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Supply chain quality performance (SCQM) and quality performance: Case study for Selangor poultry industry

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Abstract---The purpose of this study is to investigate the practises on the quality performance impact toward supply chain quality management (SCQM). The study applies quantitative approach, and the questionnaire as a primary data to collect the information. A total of 30 questionnaires were collected from poultry farm owner in the state of Selangor. The descriptive statistics, correlation analysis and multi-regression analysis are used to test the relationship between the independent variable with dependent variable. The results of the finding shows that supply chain integration, customer focus, supplier focus and quality leadership have no relationship toward quality performance. Only employee involvement have relationship with

quality performance. The results of this study will help to encourage managers to give the high priority on both inter-firm and intra-firm relationships as a ways to achieve the superior quality performance. The results provide the managers with guidance on effective management to the upstream and downstream of supply chain networks and help to create awareness on the potential synergies that keep arise from the combinations effects of SCQM practices that could bring about desired quality performance outcomes across the whole supply chain network. The real situation on the quality performance always require an equal focus from the both side of inter- firm and intra- firm relationship around the supply chain partners. Therefore, an effective quality management across the entire supply chain is very important when a firm wants to supply high-quality products and services to customers. Based on the insights gained from social theory, this paper have makes an attempt to provide the gap and determine the impact of SCQM practices on quality performance.

Keywords---performance, quality management, surveys, supply-chain management.

Introduction

As the economy became more stable and the competition between the businesses becomes high, it requires the businesses to shift their intra-firm focus on quality improvement to encompass the globalisation of their quality strategy (Soares, Soltani, & Liao, 2017). The situation forces the operations and supply chain management (SCM) scholars to discuss more on the need of implementing quality across the entire supply chain (Kaynak & Hartley, 2008). By improving the internal quality strategy, it improves the external supply chain network which is core to a firm's competitive standing and it is important to achieve entire quality and supply chain performance outcomes (Soares et al., 2017). Hence, quality can be viewed as a common supply chain goal and important at all levels in the supply chain. By exploring the industrial interviews and extensive literature review, Lo and Yeung (2006) suggests the application of supply quality management practices throughout the entire supply chain is better on the understanding that a function has to view supplier as the important part of the quality performance in order to improve the entire supply chain. In the recent literature, such focus on the interface between quality and supply chain has been referred to as "Supply Chain Quality Management" (SCQM hereinafter)(Soares et al., 2017).

Quality performance has been used to measure the upstream and downstream across the entire supply chain quality management (B. Flynn, Schroederb, & Sakakibara, 1994). This is because the need of trust is prerequisite at all level of supply chain quality management. An organization that has good record of quality performance interpret the implementation of strategy is smooth at every level of supply chain. Most of the studies have commonly measured the performance impact of SCQM at the aggregate level. In their study of the synergies between SCM and quality, Mellat-Parast (2013) present evidence in support of the positive

impact of quality management (QM) practices on a firm's operational (supply chain) performance such as "inventory and time-related metrics like for example "delivery dependability and cycle time". In a study involve 200 suppliers of electronics sector in the Republic of Ireland, Soares et al., (2017) reveals the positive impact of supply chain relationship quality (SCRQ) on supply chain performance quality. Correspondingly, Mellat-Parast, (2013) study shows the positive impact of SCQM on organisational/quality performance at Chinese manufacturing firms.

Supply chain integration, customer focus, supplier focus, quality leadership and employee involvement are the five SCQM practices considered as the variables for this study (Ibrahim., I. 2020). All the factors plays an important roles for the SCQM practises on quality performance. The factors shows strong link of those factors which involving the entire flow include internal and external relation. These five categories are based on the literature that previously presented by (Soares et al., 2017). SCQM practices (customer focus, quality of the IT system, supplier relationships, externally focused process integration and supply chain quality leadership). To avoid the item from repeating, the items was representing the quality of the IT system dimension for example like the information sharing items adopted in the current study was included in the survey with the questions that attributes to the "customer focus" and "supplier focus" practices. As a result, SCQM practices are be examined in the form of five SCQM practices in the current study.

