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## THE MEDIATING EFFECT OF JIT ON THE RELATIONSHIP BETWEEN SCOR MODEL AND SUPPLY CHAIN PERFORMANCE

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**Abstract:** *The SCOR Model is one of the most applied reference models to support the description of supply chains and understanding the relationship between supply chain operation reference and supply chain performance. The SCOR model owes a standard thought to perceive an activity of the Supply Chain Council provides a framework for characterizing supply chain management practices and processes with better performance. Most manufacturing industry is aware of the importance of SCOR Model by implementing actual participation still not embraced (Ibrahim, A. U., Daniel, C. O., 2019). This study examines potentials for future extensions of the model. By analysis of 158 samples for this study. This study investigates the level of SCOR Model practices in Supply Chain performance and investigates the relationship between SCOR Model effect by mediating of Just-In-Time (JIT) and supply chain performance in Malaysia manufacturing industry based on the five decision areas provided in SCOR Model Version 10.0 (PLAN, SOURCE, MAKE, DELIVER, RETURN) and five key supply chain performance derived from supply chain business management. The questionnaire tool by SCC is used to analyse requirements on modelling tools to support the application of a respective extended SCOR Model. The results showed that planning processes are important in all SCOR supply chain planning decision areas. Collaboration was found to be most important in the Plan, Source and Make planning decision areas, while teaming was most important in supporting the Plan and Source planning decision areas. Process measures, process credibility and process integration were found to be most critical in supporting the deliver planning on the decision area. Based on the result of the regression*

	<p><i>models it can be concluded that SCOR Model to some extent contributes significantly and positively towards firm SC performance and various components of performance measurements. Using these results, the study discusses the implications of the findings and suggests several venues for future research that contribute for the new version of SCOR Model and for the future reference on improve performance in industry and society.</i></p> <p><b>Keywords:</b> SCOR Model, JIT, Supply Chain Performance.</p>
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## 1. Introduction

Supply chain management has attracted a lot of researchers to study the process and activities which impacted performance in this manufacturing industry. Today's manufacturing industry is seen as important in business survival to develop competitive advantage towards products and services. Also, identifying globalization and demanding worldwide will then compete with technology advancement. It creates a new business condition for rivalry and, it will provide more chances for the manufacturing industry to succeed (E Feyen et.al., 2021). Therefore, most of the organizations turned towards developing customer's engagement and measuring the quality of customer's engagement in product and service offered/provided by Malaysia Manufacturing companies. Therefore, a significant competitive advantage in manufacturing industries is needed to enhance the effectiveness of the product and supply chain process towards better performance (J Agyei et.al., 2020). Thus, supply chain process models and SCOR Model performance measurement was perceived as one of the central points in process assessment and change of manufacturing industries (E Kusriani et al., 2019).

This study is aimed at measuring the performance level of the organization of manufacturing companies in the Malaysian industry by using the mediating impact of Just-In-Time (JIT) on the connection between the SCOR Model. Determination of significant products and services to be included will be measured based on the analysis of SCOR Model performance mediated by JIT into several stages of Plan, Source, Make, Deliver and Return. Supply Chain Operation Reference (SCOR) Model involved in the activities of providers which are suppliers, makers which is the manufacturers, wholesalers, and clients for enhancing and incorporating the proceeding with the performance into the manufacturing companies in sorting out and executing high-performing plan of action (E Kusriani et al., 2019). As a result of the economic impact, incorporation of inside procedures of the organization with the suppliers and customers from the entire thought behind the SCOR Model will focus on the managers' level in this study. Proactively to the market and business circumstance changes might continuous improvement in supply chain network and the finished good or output in decision making process inside SCM (Fancellora G, Schintua A, Serraa P, 2018). In the recent decade, SCM has reached an incredible growth in making known theories and operations of this area. These arguments have led to the logical acknowledgment of the vital role applied to the SCOR Model towards supply chain performance in economic growth which will help to benefit to industry and academia.

