INTERNATIONAL JOURNAL OF eBUSINESS AND eGOVERNMENT STUDIES Vol: 14 No: 1 Year: 2022 ISSN: 2146-0744 (Online) (pp. 134-149) Doi: 10.34109/ijebeg. 202214107 Received: 17.09.2021 | Accepted: 01.02.2022 | Published Online: 15.02.2022

-RESEARCH ARTICLE-

FOOD SUPPLY CHAIN QUALITY MANAGEMENT PRACTICES IMPACT ON QUALITY SAFETY PERFORMANCE IN THAILAND

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Citation (APA): Sukriket, P., Sriyakul, T., Jermsittiparsert, K., Chienwattanasook, K. (2022). Food Supply Chain Quality Management Practices Impact on Quality Safety Performance In Thailand. *International Journal of eBusiness and eGovernment Studies*, 14 (1), 134-149. doi: 10.34109/ijebeg. 202214107

-Abstract-

This study investigates the impact of supply chain (SC) quality management practices such as supplier quality management (SQM), internal quality management (IQM), and customer quality management (CQM) on the quality safety performance and organisational quality as the mediator among the SC quality management practises and quality safety performance of food processing industry in Thailand. The present study has employed questionnaires for data collecting and smart-PLS for data analysis. The results suggested that SQM, IQM, and CQM have a favourable impact on the quality safety performance of the food processing industry in Thailand. The data showed that organisational quality strongly mediators the SC quality management techniques and quality safety performance of the food processing industry in Thailand.

Keywords: supply chain quality management, supplier quality management, organisational quality, internal quality management, quality safety performance.

1. INTRODUCTION

Preserving quality is a critical performance component for food businesses. If a food safety problem happens, the responsible organisations must recall the items and compensate customers. This would incur expensive costs, but it would also jeopardise its reputation. Customers will lose trust, and the client base will rapidly dwindle if corrective actions are ineffective and inefficient, dealing a fatal blow to the business. As a result, preventing food safety incidents is a vital requirement for quality and safety management in food enterprises. However, being free of food safety does not guarantee an organisation's economic success (Li et al., 2020). To sustain a competitive edge, high-quality products must be maintained. Businesses that prioritise product quality are usually industry leaders, having built a strong reputation and increased market share through market signalling. Additionally, superior food quality may attract additional customers through word of mouth. Customer satisfaction represents food quality and safety (Zhang et al., 2019).

SCQM practises are a collection of activities a business takes to ensure the effective management of product quality across the supply chain. A food supply chain is composed of numerous steps, beginning with the production of raw materials and ending with the consumption of completed foods. Our study covers three aspects of food SCQM techniques: SQM, IQM, and CQM. SQM is crucial to SCQM procedures since it is the first step toward complete quality management. Poor connections between food producers and suppliers can result in opportunistic behaviour and product quality neglect, which can result in a potential food safety issue in the food supply chain, with potentially disastrous consequences (Wu et al., 2020). By fostering long-term collaboration and information exchange with suppliers, food manufacturing companies can mitigate the risks associated with knowledge asymmetry. IQM

enhances collaboration between personnel and resources inside an organisation (specific chain node) and consequently reduces the likelihood of product quality faults. CQM is a vital component of SCQM because it enhances the quality of relationships between manufacturing organisations and their consumers, hence maintaining a brand's image in customers' eyes.

According to previous statistics, Thailand is one of the world's largest agricultural suppliers, owing to its developed food processing sector. Thailand has one of the most modern food processing industries in Southeast Asia, enabling it to export enhanced products. The food and beverage business is the third-largest in the country, accounting for 21% of GDP. Rice, sugar, canned tuna, chicken meat, shrimp, cassava products, and canned pineapple are significant food exports. The National Food Institute estimates that the country's food exports will total \$32.7 billion in 2020 (Kittipanya-Ngam & Tan, 2020). Thai food processing has risen dramatically in recent years and is currently one of the most sophisticated industries in Southeast Asia. Numerous medium- and large-scale food processors produce higher quality items for both domestic and international markets. Thailand's processed food exports will reach US\$19.4 billion in 2020. Around one-third of the sales, value is controlled by the top ten packaged food companies. As the local market for processed foods continues to grow due to a drastic shift in consumption habits toward quick meals. Thailand's food processing industry prospects continue to expand. Due to the increased demand for these items, Thailand's food processors are forced to import necessary ingredients (Pipatprapa, Huang, & Huang, 2018).