Literature review

Supply chain integration and quality performance

Supply chain integration can be defined as the strategic integration between the both intra and inter organizational processed that help to extent supply chain partner to work collaboratively together in order to gain the beneficial outcomes (Seo, Dinwoodie, & Kwak, 2014). The cooperation between the various function in supply chain has explained the meaning of supply chain integration. Supply chain integration also has explained the degree in which the organization strategically collaborates within their partners and help to manage both intra and inter-organizational processes in order to achieve the target and achieve the efficiency for the flow of product, services, money, information and decision (Alie W.D. et al., 2016).

The analyses of the literature review from Alie W.D. et al., (2016). indicates on the supply chain will give an impact to the overall supply chain integration in terms of the responsiveness and efficiency. The deep understanding on the supply chain integration will help the companies to understand the customer better; can work with the customer in producing product design, information exchange, manufacturing process and to achieve the target. (B. B. Flynn, Huo, & Zhao, 2010) for example, they have found that the internal integration will help to create the close link between distribution and manufacturing in deliver the product and services on time.

Meanwhile for the external integration it will able the manufacturer to make up

the fast delivery process, reduce the bottleneck on the inventory by using the right information sharing on the customer preferences and demand (Zsidisin, Hartley, Bernardes, & Saunders, 2015). Plus, the integration process it will help the manufacturer to deduct an error and will help the manufacturer to enhance product quality using the information sharing and also the joint planning which are has direct relationship with the operational performance (Zsidisin et al., 2015).

Customer focus and quality performance

A customer is an important part of the business thus it is important to take care of their needs and wants. Hence in order to ensure the business to be in a market for the long term it is very important to view the both of internal and external customer as a better aspect for quality improvements. Furthermore, as a customer is an important part of the business success and be the reason for the business to be long in the market it is very important to ensure that the business can capture the value from the customer by giving more focus. Customer focus also showed how the businesses response to the customer need and wants in a productive ways (Huo, Zhao, & Lai, 2014)

Past studies shown that there was a strong link between the high quality product with the customer satisfaction (Ahire, S.L. and O'Shaughnessy, 2000). While Ding, Jie, Parton, & Matanda (2014) defined that the degree of customer satisfaction is measured by the ability of the product to meet the customer requirement. So it is important for the organization to know what the customer really want in order to improve quality performance.

Supplier focus and quality performance

One of the best factors for the company success is by choosing the potential supplier to supply the raw materials and goods. So, it is very important for the company to view the supplier as a valuable member for the value chain creation and also by giving the opportunity for the supplier to give their best commitment to supply things into a business by having a high trust and better collaboration with them. In addition by giving more focus on the supplier it will ensure that problem related to quality can be reduced (Kaynak, 2003). It is very important to emphasize on the willingness and the ability of the supply chain partners to effectively respond to the things that related to quality. In order to make sure that everything goes as plan, it is rely on the level of trust at all level of supply chain between the both, organization and supplier (Lo & Yeung, 2006)

Kaynak, (2003) illustrated the supplier is very important to an organization because they have direct relationship with the product/service design. Additionally, by choosing the right supplier the quality of the product can be maintain and the problem that related to the quality can be reduced. Furthermore when the firm only has the small number of supplier it will help the buyers to pay close attention to each supplier and focus more on to improve quality performance (Chen & Paulraj, 2004). The good relationship between the supplier and the buyers will help the supplier to expand their ability to directly involved with the product and design process and give the opportunity to them to offer

suggestion on the product simplification. They also will give the purchaser to procure the raw material most efficiently (Kaynak & Hartley, 2008).

Quality leadership and quality performance

Quality leadership refer to a set of actions that be taken by the managerial in order to solve the related problem whether within the organization or outside the organization. Those actions that be taken should be relevant with the current working environment in order to make a continuous improvement (Kaynak & Hartley, 2008). The person who be appointed as a leader should have the ability to establish a long term vision for the firms according to the expected trend. This is due to the change of taste and preference of the customer. So the top management should be able to do an improvement in order to achieve the organization goals. In addition, Bolatan, Gozlu, Alpan, & Zaim, (2016) states that that the roles of top management refers to able to develop the quality policies, paly a roles to achieve the target, able to provide the require resources, can motivate people and many more.