## 2. Literature Review

This part of this chapter reviews past literature which focuses on existing research in the topic area which relates to the study. The section begins with general information which is literature review on Malaysia manufacturing industry in supply chain management. Next, it is continued with review on supply chain business management among manufacturing related to the hypothesis. In particular, the current definition is discussed about, and a refreshed definition is provided. Next, SCOR Model was discussed and reviewed. In this way, the essential hypotheses in clarifying variables impacting supply chain performance in Malaysia manufacturing industry.

Since 1957, after the Independence Day, Malaysia has accomplished a noteworthy advancement of its assembling segment and the general economy. This cannot be doubt as Malaysian manufacturing industry has been identified with the business movement, and truth be told, the report demonstrates that the market was unstable, pending operational cost and other management processes as specified by Federal of Malaysia Manufacturing (FMM) in 2019. Moreover, in the recent global financial crisis, the manufacturing industry remains the strongest among all areas (Talita FS and Maria SAL, 2018). In the meantime, many manufacturing industries have kept up their force as well as increasing their ability and capacity. For instance, Talita FS and Maria SAL (2018) commented on SCOR Model in the manufacturing industry in a more grounded nearness, connecting straightforwardly to entrepreneurs, and giving inventive arrangements that will suit the current financial atmosphere for a long-lasting business relationship. Hence, it is relied upon the ability to combine and fortify the flexibility and aggressiveness of the manufacturing division (Avunduk, 2018). On the other hand, manufacturing industry sector ensures them with the dedicated and knowledgeable support of the organizational growth. Other than being recognised as the world's largest rubber glove manufacturer, Malaysia does not have much to shout about in the industry.

Furthermore, Marchi and Zanoni (2017) defined supply chain as structure of the organization, people, and equipment, performance, in the process of moving an item or office from supplier to the client. E Kusriani et al. (2019) has refined supply chain exercises which changes ordinary resources, crude materials and equipment into the total item which is delivery to the end client. Avunduk (2018) has pointed out towards the envelopment and mixture of individuals and mechanical resources are the basic to rewarding supply chain incorporation Supply chain management (SCM) incorporates an arrangement of methodologies and practices to adequately coordinate suppliers, manufacturers, wholesalers, and clients for enhancing long-term performance of individual firms and the supply chain all in all in a durable and high-performing plan of action (E Kusriani et al., 2019).

Specifically, the Supply Chain Operation Reference (SCOR) Model framework was developed in 1999 by Zhou et. al. (2011) and it was based on operational, planning control, and behavioural. Moreover, the system was also created by E Kusriani et al. (2019). and it also includes eight business forms: plan, sources, make, and delivery, item configuration/change, ability association, process configuration/overhaul, and measurement. However, SCOR Model developed by Supply-Chain Council is a procedure reference display which fills in as a diagnostic instrument for supply chain management. The SCOR display (variant 10.0) comprises of four noteworthy parts. In the study, the SCOR Model comprises five fundamental procedures, Plan (P), Sources (S), Make (M), Deliver (D) and Return (R). The SCOR Model

advanced demonstration begins with the assumption that any supply chain process can be done as a course of action of the procedures which are Plan, Source, Make, Deliver and Return (E Kusriani et al., 2019). In supply chain studies, Ahmad AF and Karadas G. (2021) defined JIT as a "draw" plan of development, where solid guidelines exhibit a flag for an item to be consumed and manufactured. Moreover, it can be well thought as a philosophy for the decrease in waste and constant enhancement, a process which oversees and decreases inventory, a way to grow in a manufacturing development system (Marchi and Zanoni, 2017).

Chan A.T.L., Ngai EWT, Moon KKL (2017) measured processes belonging to a supply chain to be fundamental in improving performance into a tool for the organization of the measurement. Supply chain performance consists of flow materials and products to clients and the supply side of additional parts and return of substandard items. Furthermore, it is geared towards competitive improvement by increasing the performance attributes of the logistics area into delivery presented in supply chain performance measurement had practically develops multi-criteria basic decision-making issue which is extraordinary to an extensive number of components which might irritate basic decision making (Ahmad AF and Karadas G., 2021). The components are customer 's assistance, time, expenses, flexibility, capitals, and circumstances.

