



**Factors Influencing Strategic Quality Planning, and
Organisational Performance of Co-opbank Pertama Malaysia
Berhad**

by

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CC	Cooperation with Customers
CR	Composite Reliability
EFA	Exploratory Factor Analysis
EGS	Environment, and Social & Governance
EM	Employee Motivation
ET	Employee Training
GDP	Gross Domestic Product
GoF	Goodness of Fit
HRM	Human Resources Management
KBV	Knowledge-Based View
L	Leadership
MBNQA	Malcom Baldrige National Quality Award
MQMEA	Malaysian Quality Management Excellence Award
OP	Organisational Performance
PLS	Partial Least Squares
QC	Quality Commitment
QLF	Quality Loss Function
QMS	Quality Management System
RBV	Resource-Based View
SDG	Sustainable Development Goals
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Science
SQC	Statistical Quality Control
SQP	Strategic Quality Planning
TQM	Total Quality Management
UOB	United Overseas Bank
VIF	Variance Inflation Factor

VRIN

Valuable, Rare, Inimitable, and Non-Substitutable

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LIST OF SYMBOLS

f^2	Effect Size
\mathcal{R}^2	Coefficients of Determination
Q^2	Predictive Relevance

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Faktor-faktor yang Mempengaruhi Perancangan Kualiti Strategik, dan Prestasi Organisasi Co-opbank Pertama Malaysia Berhad

ABSTRAK

Industri perbankan, yang terkenal dengan ketahanannya, telah terjejas dengan ketara oleh pandemik COVID-19, termasuk Co-opbank Pertama Malaysia Berhad. Faktor-faktor utama yang mempengaruhi prestasi organisasi termasuk kepimpinan, motivasi pekerja, latihan, kerjasama pelanggan, komitmen kualiti, dan perancangan kualiti strategik. Walaupun penting, kajian yang terhad telah meneliti faktor-faktor ini secara bersama, terutamanya dalam perbankan Malaysia dan Co-opbank Pertama. Kajian ini menggunakan teori Pandangan Berdasarkan Sumber (RBV) untuk meneroka hubungan langsung dan tidak langsung antara faktor-faktor ini dan prestasi organisasi. Data dikumpulkan melalui 38 item skala Likert, diedarkan melalui email kepada 500 pekerja Co-opbank Pertama, mencapai kadar tindak balas 85.4% dengan 341 soal selidik sah untuk analisis. Penemuan menunjukkan hubungan positif dan signifikan antara kepimpinan, motivasi pekerja, latihan, kerjasama pelanggan, komitmen kualiti, dan prestasi organisasi. Perancangan kualiti strategik juga mempengaruhi prestasi secara positif dan memediasi secara sebahagian hubungan antara faktor-faktor ini dan prestasi. Kajian ini menekankan kepentingan perancangan kualiti strategik dalam meningkatkan prestasi organisasi, memberikan pandangan untuk sektor perbankan koperatif di Malaysia. Ia mencadangkan bahawa strategi kepimpinan yang dipertingkatkan, motivasi dan penglibatan pekerja adalah penting untuk perancangan kualiti yang berjaya. Penyelidikan masa depan harus meneroka konteks yang berbeza, termasuk institusi perbankan dan industri lain, dan mempertimbangkan pendekatan kaedah campuran untuk mendalami pemahaman. Kesimpulannya, kajian ini menyumbang kepada pengetahuan mengenai kesan perancangan kualiti strategik terhadap prestasi organisasi dalam sektor perbankan koperatif Malaysia, menawarkan pandangan yang berharga untuk akademia, pengamal, dan pengurusan tertinggi di Co-opbank Pertama.