While Thailand's food processing sector is expanding, it still requires changes to keep up with the growing demand for food items. One of the causes of the food processing industry's slow growth is food quality problems, which erode customer happiness and confidence (Vajirakachorn & Chongwatpol, 2017). There was a need to identify strategies that could aid in the elimination of food quality incidents. Our paper discusses methods for resolving food quality challenges. Our study's objective is to investigate the influence of SCQM approaches such as SQM, IQM, and CQM in achieving a greater level of safety performance. Additionally, the study examines the impact of organisational quality on the relationship between SQM, IQM, and CQM in achieving higher-quality safety performance. This work adds to the body of knowledge in three ways. (1) This study delves into the significance of SCQM in terms of enhancing quality and safety performance by describing it in terms of three primary dimensions: supplier quality management, internal quality management, and customer quality management. (2) This study is the first to examine the role of SCOM approaches such as SQM, IQM, and CQM in achieving higher-quality safety performance for Thailand's economy. (3) This study examines organisational quality as a mediator of the relationship between SCQM practices of supplier quality management, internal quality management, and CQM and quality safety performance.

Following an introduction to the study's purpose, the paper summarises the available research on the significance of SCQM approaches such as SQM, IQM, and CQM in achieving higher-quality safety performance. Additionally, the report outlines how the study data were gathered for analysis. Following that, the debate, conclusion, and implications are offered.

2. REVIEW OF THE LITERATURE

Product quality assurance is an important concept in business management since it is the quality of the products that affect the brand's image, level of customer happiness, and customer's confidence in conducting business with the company. If a flaw in the product's quality happens, particularly one that endangers the user's health, it may increase total expenses and destroy the firm's reputation, which the firm must compensate for in the future. However, SCQM is a business method that aids in detecting any quality incident that occurs during the manufacturing or distribution cycle of a product. When SCQM procedures are implemented effectively, the chain's organisations can achieve greater quality and safety performance (Hatamifar, Darban Astane, & Rezvani, 2018). The study examines the impact of SCQM practises such as SQM, IQM, and CQM in achieving higher-quality safety performance and the effect of organisational quality on the link between SQM, IQM, and CQM achieving higherquality safety performance. The paper accomplishes this by presenting the arguments advanced by previous authors in this area.

Huo et al. (2019) discuss the role of SCQM in ensuring product quality. The quantitative data were collected from 317 factories in ten developed economies, and a regression analysis was used to determine the link between SCQM and SQM practises and their relationships to quality-related performance. The findings of this study reveal that SQM manages communication, relationships, and trust between product makers and their suppliers inside SC, requiring them to offer high-quality products and erase any quality deficiencies. Ben-Daya et al. (2020) literary essay indicates that successful SQM under SCQM develops strong ties between concerned firms and their suppliers, safeguarding product quality from supplier negligence and defects. As a result, effective SQM improves both quality and safety. Hence, we can say:

H1: SCQM practices like SQM are positively associated with quality safety performance.

Bastan et al. (2018) researched to determine the effect of SCQM in achieving highquality safety performance. The validity of data and the nature of the relationship between IQM as SCQM practises and product quality protection are analysed in this study using descriptive analysis and thematic synthesis. The study indicates that when the IQM of individual supply chain companies fosters communication between management and employees, this collaboration not only enhances quality but also aids in identifying and resolving product design or quality flaws. Custodio et al. (2019) did an empirical study in which they discovered that an efficient IQM fosters relationships between various corporate departments, managers and subordinates, employees, leaders, and team members. As a result, it encourages communication and information exchange, which are crucial for achieving a greater level of safety performance. The data indicate that IQM has a beneficial effect on quality and safety performance, which is why:

H2: SCQM practices like IQM are positively associated with quality safety performance.

According to Salimian, Rashidirad, and Soltani (2021), CQM is a critical component of SCQM since it ensures that goods and services are provided following customer requirements and assists businesses in gaining competitive advantages over competitors. CQM enhances the quality of manufacturing firms' relationships and communication with their customers, whether they are ultimate consumers or customer firms. A good relationship with the top consumers is critical for protecting the product's quality and image since if there is a defect in the product's quality, the customers alert the organisation and do not jeopardise the firm's reputation. Nandra et al. (2021) conducted a study to examine the interdependence of the SCQM dimensions of customer quality management, innovation, and quality safety performance. According to the report, efficient CQM develops a positive relationship between the firm and its consumers by reducing hurdles. The management's relationship with customers reveals their needs, thoughts, and behaviour towards product quality. This information can be used to correct errors in the product's design and ensure its quality. Therefore,

H3: SCQM practices like CQM are positively associated with quality safety performance.