## **2.1 Problem Statement**

Most manufacturing industry is aware of the importance of Supply Chain Operation Reference Model by implementing actual participation still not embraced (Ibrahim, A. U., Daniel, C. O., 2019). The inefficiency of current supply chain management system represents a significant financial burden for the manufacturing company. In addition, the current percentage of waste in Malaysian manufacturing industry showed that the financial situation has become inconsistent each year. Therefore, supply chain activity requires an effective management which is applicable for the industries. Moreover, Malaysian manufacturing business report 2017 have shown that the market was unstable from the process supply chain operation with the sales and production output volumes terms of pending operational cost especially local sales and production volume (Khan, S. A., Qianli, D., 2017).

Additionally, the Department of Statistics Malaysia found a total of 1,028,301 employees engaged in the Malaysian manufacturing industry sector (M. Uzir Mahidin (2019). They concluded that researchers have attempted to locate the following huge thing which will give the Malaysian assembling industry the edge in the market by acquainting thoughts by enhancing the item through creative and innovative, propelled process. M. Uzir Mahidin (2019) suggested that studies done must include the implementation of a new concept for the product in manufacturing, thus improving the generality of the finding. Therefore, the study explored the impact of performance on supply chain activities in Malaysian manufacturing industry. Since SCOR Model and JIT is recognized as important for Malaysian manufacturing performance growth, research related to its thought about how crucial it is to fill the gap in the region of educational research to the population which has been determined. This research will contribute various sources of literature review which is related to the better understanding of SCOR Model performance.

The target of this study is to get an important implication on businesses which practice supply chain management continuously in improving competitive performance as products, technology and customers change into the capacity to diminish waste, reduce time, adaptability and cut cost for the future productivity. The study focuses on the supply chain investigation to become more effective and improvement will contribute to the formation of literature pertaining the SCOR Model, which is currently absent. This study will influence a huge commitment to the accomplishment of the supply to chain venture which will survive and develop in financial advantage.

### **3. Method**

This paper had used a quantitative research method instrument survey of the research, questionnaires are utilized as a structure to aim for the quantitative survey which is to collect data and examine changes in the data gathered. The study uses statistics Statistical Package for the Social Sciences (SPSS) with the experimental design from data collection based on the instrument used for analysis and data measurements. Thus, quantities of the information are characterized by the estimation between the factors in the constructs to enable the answer to examination questions with comprehensive of technique that encourage comprehension of essential measurements. Therefore, this study needs to really clarify element from the research methodology correctly for the guidelines of research scope to be conducted for the analysis of data, result, and outcome which are based on the problem statement.

#### **3.1 Materials**

The study classifies the fact of finding strategies using the research instrument. The instrument was pre-tested and modified according to the feedback given and then sent by email to a sample (tools or website) and distributed to each company in the different segments of manufacturing industries. Some of the organizations were randomly contacted to confirm their addresses, notify them about the questionnaire and request for their participation by talking directly to the manager, assistant manager or those in the supply chain management department. The questionnaire-based survey is chosen in the present research to collect the primary data which is built upon prior research which has assembled worldwide data on SCM development adapted in this study from (Ahmad AF and Karadas G., 2021).