Factors Influencing Strategic Quality Planning, and Organisational Performance of Co-opbank Pertama Malaysia Berhad

ABSTRACT

The banking industry, known for its resilience, has been significantly impacted by the COVID-19 pandemic, including Co-opbank Pertama Malaysia Berhad. Key factors influencing organisational performance include leadership, employee motivation, training, customer cooperation, quality commitment, and strategic quality planning. Despite their importance, limited research has examined these factors together, particularly in Malaysian banking and Co-opbank Pertama. This study uses the Resource-Based View (RBV) Theory to explore direct and indirect relationships between these factors and organisational performance. Data were collected through 38 Likert-scale items, distributed via email to 500 Co-opbank Pertama employees, achieving an 85.4% response rate with 341 valid questionnaires for analysis. Findings show positive and significant relationships between leadership, employee motivation, training, customer cooperation, quality commitment, and organisational performance. Strategic quality planning also positively influences performance and partially mediates the relationships between these factors and performance. This study highlights the importance of strategic quality planning in enhancing organisational performance, providing insights for the cooperative banking sector in Malaysia. It suggests that improved leadership strategies, employee motivation, and engagement are crucial for successful quality planning. Future research should explore different contexts, including other banking institutions and industries, and consider mixed-methods approaches to deepen understanding. In conclusion, this study contributes to the knowledge of strategic quality planning's impact on organisational performance in Malaysia's cooperative banking sector, offering valuable insights for academia, practitioners, and top management at Co-opbank Pertama.

CHAPTER 1 : INTRODUCTION

1.1 Overview

This chapter is the 'heart' of the thesis, whereby it has the essence of the research. In the early section of this chapter, the current research specifies research backgrounds and explores research problems and gaps from the literature. Furthermore, the present study elaborates the research questions, research objectives, scope of the research, the study's significance, definition of terms, and the thesis's structure. Lastly, the study provides the overall summary of the chapter.

1.2 Background of the Study

The concept of strategic planning, particularly in the realm of strategic quality planning, has been a pivotal area of interest in literature for over two decades. This field has recently regained prominence, as an increasing number of scholars are delving deeper into its intricacies. Predominantly, research in strategic quality planning is interwoven with Total Quality Management (TQM), where it is often considered a critical dimension. Strategic quality planning essentially involves the formulation of strategic objectives and initiatives aimed at achieving quality. This includes the development of a firm's vision, mission, and core values (Singh, 2019). Furthermore, it encompasses the integration of quality management principles into the three key facets of strategic planning: (i) the firm's vision and objectives, (ii) recognising the multifaceted nature of strategic planning, and (iii) formulating and implementing policies for effective change management and strategy deployment (Djordjevic et al., 2020). Efficacious strategies, rooted in quality and devised through structured planning processes, are often linked to enhanced performance.

Quality management plays a vital role in enabling organisations to attain a sustainable competitive edge. The benefits of quality improvement extend beyond cost reduction, contributing significantly to maximum business profits. Empirical studies affirming the positive correlation between strategic quality planning and organisational performance further validate this perspective (Bouranta et al., 2017; Juan José Tarí et al., 2020; Rehmani et al., 2020; Rifa'i et al., 2019; Rureri, 2018; Santos et al., 2019; Uko, 2018). Additionally, a myriad of quality management tools and models such as TQM, Malcolm Baldrige National Quality Award models (MBNQA), Quality Management System (QMS), Six Sigma, European Quality Models (EQA) are globally recognised for their efficacy in enhancing organisational performance.

In the context of strategic planning within the banking sector, Bank Negara Malaysia, under the aegis of the Ministry of Finance, has recently unveiled the Malaysia Financial Sector Blueprint 2022–2026. This blueprint delineates five strategic thrusts: (i) finance Malaysia's economic transformation, (ii) elevate financial well-being of households and businesses, (iii) advance digitalisation in the financial sector, (iv) position the financial system to support a transition to a greener economy, and (v) promote value-based finance through Islamic finance leadership (BNM, 2022). Bank Negara Malaysia also emphasises the importance of workforce upskilling and reskilling through quality training programmes. These initiatives position Malaysia as a global frontrunner in Islamic finance talent development (BNM, 2022).