Everyone uses to know on how important the leadership toward the quality management as it is very well documented (B. Flynn et al., 1994). This is because leadership require the commitment which means that they need to know on how to improve it and have find the best way to achieve it(A. Soares, E. Soltani, 2017). So before a person be appointed as a leader he need to be tested on their ability to know how strong ad efficient they in making decision toward making the quality improvement. Meanwhile according to the (Gebauer, Kowalkowski, & Kowalkowski, 2012) quality has be look as an important aspect for innovation and leadership.

Employee involvement and quality performance

Employee involvement was refer to the individuals who under an organization and on how the attachments to the job specifications (Of, Study, & Involvement, 1996). Employee involvement which mean that the employees are involve in the participative process of the organization that include the uses the entire capacity of workers. In addition employee involvement are important as a backbone of the organizational success (Amer et al. 2019) (Of et al., 1996). Besides that employees' involvement is explained as variety technique designed to achieve its objective. This means that the various technique been used in order to give the employees on the combination of information, and how interaction among employees are very important to one and another.(Of et al., 1996)

As according to Deming, he claimed that employees' involvement and participation are very important for every level which required them to make an improvement in quality for the current and future product (Amer et al., 2019). Some of the facts has said even non managerial employees alson can directly give contribution towards the quality improvement and also involve in making decision-making and also indirectly involve in the issues of the policy (Sadikoglu & Zehir, 2010). Besides that, in order to improves the quality, organization should know the ability and the skill that each of the employee has in order to improve the quality performance and increase the gain on business performance.

Proposed theoretical framework and hypothesis proposition

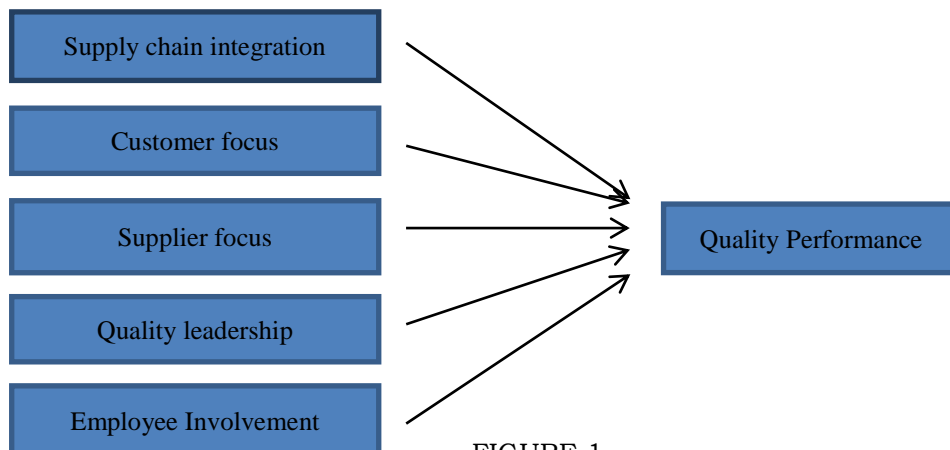


FIGURE 1

Figure 1 indicates the adopted research framework. As depicted in Figure 1, five SCQM practices has be consider for this purpose of study. These five categories are taken from the previous literature study, namely, Kuei et al. (2008) SCQM practices (i.e. customer focus, , supplier relationships, quality of the IT system , chain quality leadership and externally focused process integration) (Ibrahim. I., 2019). To avoid any repetition of item, the items representing the quality of the IT system dimension (i.e. the information sharing items supported in the current study) were included in this survey with the questionnaire suggesting to the “customer focus” and “supplier focus” practices. As a result, SCQM practices were examined in the form of five (Kuei et al., 2008) SCQM practices in this study. To conceptualise the definition of quality performance, we using the product quality features recommended by Garvin (1987) and Neely (2007).