This research uses data from the instrument which has been used from the High-Performance Manufacturing (HPM) project data set, this questionnaire has been separated into 4 sections area (Section A, B, C and D). The SCOR Model (Section A) is the independent variable with 29 items and SCOR Model Performance (Section B) is the dependent variable with 20 items. In the Section A items have been separate into sub construct of SCOR Model (Plan, Source, Make, Deliver and Return) and in the Section B from the SCOR Model item have been selected to SCOR Model performance into the reliability and responsiveness so that the performance analysis can be measure within the independent variable and the dependent variable with different questionnaire items section A and B. Moreover, for the Section C the mediating variable with 11 items of reliability and responsiveness specifies that Just-In-Time was adopted from the previous study obtained in which variability and operational performance are based on the scales from the literature review (Anh Chi Phan, Ha Thu Nguyen, Hao Anh Nguyen and Yoshiki Matsui, 2019).

### **3.1.1 Samples**

The questionnaire was distributed to a selection of manufacturing industry workers in Southern Region of Malaysia (Melaka and Johor) and operating in semiconductor, machinery, electronics, textiles, wood, paper, printing, metal, oil and gas, computer, subcomponents and transportation components sectors. This study survey of questionnaires was distributed to a total of 270 respondents and 163 responses were returned, 5 are incomplete and rejected responses were unused. This study uses a sample of 158 responses from manufacturing plants manager to test and analyse the hypothesis using SPSS.

### **3.1.2 Site**

The research specifies the population on the southern region because there are more manufacturing industries in southern area in Malaysia which are Johor, Melaka and Negeri Sembilan. About Federation of Malaysia Manufacturers (FMM), data statistic provides total of manufacturing industries/companies in these areas. The respondent was chosen based on their size and age in which potential characteristics are determined by the full-time employee in the firm and the age is defined by the operation years in order to explore the flexibility in the industry. The study categorizes the respondent into manager, assistant manager and those in the supply chain management department. The coverage and response rates from the respondent in the supply chain management survey are the accuracy of the frame used to select samples and benchmark the estimation of an efficient survey.

### **3.1.3 Procedures**

In implementation indicators and the factor of SCOR Model, JIT and supply chain performance, a set of the questionnaire has been developed based on the criteria determined from the literature on Supply Chain Management (SCM) development. Initially, the questionnaire was tested through a pilot study in determining the validity and reliability of each indicator for each research variable in the questionnaire. The data collection was via convenience sampling, and the sample size collected was constrained by time factor, in accordance with the industry available time. The quantitative research designs are an excellent way to finalise results and proving or disproving a hypothesis by using subtraction test. The data is used to validate the conceptual model in the present research through testing by using moderating variable. By using statistical test, regression is used to propose and validate the integration of the independent and dependent variable of Just-In-Time (JIT) which affects the (SCOR) Model and supply chain performance.

The respondents were chosen from the managing directors, manufacturing and/or production managers and all managerial level personnel which are related to the manufacturing area. The items of best practices manufacturing implementation section were adapted from SCOR Model Version 10.0 (SCC, 2010). Data was collected quantitatively from 800 manufacturing companies in the southern region of Malaysia, distributed to 270 manufacturing companies and the return was only 158 considering that 5 are rejected. This study assigns the level of supply chain development and their connection with SCOR Model performance in the previously mentioned processing by completing questionnaires.

### **3.2 Measurement**

A pilot test was conducted in this study and a valuable means from the testing methods for this research measurement was determined from the response rate of the respondent. According to (Aithal, Architha and Aithal, Sreeramana (2020) pilot study is the key process in determining the developmental progress and content of the validity from the instrument distributed to the sample with effective data collection. The survey was distributed is at Southern Region Malaysia which is in Johor and Melaka total of 158 respondents in every state sample of manufacturing from food product, beverages, electrical and electronic products, transport equipment, machinery, engineering support, construction-related materials, textiles, chemical and pharmaceuticals. This means that 60% of the respondent responded to the survey after two round of piloting and the follow up of the questionnaire from the respondent. A pilot study was considered in order to generate data for a sufficient sample size calculation. The study considers the sample size of 10 to 15 respondents to be in the range of 35 to 40 for instrument survey with the purpose of avoiding or minimizing potential biasness (Aithal, Architha and Aithal, Sreeramana (2020). The possible target of this study will figure out which one is achievable on the principle inquire of the objectives. Lastly, considering the survey finding, the information will be in analyse and determined the in order to make the measurement in different assessments of the variety of factors to recognize the exposure in evaluation.