Soares, Soltani, and Liao (2017) conducted a study to examine the relationship between SCQM dimensions, organisational quality, and product quality safety. A quantitative research approach was used, and 325 questionnaires were collected from industrial businesses in the United Kingdom using a multi-item scale web-based survey. The findings from the gathered primary data demonstrate that effective SQM can increase the quality of resources and the effectiveness of business processes, hence ensuring the achievement of a higher level of safety performance. Similarly, Siddh et al. (2021) examined the influence of organisational quality in SCQM activities such as SQM and quality safety performance. According to the study, integration with suppliers promotes innovation in the technologies employed in many departments, improving business operations, production, and marketing of products and services. In such a setting, the likelihood of product quality faults can be lowered. As a result, we can formulate the following hypothesis: **H4:** Organisational quality is a mediator between SQM, the dimension of SCQM, and quality safety performance.

Individual firms are responsible for maintaining IQM under SCQM. This SCQM aims to foster integration and collaboration among the chain's enterprises. Employees, management staff, team members, leaders, administrators, and subordinates may all collaborate. When employees and management work closely together and are encouraged to share their ideas and see them implemented, employees develop a sense of loyalty to the firm and try to improve it. Thus, organisational processes become more effective, and high-quality products are manufactured (SUMANTRI, 2020). When team members and leaders collaborate effectively, the leader demonstrates positive behaviour toward them, values their efforts, demonstrates concern for their needs, and supports them in pursuing various initiatives; he can motivate them to run the business effectively and improve the quality of products and services (Peng, Prybutok, & Xie, 2020). Hence,

H5: Organisational quality is a mediator between internal quality management, the dimension of SCQM, and quality safety performance.

The term "organisational quality" relates to the condition of an organisation's resources (physical, informational, and human), the efficacy of its procedures, and the quality of its manufacturing techniques. Organisational quality is significantly influenced by customer trust and loyalty, which are developed when customers are treated ethically and allowed to express their opinions about their services, which is possible through effective implementation of the SCQM customer quality management dimension. Thus, efficient CQM enhances the firm's quality and products (Le, Wu, & Zhong, 2021). Additionally, Jeon and Yoo (2019) did a study to determine the impact of SCQM on organisational quality and company performance. This study examines the defence sector through empirical data. The data was evaluated using the DEA/Entropy Model to determine the customer's quality. This study demonstrates how CQM enhances manufacturers' relationships with their customers. This type of cooperation benefits both the organisation's overall quality and the protection of its products' quality. Based on the previous study, we can state:

H6: Organisational quality is a mediator between customer quality management, the dimension of SCQM, and quality safety performance.

3. RESEARCH METHODS

This study aims to determine the effect of SQM, IQM, and CQM on quality and safety performance. Additionally, this study explores the mediating impact of organisational quality in the food processing industry's quality management, internal quality management, customer quality management, and quality safety performance. Three categories of SC quality management were used as predictors in this study: supplier

quality management (SQM), which includes five items; internal quality management (IQM), which contains three items; and customer quality management (CQM), which includes three things (Hong et al., 2020). Additionally, the researchers employed six items of organisational quality (OQ) as a mediating variable and three items of quality safety performance (QSP) as a predicting variable. Figure 1 illustrates these variables:



Figure 1. Theoretical Framework

The current study collected data using five-point Likert scale questionnaires. Purposive sampling was used to choose responders since only those personnel with sufficient knowledge of SC procedures in the food processing industry were chosen. A total of 1050 surveys were sent to the selected respondents. However, only 760 were returned, indicating a response rate of 72.38 percent. Additionally, data analysis is performed using the smart-PLS. This tool performs optimally even when dealing with big data sets and sophisticated frameworks (Hair et al., 2017), which were used in this investigation.