Types of tests and statistical software applied

The relationship of the data were analysed using the Statistical Package for Social Sciences (SPSS) (Bhatti, Hee, & Sundram, 2012). The use of the statistical techniques was according to the commonly accepted research assumptions where it is appropriate. Cronbach’s Alpha is used in this sudy to determine the internal reliability of the multi items variable. The next step for the data analysis is to test the reliability of the measures. Reliability analysis is used to measure the internal consistency of indicators for a construct (Hair *et al*, 1998; Sundram, *et al*, 2016). The aims of using reliability analysis to determine how well a set of items taps into some common sources of variance (Viswanathan, 2005; Bhatti & Sundram,2015), and it is frequently measured with Cronbach’s coefficient alpha. Cronbach’s coefficient alpha is “the ratio of the sum of the covariance among the components of the linear combination (items), which estimates true variance, to the sum of all elements in the variance-covariance matrix of measures, which equals the observed variance” (Nunnally and Bernstein, 1994. Sundram *et al*, 2013). The better results of reliability for the questionnaire if the Cronbach’s Alpha gets to 1.0. In general, reliabilities less than 0.60 are determined as poor, those in the 0.70 range, acceptable and those over 0.8 good (Sekaran, 2006).

Other test used includes multiple regression technique to trace for the causal relationships between several constructs.

Findings

Respondents profile

All the questionnaires are randomly been distributed 30 numbers of respondent. It was considered as high number of population in this studied as (Sekaran, 2003; Bhatti *et al.* 2012) showed that an analysis should acquire at least 30 percent responses. Besides that, in order to avoid any sample bias, the response rate should be more than 10 percent (Roscoe, 1975; Sundram *et al.* 2012). Furthermore, the results obtained can be generalized (Sekaran 2003; Sundram *et al.* 2010). The table below ha explained the demographic characteristics of the survey respondents. The demographic characteristics of 30 respondents are analysed by four categories which are gender, educational qualification, position and experience in industry. 70 percent of the respondents are male; meanwhile another 30 percent of the respondents are females. The frequency of the data has showed that the number of males in this nature of industry is high as compared to the numbers of females in this study. All the details of the demographic distributions was explained further in the Table 2 below.

Table 2
Demographic Features of Study Respondents

Respondent's profile		
	frequency	Percent
<u>Gender</u>		
Male	21	70%
Female	9	30%
<u>Educational qualification</u>		
SPM	9	30%
Certificate/ College	3	10%
Diploma/STPM	7	23.3%
Bachelor of Degree	9	30%
Others	2	6.7%
<u>Position</u>		
Director	1	3.3%
Manager	3	10%
Executive	9	30%
Supervisor	3	10%
Team leader/ Staff	12	40%
Others	2	6.7%
<u>Experience In The Industry</u>		
Less than 11 months	8	26.7%
1 years to 2 years	7	23.3%
3 years to 4 years	7	23.3%
More than 5 years	8	26.7%

Reliability analysis

For every term that consists of scales or consists of measurement scales is very important to be analysed and study. The use of the SPSS software is important to prove the reliable of the model. And the most common used in the reliability test is the Cronbach's Alpha Index. This is due to the interpretation used is correlation coefficient and consists range 0 to 1. Besides that, the use of the Cronbach's Alpha Index will determine the reliable of the data and can be used for the further analysis (Hair *et al.*, 1998). The further analysis only can be done if the result for the Cronbach's Alpha Index test is passed (Nunally, 1967). According to Hair *et al.* (1998), the level of acceptance for the Cronbach Alpha Index should exceed 0.7. Table 3 shows the result of reliability statistics.