### **3.3 Data Analysis**

Data examination toward separating information and assembling data from different resources of information gathered from the Supply Chain management area and exploration with assistance from SPSS programming. Data discover the anomaly cases to discover fundamental data like mean and standard deviation of the information as ( $\alpha \leq 0.05$ ) to locate the critical measure. This study investigated factors of SCOR Model towards supply chain performance in Malaysian manufacturing industry, influential factors on SC performance base on writing in modern experts accumulated for distinguished factors by a questionnaire and Chi-Square test is utilized to break down information and to decide the integrity of acquired information from surveys (factors on SC performance) centrality are under 0.05 in all tests may prompt rejection.

Additionally, sign test is utilized to distinguish more critical variables than different elements with a significance of criteria that assessed the dependability in detecting differences across multiple tests. The questionnaire was distributed among managers and finished by utilizing SPSS for the data analysis. The result from the final survey was then analysed statistically to test the hypothesis generated in the supported present research. The analysis comprises of questionnaire screening analysis, descriptive analysis, reliability and correlation/regression analysis, testing of hypothesis and factor analysis.

#### **3.3.1 Validity and Reliability**

Data collected will be used in prior research by relevant items to be measured. However, the study has a limitation sample size of 270 to be conducted. Recognizing the influence in the components of supply chain performance through writing and hypothetical standards as a factor presented on using Delphi method. After 3 cycles, 20 factors were chosen as influencing components of supply chain performance. Pallant (2011) suggested the study should show the reliability in the method section specifically consistent with the discussion chapter followed by sequence result in measurement to be varied.

The factors affecting supply chain performance towards delivery lead time, delivery performance, forecast strategies, improvement process, operation techniques, delivery quality, data sharing, accessibility, product capacity to react to quality issues and the return rate. The questionnaire consists of 60 items and each question measures factors through Likert's scale with the five-range scale. This construct is related with significant factors which influence supply chain performance in manufacturing firms by utilizing this recipe,  $p = 0.5$ , it demonstrates that a great number of tests is required. The basic random inspection is utilized as part of this exploration. The population comprises of some senior specialists in the business that no less than 200 - 300 were gathered and during data analysis, insufficient survey dealt with missing information. Furthermore, the study utilized Cornbrash's alpha to test the unwavering quality of the data survey.

#### 4. Results and Discussion

The result obtained from factor analysis has successfully grouped SCOR Model into five sub-dimensions, namely (i) plan; (ii) source; (iii) make; (iv) deliver and; (v) return. SCOR Model attempts to capture business operation including (1) customer interactions, (2) product transactions, from supplier's supplier to customer's customer, and (3) market interactions, from the understanding of demands to the fulfilment order (Supply Chain Council, 2010). In SCOR Model provide mean scores ranging from the highest at 3.73 (Plan) to the lowest at 3.41 (Source). The results indicated that Malaysian manufacturing industry managers agreed that they possessed supply chain plan and indicates that Malaysian manufacturing felt that supply chain plan plays a significant role in encouraging supply chain performance. The result revealed that Malaysian manufacturing industry exhibited rather positive supply chain performance of mean score (i) supply chain performance reliability (3.67); and (ii) supply chain performance responsiveness (3.60). In terms of mean score (i) reliability in operation (3.34) and; (ii) responsiveness (3.46), Malaysian manufacturing industry owner-managers agreed that they are Just-In-Time in having sufficient reliability, variability, efficiency, and responsiveness. It can be implied that these factors effectively affect supply chain performance as something that can attract competencies in SCOR Model performance.

