAN BEKALAN DENGAN  
PRESTASI RANTAIAN BEKALAN DI DALAM INDUSTRI  
AUTOMOTIF DI MALAYSIA**



**ABDUL AZIZ OTHMAN**

**DOKTOR FALSAFAH** 11.26  
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**HUBUNGAN STRATEGI RANTAIAN BEKALAN DENGAN PRESTASI  
RANTAIAN BEKALAN DI DALAM INDUSTRI AUTOMOTIF DI  
MALAYSIA**

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ABDUL AZIZ OTHMAN**

**Tesis Diserahkan kepada  
Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia,  
Bagi Memenuhi Keperluan Ijazah Doktor Falsafah**

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
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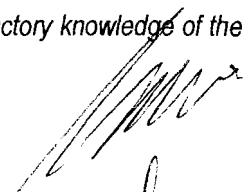
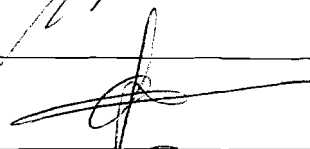
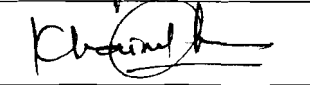
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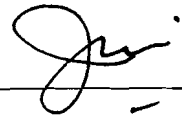
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## **KEBENARAN MERUJUK**

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Tesis atau Dekan Othman Yeop Abdullah Graduate of Business terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

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## ABSTRAK

Pengurusan rantaian bekalan adalah salah satu pendekatan alternatif yang boleh digunakan dalam industri automotif, untuk mencapai tahap persaingan kompetitif yang lebih tinggi. Pelbagai cabaran dan permasalahan dapat ditangani secara kompetitif melalui pengurusan rantaian bekalan yang efisien dan efektif. Bagi menjelaskan atau mengkaji isu keselarasan di dalam pengurusan rantaian bekalan, satu kerangka kajian telah dibangunkan melalui kajian ini. Kerangka kajian ini menghuraikan hubung kait antara strategi rantaian bekalan dengan prestasi rantaian bekalan melalui peranan mediasi amalan rantaian bekalan. Selain itu, kerangka ini juga menghuraikan peranan moderasi amalan pengurusan kualiti terhadap peningkatan prestasi rantaian bekalan. Untuk menguji kerangka kajian tersebut, pendekatan kuantitatif yang menggunakan kaedah soalselidik telah digunakan. Sebanyak 275 borang soalselidik telah diedarkan kepada organisasi pembekal dalam industri automotif di Malaysia. Daripada jumlah itu, hanya 65 borang soalselidik dipulangkan dan dapat digunakan untuk fasa penganalisaan data. Data tersebut dianalisa menggunakan pendekatan statistik diskriptif dan statistik inferensi. Dapatan kajian menunjukkan bahawa strategi rantaian bekalan adalah peramal yang lemah kepada prestasi rantaian bekalan tetapi merupakan peramal yang kuat kepada amalan rantaian bekalan. Ini menunjukkan perlunya amalan rantaian bekalan dalam menjadikan strategi rantaian bekalan yang dibangunkan dapat menyumbang kepada peningkatan prestasi. Ujian pengaruh mediasi yang telah dijalankan membuktikan bahawa amalan rantaian bekalan bertindak sebagai mediasi sempurna terhadap hubungan strategi dengan prestasi rantaian bekalan. Selain itu, dapatan kajian ini juga membuktikan amalan pengurusan kualiti bertindak sebagai pembolehubah moderasi terhadap hubungan strategi dengan prestasi rantaian bekalan. Lebih penting, kajian ini mendapati bahawa amalan pengurusan kualiti yang diamalkan pada tahap tinggi boleh bertindak sebagai strategi yang dapat meningkatkan prestasi rantaian bekalan. Hasil kajian ini diharapkan dapat menyumbang ke arah percambahan ilmu pengetahuan berkaitan bidang pengurusan rantaian bekalan, bukan sahaja untuk penggunaan dalam dunia akademik, tetapi juga membantu pemain industri dalam pelaksanaan pengurusan rantaian bekalan yang lebih efisien dan efektif.