Variables	Cronbach alpha	No. of items
Quality performance	0.834	6
Supply chain integration	0.741	6
Customer focus	0.650	6
Supplier focus	0.672	5
Quality leadership	0.751	6
Employee involvement	0.728	5

Correlation analysis

Variables	Supply chain integration	Customer focus	Supplier focus	Quality leadership	Employee involvement	Quality performance
Supply chain integration	1					
Customer Focus	0.532**	1				
Supplier Focus	0.415**	0.415**	1			
Quality leadership	0.440**	0.536**	0.472**	1		
Employee involvement	0.406**	0.614**	0.739**	0.611**	1	
Quality performance	0.311**	0.425**	0.646**	0.432**	0.724**	1

Source: SPSS Statistics Version

Table above has indicates the result for correlation analysis and also has explained the strength of association between the variables. It be use to trace the mutual influence of variables for one another, the result has indicate that employee involvement has showed high positive correlation with quality performance. Plus more, the study has showed the moderate positive correlation between supplier focus with quality performance. Meanwhile for the supply chain integration, customer focus and quality leadership has showed the low positive correlation with the quality performance. It indicates that all those three independent variable gives little effect to quality performance.

Regression analysis

Regression analysis is a constructive statistical technique that can be used to analyse the association between a set of independent variables and a single dependent variable (Hair *et al.*, 2005; Sundram *et al.*, 2012). Multiple regressions were used in this study to show the direct effects on the quality performance. The concern on the model is whether the variables will influenced as hypothesized. For this purpose of study, multiple regression analyses (MRA) were coordinate to analyse the direct relationship between supply chain integration, customer focus, supplier focus, quality leadership and employee involvement with quality performance.

Model	Unstandardized coefficient		Standardized coefficients	T	Sig
	B	Std. Error	Beta		
1 (constant)	3.324	4.640		0.716	.481
TOTAL_SCI	-0.06	.150	-.007	-.039	.970
TOTAL_CF	-0.09	.240	-.007	-.037	.971
TOTAL_SF	.317	.269	.247	1.180	.249
TOTAL_QL	-.022	.183	-.022	-.121	.905
TOTAL_EI	.773	.339	.562	2.279	.032
F value	5.918				
Sig	0.001 ^b				
Adjusted R ²	0.459				
R ²	0.552				

Dependent Variable: quality performance

Based on the table above, it is show has shown the result of coefficient of determination (R^2). The result has indicates that the percentages of the variance in dependent variable that has explained by the variation in the independent variable which are supply chain integration, customer focus, supplier focus , quality leadership and employee involvement (Sundram, et al.,2016). The R^2 of 0.552 implies that all the independent variables have explained 55.2% of the variance in dependent variable. Meanwhile another 44.8% of variables in the dependent variable could not be explained by the independent variable in this study. This has shown, there are other independent variables which are not included in this study are more related and could further strengthen the regression equation. The adjusted of R-squared that penalized the additional of independent variable (IVs) to the model (Sundram, et al., 2016). The adjustment of R-squared penalized the additional of 0.459 unit of independent variable (IVs) to the model. F- Test is significant base on the value 0.001. Hence all independent variables significantly explained dependent variable (Sundram, et al., 2016)

Next the table also has shown that multiple regression analysis was carried out with quality performance as dependent variable and the 5 factors as the independent variable to support the dependent variable whether its bring effector not on the quality performance. The coefficient table indicates among the five independent variables influences most the variance in the quality performance.

By looking at the beta column under standardized coefficients, it shows that the highest number in beta is 0.562 that for employee involvement which is the most influencing factor for the quality performance, followed by supplier focus 0.247, then supply chain integration and customer focus with the same value -0.007 and lastly are quality leadership -0.022. These show the values for regression equation for predicting the dependent variable from the independent variable. The regression equation for variable is repenting in this equation

$$Y \text{ Equation} = 3.324 - 0.06x_1 - 0.09 x_2 + 0.317 x_3 - 0.022 x_4 + 0.773 x_5$$

Discussion and Implications

Discussion on theoretical framework

The results of this study help to give the view about the impact of supply chain integration, customer focus, supplier focus, quality leadership and employee involvement on the quality performance. From the questionnaire that been distributed to the 30 people, the result has indicate the opinion about those on the factors that lead to the quality performance. Basically this study was drive from the what the past researcher has did.