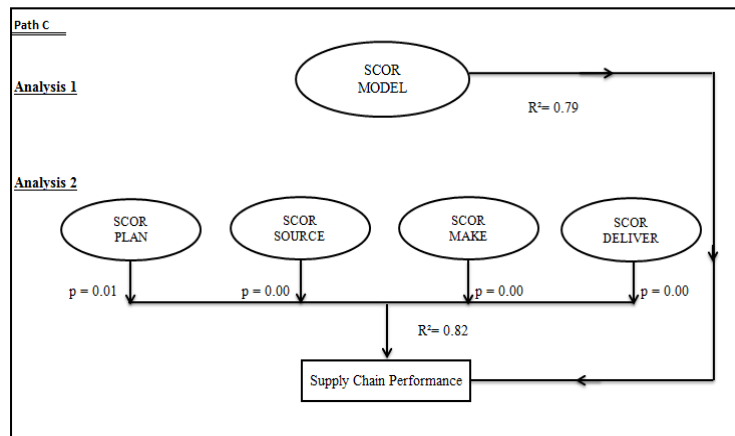


Figure 1: Regression for Effects of SCOR Model Towards Supply Chain Performance

As above results, in terms of variance explained SCOR Model and all the four sub-dimensions explained as much as 82% ( $R^2 = 0.82$ ) and the independent variables in supply chain performance with SCOR Model 79% ( $R^2 = 0.79$ ). Since the values of  $R^2$  above higher than 0.4, they could be regarded as respectable (Pallant, 2011) and acceptable for social science research.



In addition, the Beta coefficients range from 0.18 to 0.40. For instance, the entire relevant hypothesis (H1) was supported. The result shows that in order to encourage SCOR Model among business practitioners, SCOR Model plays an important role.

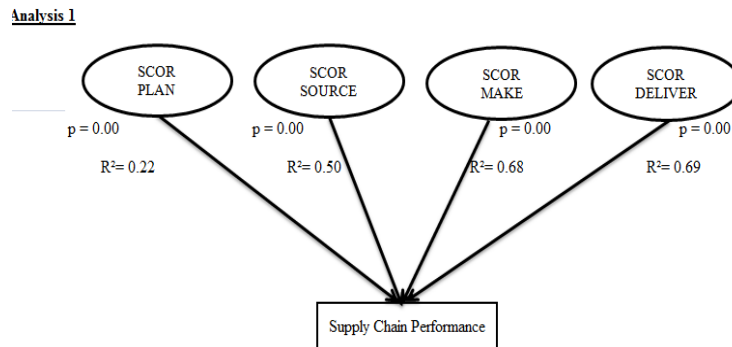


Figure 2: Regression Results for Effects of SCOR Model Constructs Towards SCP

SCOR Model construct of Plan, Source, Make and deliver seemed to show clear patterns of relationships between the independent and dependent variables. In terms of the variance explained by SCOR Model constructs in the respective independent variables, it's also clear that SCOR Deliver with the supply chain performance has a high value 69% compared to the rest of the constructs, that is; SCOR Plan with SCP (22%), SCOR Source with SCP 0.50% and SCOR Make with SCP (68%). It appears that SCOR Model constructs statistically significant positive relationship with overall supply chain performance and all dimension of performance measures except for SCOR Model Return. One possible explanation for this could be that as most of the firms in the process of returning is very limited.

