

**CONTRACT FARMING SUPPLY CHAIN RELATIONSHIP AND
BUSINESS PERFORMANCE WITHIN MALAYSIAN POULTRY
INDUSTRY**

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ABSTRACT

Agriculture is one of the key sectors for international trade that supply food to the world population. Further improvement would be strengthening the contract farming system at the operation level and improving the profitability of producers. Measuring business performance provides the required information to the management for effective decision-making and is used by businesses to evaluate progress against objectives in an assessable coordination. This study highlighted the impact of Supplier Involvement and Customer Involvement, later termed as Integrator Involvement (II) and Grower Involvement (GI) in contract broiler production. The research then focused on determining the relationship between integrator involvements and grower involvements moderated by managerial skill towards business performance. This would enable improved contribution of the broiler - farming system in the country and boost profit. The data for this research was collected through mail survey questionnaires from 285 contract broiler producers in Malaysia. The content was validated by experts from the Department of Veterinary Services of Malaysia, and analyzed using the SPSS Version 19 (Statistical Package for Social Science) software. Then correlation and hierarchical regression analysis were done to gauge the preliminary results and relationship between the variables. The research also identified the theory and practice gaps applicable to broiler - contract farming and provided moderating - effect explanations linking those gaps. The result thus derived, suggests that in order for businesses to capitalize and benefit from the working skills, companies need to train their staff in technical and administrative fields. Hence, this study empirically demonstrated its importance and urged the firms to focus on it when applying managerial skills. Staff equipped with better innovative knowledge and managerial skills would be able to deliver operational efficiency and affirm that enhanced managerial skills would be able to strengthen the companies' ability to augment business performance.

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Keywords: integrator involvements, grower involvements, managerial skills, business performance, poultry.

ABSTRAK

Pertanian merupakan salah satu sektor penting yang menyumbang kepada perdagangan antarabangsa yang turut menjamin kelangsungan bekalan makanan kepada populasi dunia. Penambahbaikan akan memperkasakan sistem perladangan secara kontrak pada peringkat operasi dan meningkatkan lagi keuntungan kepada pihak pengeluar. Kajian ini memfokuskan kepada penglibatan pembekal dan pelanggan yang kemudiannya dikenali sebagai penglibatan integrator dan penglibatan pengeluar dalam sistem penternakan ayam daging secara kontrak. Kajian ini juga menentukan hubungan antara penglibatan integrator dan pengeluar serta kesan pengaruh kemahiran pengurusan terhadap prestasi perniagaan. Seterusnya, penambahbaikan dalam kajian ini dapat meningkatkan sumbangan sistem penternakan dalam negara pada masa yang sama meningkatkan keuntungan yang diperolehi. Bagi meningkatkan daya saing syarikat adalah wajar diberi penekanan terhadap kemahiran pengurusan dalam kalangan kakitangan syarikat terutamanya kemahiran teknikal dan pengurusan. Hal ini dapat mengelakkan dan mengurangkan aktiviti yang tidak diperlukan dalam meningkatkan lagi daya kompetitif perniagaan dan mengurangkan lebih kos. Sejumlah 285 data dalam kajian ini diperolehi melalui borang soal selidik yang dihantar secara pos kepada pengeluar ayam daging secara kontrak di Malaysia. Kandungan soal selidik tersebut turut mendapat pandangan daripada pakar di Jabatan Perkhidmatan Veterinar Malaysia. Dapatan kajian diperolehi melalui ujian kolerasi dan regresi dengan menggunakan perisian SPSS versi 19. Kajian ini juga mengenal pasti jurang antara teori dan praktikal bagi menjelaskan pengaruh kemahiran pengurusan dalam pelaksanaan penternakan ayam daging secara kontrak. Hasil kajian ini turut mencadangkan supaya kemahiran teknikal dan pengurusan diberikan penekanan. Di samping itu, terdapat hubungan yang positif antara boleh ubah bebas dengan prestasi perniagaan dan kesan pengaruh kemahiran pengurusan. Pengetahuan untuk menjana idea inovasi perlu disemai dalam kalangan kakitangan syarikat supaya kecekapan operasi perniagaan dapat dipertingkatkan; di samping penekanan kepada kemahiran pengurusan perniagaan yang lebih baik berupaya menjadikan syarikat lebih berdaya saing pada masa hadapan.

Kata kunci: penglibatan integrator, penglibatan pengeluar, kemahiran pengurusan, prestasi perniagaan, ternakan ayam

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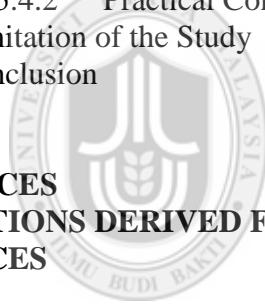
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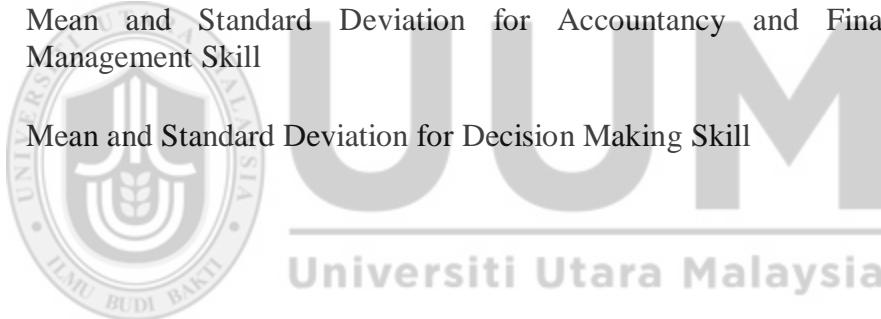
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OPERATIONAL DEFINITION