Specifically, Co-opbank Pertama, which aspire to become a leading Shariah cooperative bank in Malaysia, has launched its strategic plan, "Aspirasi CBP-5," covering the 2022–2026 period. This plan outlines the bank's commitment to provide

comprehensive banking services, protect member interests, and implement impactful strategies. It encompasses four strategic thrusts focusing on finance, customer/capital human, internal processes, and environment, social & governance (ESG). The key focus is fostering a high-performance work culture to develop competent, quality-oriented employees, essential for delivering superior customer experiences.

In summary, neglecting quality planning in a firm's strategic framework can lead to failure. The significance of long-term strategic quality planning cannot be overstated, as the implementation of quality measures is time-intensive and involves complex processes (John Oluoch, 2019). Although the nexus of strategic and quality management with organisational performance has been well-trodden in academic studies, its continued relevance is underscored by its adaptability and the wide array of definitions, conceptualisations, and contextual applications it encompasses.

1.3 Problem Statement

The global banking industry, traditionally a bastion of economic stability, has been thrust into a state of flux by recent global crises, most notably the COVID-19 pandemic. This turbulence has manifested in various forms: economic recessions, disrupted business operations, decreased demand for banking services, and currency instability, leading to profound implications for banks worldwide (Jing, 2020).

Co-opbank Pertama Malaysia Berhad, a prominent player in this sector, is not immune to these challenges. Despite reporting incremental growth in total income and profits, Co-opbank Pertama faces an underlying trend of diminishing returns, reflecting

critical issues in its organisational performance (Baharudin et al., 2023). This troubling trajectory highlights serious concerns regarding the bank's strategic direction and long-term organisational viability.

At the heart of this decline is the complex interplay of internal organisational dynamics and external market forces. Key internal factors such as leadership, employee motivation, training, and customer cooperation appear to be misaligned with the bank's strategic quality planning initiatives. These deviations raise pivotal questions about the effectiveness of these resources in driving sustainable organisational performance in the face of evolving market demands and increasing competition.

Leadership, for instance, is a crucial determinant of an organisation's strategic success. In the context of Co-opbank Pertama, the leadership's role in navigating through these turbulent times, particularly in aligning strategic quality planning with organisational goals, remains unclear. This gap in understanding poses significant challenges, as the effectiveness of leadership is critical in determining the successful implementation and execution of strategic initiatives (Djordjevic et al., 2020; Kılıç & Uludağ, 2021).

Employee motivation and training are other vital internal resources that significantly impact organisational performance. The banking sector, characterised by high-pressure environments and rapidly changing technological landscapes, demands a motivated and skilled workforce. However, the extent to which these factors contribute to Co-opbank Pertama's strategic objectives, especially when integrated with strategic quality planning, is yet to be fully understood. This lack of clarity hinders the bank's

ability to leverage these resources effectively for enhanced performance and customer satisfaction (Husnatarina & Elia, 2022; Sendawula et al., 2018).

Similarly, customer cooperation and engagement are essential in a sector driven by trust and service quality. In the dynamic banking environment, the ability to maintain and improve customer relationships is pivotal. However, the interplay between customer cooperation and strategic quality planning in shaping Co-opbank Pertama's performance is inadequately explored. This gap suggests potential missed opportunities in harnessing customer insights and loyalty for strategic advantages (Ekakitie-Emonena & Alagba, 2022; Sutanto & Japutra, 2021).

Moreover, quality commitment, an integral part of strategic planning, is often cited as a key success factor for organisations. Yet, in the case of Co-opbank Pertama, there is a lack of conclusive evidence on how quality commitment, when mediated through strategic quality planning, influences the bank's performance. The conflicting findings in existing literature further complicate this understanding, indicating a need for deeper investigation into this relationship (Ikhwan Setiawan et al., 2019; Juan José Tarí et al., 2020).

This complex scenario is further compounded by the theoretical underpinnings of the Resource-Based View (RBV). While RBV offers a robust framework for analysing organisational resources and capabilities, its application in the context of quality management, especially in the banking sector, remains underutilised (Barney et al., 2012; Djordjevic et al., 2020; John Oluoch, 2019; Rehmani et al., 2020; Sony et al., 2020). This underutilisation represents a significant gap in both academic research and practical