4. FINDINGS

The convergent validity, which demonstrated the association between items, is shown in Table 1 of the findings section. The figures indicate that both factor loadings and AVE values exceed 0.50. Additionally, the data suggested that the Alpha and composite dependability (CR) values should be greater than 0.70. These numbers imply a high degree of correlation between items and that convergent validity is valid.

Items	Loadings	Alpha	CR	AVE
CQM1	0.837	0.696	0.834	0.628
CQM2	0.856			
CQM3	0.672			
IQM1	0.861	0.675	0.820	0.605
IQM2	0.759			
IQM3	0.706			
OQ1	0.828	0.861	0.899	0.640
OQ3	0.851			
OQ4	0.731			
OQ5	0.759			
OQ6	0.826			
QSP1	0.778	0.797	0.882	0.713
QSP2	0.868			
QSP3	0.884			
SQM1	0.755	0.779	0.849	0.530
SQM2	0.767			
SQM3	0.686			
SQM4	0.692			
SQM5	0.735			

Table 1. Convergent Validity

Table 2 illustrates the Fornell Larcker statistic, which emphasises the discriminant validity of variables by indicating their connection. The figures demonstrate that the variable's current value, which means its correlation with itself, is greater than the other values, showing its connection with other variables. These numbers imply that there is little connection between variables and thus that discriminant validity is valid.

Table 2. Fornell Larcker

	CQM	IQM	OQ	QSP	SQM
CQM	0.793				
IQM	0.383	0.778			
OQ	0.447	0.468	0.800		
QSP	0.531	0.499	0.521	0.845	
SQM	0.546	0.500	0.578	0.666	0.728

Table 2 illustrates the Fornell Larcker statistic, which emphasises the discriminant validity of variables by indicating their connection. The figures demonstrate that the variable's current value, which means its correlation with itself, is greater than the

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	CQM	IQM	OQ	QSP	SQM
CQM1	0.837	0.297	0.339	0.385	0.397
CQM2	0.856	0.290	0.373	0.437	0.453
CQM3	0.672	0.319	0.343	0.431	0.437
IQM1	0.365	0.861	0.456	0.470	0.467
IQM2	0.221	0.759	0.311	0.338	0.274
IQM3	0.291	0.706	0.300	0.337	0.406
OQ1	0.402	0.374	0.828	0.531	0.545
OQ3	0.339	0.385	0.851	0.310	0.423
OQ4	0.386	0.391	0.731	0.399	0.402
OQ5	0.331	0.365	0.759	0.480	0.507
OQ6	0.306	0.352	0.826	0.287	0.382
QSP1	0.494	0.554	0.427	0.778	0.533
QSP2	0.414	0.332	0.460	0.868	0.568
QSP3	0.431	0.366	0.429	0.884	0.582
SQM1	0.418	0.339	0.355	0.415	0.755
SQM2	0.421	0.292	0.380	0.462	0.767
SQM3	0.313	0.395	0.446	0.424	0.686
SQM4	0.446	0.446	0.516	0.573	0.692
SQM5	0.370	0.313	0.362	0.505	0.735

Table 3. Cross-Loadings

Table 4 shows the Heterotrait Monotrait (HTMT) ratio, highlighting the discriminant validity. The figures highlighted that the values of the HTMT ratio are less than 0.85. These values are revealed a low correlation among variables and indicated that discriminant validity is valid.

 Table 4. Heterotrait Monotrait Ratio

	CQM	IQM	OQ	QSP	SQM
CQM					
IQM	0.547				
OQ	0.568	0.595			
QSP	0.708	0.661	0.604		
SQM	0.731	0.664	0.674	0.829	



Figure 2. Measurement Framework

Table 5 shows the path analysis and results indicating that Thailand's SQM, IQM, and CQM processing industry accepts H1, H2, and H3. In addition, the findings also exposed that organisational quality significantly mediates among the SQM, IQM, CQM, and quality safety performance of the food processing industry in Thailand and accepts H4, H5, and H6.