**Katakunci:** Strategi Rantaian Bekalan, Amalan Rantaian Bekalan, Amalan Pengurusan Kualiti, Prestasi Rantaian Bekalan, Industri Automotif

## ABSTRACT

Supply chain management is an alternative approach used in the automotive industry to achieve higher levels of competitiveness. Many challenges and problems can be resolved competitively through efficient and effective supply chain. In examining the issues of consistency in supply chain management, a conceptual framework has been developed. This framework elaborates the relationship between supply chain strategy and supply chain performance through the mediation role of supply chain practices. In addition, this framework also describes the moderating role of quality management practices in enhancing supply chain performance. For the purpose of testing the research framework, a quantitative approach using survey method was employed. A total of 275 questionnaire sets were distributed to automotive component suppliers located in Malaysia. Out of that number, 65 questionnaire sets were returned and usable for the data analysis. The collected data were analysed using descriptive statistics and inferential statistics approaches. The results showed that supply chain strategy is a poor predictor of supply chain performance but it can be a strong predictor of supply chain practices. This illustrates the need of practices in ensuring the developed strategy can contribute toward improved supply chain performance. The conducted test of mediation effect showed that the supply chain practice acts as a full mediator towards relationship between supply chain strategy and performance. This study has also proven that quality management practices can play the role as a moderating variable in the relationship between supply chain strategy and performance. More importantly, this study revealed that if quality management practices had been applied at a high level, it could act as a strategy to enhance supply chain performance. It is hoped that the findings can contribute toward the enrichment of knowledge in the supply chain management area and also help the industry players in managing supply chain more efficiently and effectively.

**Keywords:** Supply Chain Strategy, Supply Chain Practices, Quality Management Practices, Supply Chain Performance, Automotive Industry

## PENGHARGAAN

### **Dengan Nama Allah Yang Maha Pemurah Lagi Maha Mengasihani**

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## SENARAI SINGKATAN TATANAMA

ANOVA:	<i>Analysis of Variance</i>
APK:	Amalan Pengurusan Kualiti
ARB:	Amalan Rantaian Bekalan
CSCMP:	<i>Council of Supply Chain Management Professional</i>
EFA:	<i>Exploratory Factor Analysis</i>
KDNK:	Keluaran Dalam Kasar Negara
KMO:	<i>Kaiser-Meyer-Olkin's Measure of Sampling Adequacy</i>
MIA:	<i>Malaysia Automotive Institute</i>
NAP:	<i>National Automotive Policy</i>
OEM:	<i>Original Equipment Manufacturer</i>
PRB:	Prestasi Rantaian Bekalan
SPSS:	<i>Statistical Package for Sosial Science</i>
SRB:	Strategi Rantaian Bekalan
VIF:	<i>Variance Inflation Factor</i>

## **BAB 1**

### **PENGENALAN KAJIAN**

#### **1.0 PENGENALAN**

Bab ini membincangkan pengenalan kepada kajian ini dan mengandungi lapan seksyen. Seksyen pertama ialah latarbelakang kajian diikuti oleh perbincangan tentang pernyataan masalah pada seksyen kedua. Seterusnya, seksyen ketiga membincangkan tentang persoalan kajian yang telah dibangunkan. Ini diikuti dengan perbincangan objektif kajian yang perlu dicapai. Kepentingan kajian diterangkan pada seksyen kelima dan skop dan limitasi kajian pada seksyen keenam. Seterusnya diterangkan definisi operational bagi terma-terma penting yang terlibat di dalam kajian ini dan diakhiri oleh penerangan tentang susunatur tesis.

#### **1.1 LATARBELAKANG KAJIAN**

Industri automotif merupakan industri penting kepada ekonomi Malaysia. Industri ini memberikan sumbangan yang besar kepada ekonomi negara, serta berkait rapat dengan industri pembuatan dan perkhidmatan. Industri automotif bermula dengan pengimportan kenderaan yang kemudiannya berkembang kepada operasi pemasangan serta pembangunan industri komponen automotif. Sumbangan industri automotif kepada nilai Keluaran Dalam Kasar Negara (KDNK) Malaysia akan

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