Supply chain integration

The finding of this study indicates that supply chain integration has no relationship with the quality performance. This is due the level of trust within the supply chain members are lack. When the level of trust within the supply chain member is lack it will give an impact to the process improvement for the quality performance. This is because; the cooperation between the supply chain members to achieve the goals is not strong enough when the level of trust is lack. The communication within the supply chain member also can effect from the lack of level of trust. So the goals also could not be achieved.

Next, the company could not find the best ways on how to improve the quality performance. This is because they never try to consult any advice from the consultant. By meeting with the consultant can help the company to find the best ways on how to improve the supply chain activities in order to improve the quality performance. By seek the advice form the consultant; the organization may get the variation ways on how to improve the supply chain activities. The consultant will give the best ways that suitable for the company to implement in order for an organization to make an improvement.

Besides that, never participates with the supplier decisions and has lack communication with the supplier are the issue why supply chain integration showed no relationship with quality performance. As the supplier is be categorized as an important organization in the businesses it is important to take care of them. To have better communication with them and involving with their decision is important to improve the quality performance. This is because the goals of within the organization and supplier are clear. This means that the supplier is well informed about the organization goals and also they can give well commitment when they clear about the business target.

Customer focus

The findings on the customer focus also do not show any relationship with the quality performance. First is due the lack of follow up with the customer needs and wants. Every organization should take consideration for what be demand by the customer. By having the follow up on the needs and wants they can estimate the effective steps on how to fulfil the customer demand with taking care on pros and cons in making the product based on the what they have in hand to produce the product. So, this will help the company to reduce the any issue on quality and at the same time they can improve the quality performance. Next, has lack knowledge on how to build the good relationship with the customer. Actually between the businesses and the customer should have a strong relationship. The businesses should know on how to tackle their customer. By having the good relationship with the customer they can become loyal to businesses. So the businesses should know on how to build the good relationship with the customer in order to give focus on them and at the same time, they may improve the issue on the quality performance.

Besides that, lack of time to make an evaluation on customer satisfaction. Sometimes the company maybe oversee the important of having the evaluation on satisfaction from the customer about the product they produce. Actually, by having the evaluation on customer satisfaction we will know how satisfies the customer on the product on the first sight, the benefits that the businesses get for what be produced and so on. By making this evaluation, it will help the company to take a good initiative on how to make improvement. It also helps to reduce the issue that may rise up such as the quality issue that may give negative expectation about what the businesses effort to produce.

Supplier focus

Supplier focus also does not show any relationship with the quality performance. This may be due to the rarely meet with the supplier. Generally, supplier is known as an important part of the business, where all the businesses need supplier to supply a quality raw material to them. So, it is important for the businesses to always make a meeting with the supplier to discuss on the pros and cons within them. So from there they will know the bad sides and the good sides the both business is having. This will help them to improve more on their businesses and directly can improve the quality performance.

Additionally, this study also does not show any relationship between supplier focus and quality performance is due to the wrong method of choosing supplier. To improve the quality performance, the businesses should give more focus on supplier. This is because the raw materials that are supply by supplier are very important to the businesses which it will determine the overall cost to the businesses. A quality product that be produced can create profit to the businesses and the defects be produced will create lost. So it is important to choose the right supplier that can supply goods at right quality and quantity. So making analyse for supplier is the important things as it will determined the success level of the business.

Plus more, the businesses do not make any special agreement with the supplier. So this study does not show any relationship. Special agreement with the supplier can help the businesses to improve the quality performance. This means that if the supplier or the businesses does not follow any terms of agreement that they have make, both of them can be penalize of the penalty that they had agreed. Any defects for the raw materials also can be claimed by the businesses and it is good to improve the quality issue at the first sight.