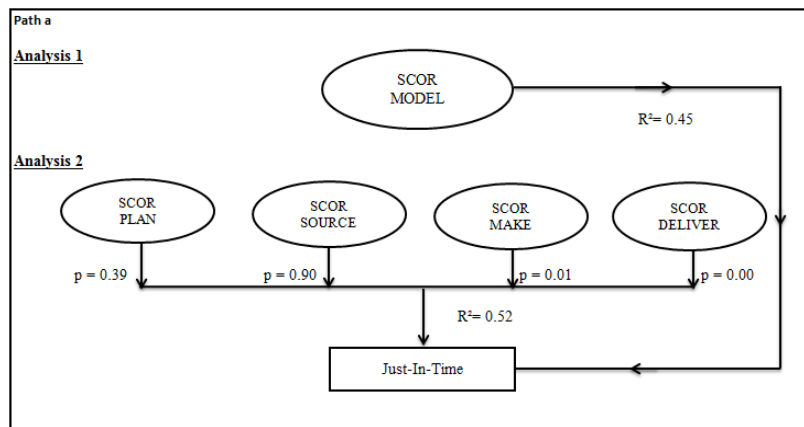


Figure 3: Summary of Regression Results for Effects SCOR Model on Just-In-Time

SCOR Model effects on Just-In-Time has a value (45 per cent) except SCOR Plan and SCOR Source in which the p-value is more than 0.05 which is 0.39 and 0.90 but the value is evidenced by the variance which is 52% with the positive effects. Result, show that the beta is positive, but the coefficient is not significantly influenced. Therefore, future researchers should study a different population or look at a different set of variables related to these two variables. This model tested hypothesis that Supply Chain Operation Reference (SCOR) Model will significantly improve Just-In-Time is not supported.

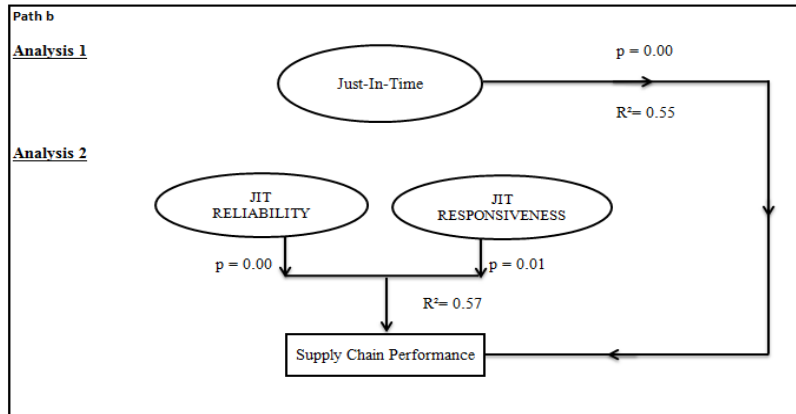


Figure 4: Regression Results for Effects Just-In-Time on Supply Chain Performance

The analysis investigates the effect of Just-In-Time measurement on supply chain performance by the effects of JIT Reliability and JIT Responsiveness is significant with the variance 55% and 57% of the variables. The analysis shows that JIT is positively correlated with supply chain performance, the coefficient is highly and statistically significant ( $\beta = 191.868$ ,  $p = 0.00$ ). The model explains 55 per cent of the variance in the supply chain performance. This result is comparable to what Anh Chi Phan, Ha Thu Nguyen, Hao Anh Nguyen and Yoshiki Matsui (2019) found in which JIT can be positively and statistically related to supply chain performance.

analysis 1

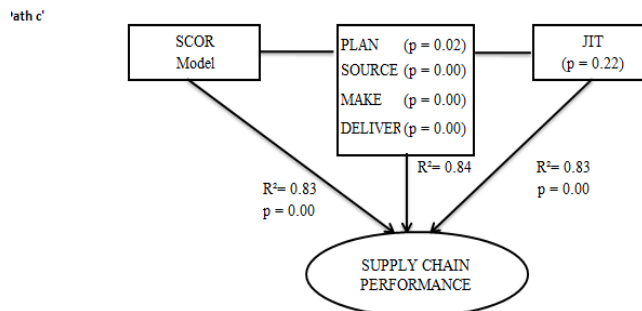


Figure 5: Regression Results for Effect SCOR Model and Just-In-Time Towards Supply Chain Performance

SCOR-performance model hypothesizes that various dimensions of plan, source, make, deliver and return are positively related to Just-In-Time and supply chain performance. As shown in Figure 5.5 the relationships (83%) were found to be high performing in SCOR Model of manufacturing industry. Mediating can be explained as “how something comes about” and “sequence of effects that leads to something” (Marchi, B. and Zanoni, S., 2017). The partial mediating result in this study confirmed that Malaysian manufacturing industry owner-managers’ Just-In-Time accounted for all of the relationship between SCOR Model and supply chain performance. In this study, the analysis on mediating was tested with an indirect effect to find the relationship towards the variables.