Relationships	Beta	S.D.	T Statistics	P Values
CQM -> QSP	0.190	0.038	5.006	0.000
IQM -> QSP	0.165	0.039	4.202	0.000
OQ -> QSP	0.122	0.031	3.904	0.000
SQM -> QSP	0.409	0.037	10.941	0.000
$IQM \rightarrow OQ \rightarrow QSP$	0.026	0.008	3.313	0.001
$CQM \rightarrow OQ \rightarrow QSP$	0.019	0.006	3.005	0.003
$SQM \rightarrow OQ \rightarrow QSP$	0.047	0.014	3.344	0.001

Table 5. Path Analysis

Figure 3. Structural Framework

5. DISCUSSION AND IMPLICATIONS

The study's findings indicate that supplier quality management, a component of SCQM, positively correlates with quality safety performance. These findings are corroborated by a previous study conducted by Sahoo, Mohapatra, and Wu (2018), which examined the impact of SCQM methods on product quality protection. This study demonstrates that effective SQM performance under SCQM fosters strong relationships between concerned businesses and suppliers, safeguarding the product's quality from supplier negligence and fault. As a result, effective SQM results in improved quality and safety performance. These findings corroborate a previous study by Taleizadeh, Moshtagh, and Moon (2018), which concluded that effective supplier quality performance enhances the organisation's collaboration with the chain's suppliers and facilitates the flow of information that contributes to product quality safety.

The study's findings indicate that internal quality management, namely the SCQM component, has a favourable correlation with quality safety performance. These

findings are verified by Avinadav et al. (2020) recent study, which shows that efficient IQM fosters relationships between different business units, employees, management and subordinates, leaders and team members. Thus, it promotes communication, information sharing, and collaboration inside the organisation, which are necessary for high-quality safety performance. Customer quality management, one of the SCQM strategies, was found to have a beneficial effect on quality safety performance. These findings are bolstered by Apornak and Hezaveh (2019) study, which asserts that effective CQM fosters a favourable relationship between the firm and its consumers by removing impediments. The relationship with the customer enables management to understand the client's desires, thinking, and behaviour regarding the product's quality. This information can be utilised to address product feature inadequacies and maintain the product's quality.

The findings also indicate that organisational quality is an effective mediator between supplier quality management, an SCQM dimension, and quality safety performance. These findings are corroborated by Chau et al. (2021), which argues that SQM increases organisational quality, which helps preserve the product's safety. The findings also indicate that corporate quality is an effective mediator between IQM, an SCQM dimension, and quality safety performance. These findings corroborate a previous study by Nosratpour, Nazeri, and Soofifard (2018), which has shown that successful IQM improves an organisation's quality, which results in improved quality and safety performance. The findings indicate that organisational quality acts as a mediator between customer quality management and quality safety performance. The study identifies corporate quality as a component that can help establish a link between CQM and quality safety performance by expediting product quality improvement.

The current work has theoretical relevance because it contributes significantly to the supply chain literature. This study sheds light on SCQM procedures such as SQM, IQM, and CQM on organisations and products' quality and safety performance. This work contributes significantly to the body of knowledge by simultaneously describing and analysing SCQM techniques for supplier quality management, internal quality management, and CQM. This study also contributes to the field by introducing organisational quality as a mediator between SCQM procedures and quality safety performance. Additionally, the current study is significant for corporate management in emerging nations since it points toward approaches to improve quality safety performance. The study concludes that quality safety performance may be enhanced by properly applying SCQM approaches such as SQM, IQM, and CQM.

6. CONCLUSION AND IMPLICATIONS

This study aimed to delineate the impact of SCQM methods such as supplier quality management, internal quality management, and CQM on organisational quality and

product quality safety performance to serve as a reference for food processing firms. The study gathered data from the Vietnamese food processing industry to determine the extent to which SCQM strategies such as supplier quality management, internal quality management, and CQM effectively improve organisational quality and product quality and safety performance. This investigation demonstrated that SCQM procedures such as SQM, IQM, and CQM had a beneficial effect on corporate quality and product safety performance. According to the study's findings, SQM strengthens enterprises' integration with their suppliers and ensures the manufacturing of high-quality products. IQM protects product quality by fostering internal collaboration, while CQM enables the provision of goods and services that meet the quality requirements of customers. The results indicated that SCQM techniques improve organisational quality, which is necessary for product quality improvement.

This analysis revolves around SCQM approaches such as supplier quality management, internal quality management, and CQM while also examining organisational quality and product safety performance. Human resource management, innovation, and financial resources all significantly impact quality and safety performance. Due to the omission of these critical aspects, the study is incomplete and requires additional research. Additionally, organisational quality has been utilised as a mediator in this case, which is not entirely acceptable. As a result, future authors must consider some more critical aspects in addition to organisational quality.

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