Quality leadership

Quality leadership also do not show any relationship with the quality performance. This may be due to the lack of skill in the communication of the top management in delegating the task and works. This create the information flow not smooth and also make the employees do not performing the works according to the target. So when this happen the issue on the quality may rise up as the employees as the information or the guidelines are unclear. Next quality leadership maybe failed to improve the quality performance when they do not really understand on the concept of the quality performance. To improve the quality performance it is require the top management to really understand about the quality concept. To make them able to understand about the quality concept the top management also should go to the training place or meet with consultant to have an advice on how to be a good leader and on how to manage the task more efficient.

Besides that the inability to organize the details is the factors why quality leadership on performance is failed. To be a good leader it is require for the leader to understand all work that connecting to their job scope. This means that they need to be master at all level that related to their position. By having good details of job scope it will help the leader to achieve the goals task and at the same time give the convenience to people who have connection to them. Plus more the failure of the quality leadership is due to the lack of imagination. This means that they could not solve the problem on the time they require them to make an urgent decision. These require the top management to be prepared to any risks that will happen in their scope of work. They need to well understand on the requirement on the job scope and imagine the pros and cons on making planning. So that there will be no issue on the quality performance as they could manage the task as what be ask.

Employee involvement

The only factor that has been accepted in this study is employee involvement. Employee involvement required the participation of staff to help the organization to fulfil its mission and meet its objectives by giving their own ideas, expertise and effort to help the organization to solve the problems and making decisions. As everyone plays their roles as be required it will help the quality performance to be improved. The reason why employee involvement are be accepted in this studies is due the their well understand on their job scope and they has been specialized as according to their qualification which means they have expertise on what they do. So this will help to improve the quality performance.

Next, no transparency in delegating works. This means that the employee had be give full opportunities in performing the jobs. They will perform the jobs as be required and help to reduce any risk that might happen as there no transparency in the job scope. Having their view on the task problem help to improve the quality performance as they take a full commitment to make sure everything goes as planned. The feel of responsibilities on the task makes them perform their jobs well. Besides that the feel of sense belonging. When their ideas been accepted they feel the present of them in the organization is important, so they will give their full commitment. As their suggestion been accepted it will give the opportunities for them to develop themselves. They feel more appreciated for the opportunities that give. As they feel sense of belonging are there quality performance can be improved and help to reduce problem for rise.

Recommendation

The ways of managing and taking good cares for the entire supply chain quality management plays important roles on quality performance. This is because supply chain quality management will give an impact to firm performance in order to be in the market for the long terms. Most of the respondents agreed that the factor that affecting quality performance is the employee involvement. Based on the finding, the recommended solution should well address on how to improve a little bit on employee involvement and focus more on supply chain integration, customer focus, supplier focus, quality leadership and others thing related to this field.

Supply chain integration

- Have an advice from consultant
Lots of way can be used to solve the problem on the supply chain integration. But one of the best ways to solve the issue on supply chain integration is to seek an advice from the consultant. By having an advice from the consultant, it will help an organization to have an overview about the internal problem they having and the best method to be used to solve the problem. Besides that, consultant can help in providing the objective viewpoint which the organization can use as guidelines to achieve the goals and at the same time improve the quality performance. When everything goes as plan, there should be less issue on supply chain integration which the quality performance had been improved.
- Use a systematic system that everyone understand
To improve the issue on the quality performance, it is suggested for the organization to have a very systematic system that everyone could understand and that system be used should be used as a guideline on improving the quality performance. For example is by making the Standard of Procedure (SOP) for each of department. In producing SOP that everyone could understand, all management from the different department should do a table meeting which the meeting are used to explain and introduce the SOP that the department are used. So after the meeting and agreement within department achieved, the used of that SOP should be implement and used to solve the problem on the quality performance.
- Do the benchmarking to improve the quality performance

The organization should make the set target to improve the quality performance. This means that they should do a set of benchmark and find the alternative to achieve the goals that have be set. To do the benchmark, first is by make an analyse the part that need to be improved. Next is by make a group that can work together to achieve the goals and search the organization in the same industries of part as a benchmark to achieve the goals. Find what have be done by the listed organization that your company have benchmark and take a best step towards there. This indirectly will improve the quality performance and at the same time make supply chain integration become better when the relation become stronger.