Model	Standardized Coefficients	t	Sig.	R <sup>2</sup>	F (Sig.)
	(Beta)				
<b>Analysis 1: SCOR Model</b>	0.67	11.394	0	0.45	129.827 (0.00)
<b>Analysis 2:</b>				0.52	42.14 (0.00)
Plan	0.06	0.87	0.39		
Source	0.01	0.12	0.9		
Make	0.28	2.72	0.01		
Deliver	0.45	4.71	0		

**Table 1: Regression Results for Effects of SCOR Model towards Just-In-Time**

From the result presented in Table 1, it shows that SCOR Model Plan (p=0.52) and SCOR Model Source (p=0.90) are not significant in which p-value is more than 0.05. In addition, the result of p-value for SCOR Make and delivery is less than 0.05 and it is supported. The analysis shows the mediating effect of Just-In-Time on the relationship between SCOR Model on supply chain performance is partial support.

**5. Conclusion**

This study is significant since positive and significant relationships between SCOR Model and supply chain performance was obtained by previous studies conducted by E Kusriani et al. (2019). A specific end goal was set to comprehend the basic hypotheses of supply chain management performance and distinguish the effect of SCOR Model on Malaysian manufacturing industry performance, and earlier research in these areas was reviewed. However, based on the result of the regression models it can be concluded that SCOR Model to some extent contributes significantly and positively towards firm supply chain performance and various components of performance measurements. This is because it is evident from the result that each of SCOR Model, that is Plan, Source, Make and Deliver, across all four regression models demonstrated a positive relationship with the respective dependent variables, that is overall performance measurement, supply chain reliability and responsiveness. However, the extent to which SCOR Model manages to predict performance differs among the various models. For SCOR Model it is discovered that statistically the model covers 79 per cent of the variance in the sample firm supply chain performance while Plan, Source, Make and Deliver model made the coverage of 22 per cent, 50 per cent, 68 per cent, and 69 per cent respectively. Lastly, multiple regression analysis is tested to answer research question of “Does JIT mediate the relationship between SCOR Model and supply chain performance in Malaysian manufacturing industry?”.

SCOR-performance model and supply chain performance identified all the dimensions as the main manufacturing industry in Malaysia. Results also answer the question of to what extent does Just-In-Time mediate the relationship between SCOR Model and supply chain performance in Malaysian manufacturing industry. In terms of the second sub-question, it verified the relationship between SCOR Model and supply chain performance which was mediated by Just-In-Time in Malaysian manufacturing industry is partially supported. In addition, it also concluded that Malaysian manufacturing industry of supply chain performance

and Just-In-Time exhibited differences with SCOR-performance from supply chain management performance of reliability and variability.

By using researcher's prior knowledge, following extensive investigation and consultation, since there has been no academic research conducted in Malaysia manufacturing industry study suggest some empirical analysis and descriptive analysis to Federal Malaysia Manufacturing (FMM)-status companies and the owner-managers who run these companies. This analysis provides a broad overview regarding the characteristics of the organizations of entrepreneurs and available in the public domain for future reference.

This study is required to make a substantial contribution to improve organizational performance in Malaysian manufacturing industry in terms of offering one special type of management style, that is SCOR Model performance measurement approach in the management. Furthermore, SCOR Model tools and indicators of supply chain performance measurement can include financial performance to have a significantly higher efficiency assets and market in order to improve the performance of current and future business. SCOR Model with the latest version and terms of supply chain indicators and considered the most recent standard to improve supply chain performance. Therefore, by using SCOR Model approach, open supply chain management performance can lead to sufficient and efficient capabilities will deem an initial step in improving supply chain management.

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