Broiler	Chickens bred and raised specifically for meat production
Broiler breed	Type of chicken that are typically quick to mature and produce excellent quality chicken meat
Broiler farms	Farms are where chickens are grown for the purpose of producing chicken meat
Business performance	Processes that enables the management of an organization's performance to achieve one or more pre-selected goals
Butchers	Person who may slaughter animals, dress their flesh, sell their meat or do any combination of these three tasks
Contract farming	Agricultural production carried out according to an agreement between a buyer and farmers, which establishes conditions for the production and marketing of a farm product or products
D.O.C	Day Old Chicks
Ex-farm price	Price at the farm gate, not including delivery
Grower	A person who grows a particular type of crop/livestock
Hatcheries	Facilities where eggs are hatched under artificial conditions, especially those of fish or poultry
Integrator	Intermediaries between the chicken farmer and the buyer (supplier)
Internal Coordination	Working group members that involved in projects as they want, and commit their energies specifically to the tasks that are needed to help make projects and events a success
Livestock	Farm animals regarded as an asset
Involvement	The fact or condition of being involved with or participating in something
Logistics Management	Plans, implements, and controls the efficient, effective, forward, and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer's requirements

Managerial skills	The ability to make business decisions and lead subordinates within a company. Three most common skills include: 1) human skills - the ability to interact and motivate; 2) technical skills - the knowledge and proficiency in the trade; and 3) conceptual skills - the ability to understand concepts, develop ideas and implement strategies. Competencies include communication ability, response behavior and negotiation tactics.
Parent stock	Broiler breeder farms raise parent stock which produce fertilized eggs
Poultry	Domestic fowl, such as chickens, turkeys, ducks, and geese
Poultry feed	Food for farm poultry, including chickens, ducks, geese and other domestic birds
Poultry breeders	Persons who are related to raising and breeding of birds
Poultry Processor	Preparation of meat from various types of fowl for consumption by humans
Product Innovativeness	The development of new products, changes in design of established products, or use of new materials or components in the manufacture of established products
Product Modularity	Product systems are deemed “modular”, for example, when they can be decomposed into a number of components that may be mixed and matched in a variety of configurations
Service provider	Provides organizations with consulting, legal, real estate, education, communications, storage, processing, and many other services
Vertical integration	Vertically integrated companies in a supply chain are united through a common owner

ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
AFTA	Asian Free Trade Area
DVS	Department of Veterinary Services
D.O.C	Day old Chick's
EFA	Exploratory Factor Analysis
HPAI	Highly Pathogenic Avian Influenza
KFC	Kentucky Fried Chicken
MyCC	Malaysia Competition Commission
QSR	Quick Service Restaurants
SCM	Supply Chain Management
SME	Small Medium Enterprises
SPSS	Statistical Package for Social Science
USDA	Agriculture and Trade Reports
WPSA	World Poultry Science Association
WTO	World Trade Organisation
APICS	American Production and Inventory Control Society
CSCMP	Council of Supply Chain Management Professionals
ITESCM	Integrated Tertiary Educational Supply Chain Management
FAO	Food Agriculture Organisation of the United Nations
USA	United States of America
GATT	General Agreement on Tariffs and Trade
EU	European Union

SC	Supply Chain
TQM	Total Quality Management
TCA	Transaction Cost Analysis
NP	Network Perspective
RBV	Resource-based view
PM	Product Modularity
IC	Internal Coordination
PI	Product Innovativeness
II	Integrator Involvement
GI	Grower Involvement
BP	Business Performance
ROI	Return on Investment
ROS	Return on Sales
ROE	Return on Equity
NPF	Net Profit Performance
SGP	Sales Growth Performance
CSP	Grower Satisfaction Performance
LTP	Lead Time Performance
SME	Small Medium Enterprise
COGS	Cost of Goods Sold
ROA	Return on Asset
MS	Managerial Skills
GDP	Gross Domestic Product
CPD	Grower Involvement in Product Development



BP	Business Performance
CFA	Confirmatory Factor Analysis
MD	Managing Director
JETRO	Japan External Trade Organization
MNCs	Multinational Corporation
CEO	Chief Executive Officer
PCA	Component Analysis
KMO	Kaiser-Meyer-Olkin
VIF	Variance Inflation Factor



CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The introduction to the study is discussed in this chapter. An overview of the study is presented, followed by the problem statement. The research objectives are then proposed, followed by the scope and significance of the study. The highlights of this chapter include the current situation of the poultry industry in Malaysia, the research motivation and goals, and the significant contribution of this study.

Over the last thirty years, there has been an accelerated hike in livestock production globally. According to Delgado *et al.* (1999), economists agree that the increase in livestock production was prompted by rising demand due to a growth in populations and higher per capita incomes. With regard to contracts, the economic links between companies and those in the farming industry have increased exceptionally in the last two decades. Studies on contract farming in Asia and Africa by Barret, Ilbery, Browne and Binns (1999), Glover and Teck Ghee (1992), Little and Watts (1994), and White (1997) illustrate the development of this occurrence, although the levels of the contract relationships in these territories are not as marked as in Latin America. According to Murray (2001), the contract relationships have slowly been extended throughout the world. For example, suppliers of pumpkins in New Zealand obtain their produce from pumpkin growers in Tonga, and sell the final product to buyers and consumers in Kobe,

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