Customer focus

- Make a standardize product
To focus more on the customer, it is suggested for the organization to a standardized product which means that the customer could not come and customized the product. By making a standardized product quality issue can be reduced and customer could not argue on the specification of product that be sales as the product standardized. Too much variation on the product will lead to the quality issues. It is suggested for the organization to only produce the product that high demand from the customer rather than producing a variation type of product that lack have lack number of buyer. The more variation of product, the more the risk that need to be incur. So that the quality issue can be reduced as the risk is not at the high potential level.
- Improving customer services
By improving customer services, quality issues can be reduced. Customer services is a medium that be used to connect the customer with the organization. Customer services will give the opportunities for the organization to get the feedback from the customer for what they served from the customer. so from there it will help the organization to give more focus on customer, know what they want, how they can improve the product so that the product can satisfied the need of the customer, how to reduce any complaints from the customer and it also can be a medium in which customer can give suggestion for more improvement on the product. So this will help to improve the quality performance.
- Do the survey
Besides that, to improve the customer focus it is suggested for the organization to do survey to collect the data from the customer whether using the online web or through questionnaire that give to the random people at the same group. By doing the survey it will give the overview about what the customer want and it will provide guidelines especially for producing new product or modified the existing product. Survey help the organization to study first about the pros and cons in producing the product which means that they can produce the product that be demand by the customer want and at the same time manage to reduce the quality issues.

Supplier focus

- Sit together and make discussion with the supplier

Generally we know how important the supplier for an organization in the businesses. So the organization should be more careful with supplier as they are the most important part in the businesses that can help in reducing the issue on the quality. The purpose for sitting together and do discussion is to discuss on the strength and weakness that the both parties have. So this indirectly to help to solve the problem that both of the parties have. When they are sharing on the strength and weaknesses together, they may see a ways on how to solve the problem. This initiative helps the organization to do improvement and plan a more better strategies in the future in improving the quality performance.

- Do analyse each supplier

It is suggested for the businesses to do analyse in choosing the supplier. The purpose of making analyzation for choosing the supplier is to choose the right supplier in supply raw materials to our organization in order to maintain quality. By do analyse in choosing the supplier it will help to improve the issue on the quality performance. This is because the organizations can reduce the issue on the quality from the first sight. By making that analyse, it will help the organization to have a view about the supplier, the risk that they will get in choosing that supplier and many more. Choosing the right supplier can help to determine the success of the businesses or the losses that business will gain.

Quality leadership

- Invest more money for training and skill development for leadership

In order to improve quality leadership the organization should make an investment in the form money to support the leadership training. This means by send the line of managers and staff to an effective training. This will help the staff to improve more on the leadership skill. Plus more, by sending them to leadership talks program they may get some input on how to improve their ability and leadership skill. Sometimes the leader who led the task given fail to make the task success is not because they do not on how to manage the task but they ways the delegate the task is wrong. This means that they have bad communication skill that makes them fail to delegate the work successfully. So by giving them the opportunities joining those leadership programs and talks they will receive the principle and methods that need to be used in the quality performance.

- Improve the communication skill

To be a good leader, the leader should have a good communication skill. This skill is very important in ensuring that everyone understand the information and the instruction that the leader try to give. When everyone understands the instruction that give by the leader, the information will become smooth and this indirectly will help to improve the quality performance. Good leader able to communicate well when they know with whom they talk and the ways the used to talk with different people that have different behaviours. The ways the leader communicates also will determine the ups and downs the businesses.

- Seek an advice from the professional

To improve the quality leadership, the leader should go meet and have an advice from the professional. This is because professional have lots of

experience on the ups and downs of the businesses, so it is good to learn with them. The advice from the professional will help the leader to really understand on what they should do for make an improvement. Good leader always find the best initiative to make an improvement. When they do understand the concept, get abilities to communicate well with their employees, adopt with various ways to solve the problem, so this indirectly will help to improve the quality performance.

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