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Determinants of Attitude towards Supply Chain Finance among Malaysian Manufacturing Companies: A Preliminary Investigation

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Abstract—**Supply chain finance can be regarded as a new way to support the competitiveness and resilience of company's financial performance since the financial crises in 2008. Despite many benefits that it can offer, the adoption rate was still very low especially in developing countries. In Malaysia, the lower adoption rate is witnessed by low penetration of supply chain finance among manufacturing industry players. Business must not only focus on conventional way of financing their projects but it is essentially finance the projects with less cost possible. However, this has not been met. The purpose of this paper is to examine the feasibility of the survey instrument in determining factors that influence the attitude towards supply chain finance among the manufacturing companies. A survey questionnaire is distributed to 40 manufacturing companies based on Federation of Malaysian Manufacturers 2017 directory books using random sampling technique as the preliminary investigation. The research findings justify further refinement and show that the survey instrument is appropriate in a wider study of a representative sample of the manufacturing industry.**

Keywords— *Supply Chain Finance, Attitude, Manufacturing*

1.   Introduction

Financial crises worldwide have given such a huge impact to the sustainability of the companies. The sinking of big organizations such as Merrill Lynch, Royal Bank of Scotland, General Motors and Lehman Brothers have affected the industries business operation [1], [2], [3]. In conjunction with business sustainability issue, banks also hardly to give out loan and taking a precautious action when approving new loans [4], [5]. As a developing country, Malaysia does not exclude from being a victim of any of the financial crises in the world.

Since financial crises would affect Malaysian companies, Government of Malaysia had taken a pro-active action in ensuring the impact will be at the minimal level. This can be seen with the establishment of Danaharta, Danamodal and Corporate Debt Restructuring Committee (CDRC) in 1998. All these entities were coordinated in their work by a Steering Committee chaired by the Governor of Bank Negara Malaysia (BNM). The establishment of these three agencies were the Malaysian Government's pre-emptive strategy in accelerating the restructuring and strengthening of the financial system. The initiatives taken by the Government, coupled with improvements in Malaysia's economic climate, avoided the risk of a banking system crisis in Malaysia [6].

Therefore, the company's managers are forced to recognize the importance of managing the

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company's resources efficiently as well as effectively. Usually companies will be more focus on its long-term financial investments and assets rather than the short-term [7], [8]. However, with to date financial market volatility and uncertain market dynamics, managers also need to take into consideration the efficient way of managing their short term financial investments and assets or in another word their working capital management. This is to ensure the sustainability of the business growth. Thus, adoption of supply chin finance would give impact to the company's profitability and risk and hence their value. The inefficiency of the finance manager in handling the current assets and liabilities in appropriate way will led to business closure in the future.

A forum which was held in Singapore on Supply Chain Finance was to explore how supply chain finance is evolving in this dynamic part of the world. Asia's fundamental importance to world trade and global corporations makes it the obvious choice for the Supply Chain Finance Community's first event to be held outside of Europe taking place on Tuesday, 6th June 2017 [9]. At the event, Regional Director from the Asian Development Bank had mentioned their collaboration with Standard Chartered Bank, Malaysia in September 2016 with an amount of more than RM80 million to assist corporation in Malaysia to implement supply chain finance. This collaboration has concurred that the implementation and acceptance of supply chain finance in this part of the world was still lacking. Furthermore, the Professor of Supply Chain Finance in Windsheim University, Netherlands had also concurred that despite all benefit that SCF can offer such as enhance the company's working capital management towards a better financial performance, the adoption in South East Asia is very low [9].

Nonetheless, the lack of supporting empirical evidence on the current issue, it is crucial and timely to examine the manufacturers attitude towards supply chain finance in order to identify factors contribute to the problem. Very little empirical study has specifically examined the factors that influence attitude formation towards supply chain finance from the perspective of manufacturing industry players. Furthermore, although previous studies contribute useful insights in examining individual customers' and business firms' attitude towards supply chain finance, none of studies have adopted Theory of Planned Behaviour (TPB) as well

as Technology Acceptance Model (TAM) as the basis of investigation. Against this backdrop, it is imperative to understand the attitude of the manufacturers towards supply chain finance by focusing at the antecedents of attitude. There have been substantial literatures that examined the relation between attitude and adoption intention, but minimal studies focused on the antecedents of attitude or the belief factors as well as perceived usefulness and perceived ease of use that influence the attitude formation. Hence, this study aims at identifying the salient beliefs factors that influence manufacturer's attitude towards supply chain finance, and other key constructs of TPB and TAM that influence intention to adopt supply chain finance in business.

The remaining of the paper is organized as follows, section 2 presents the literature review, section 3 discusses conceptual framework and development of hypothesis, section 4 explains the methodology, section 5 discusses analysis and followed by a conclusion.

2.   Literature Review
2.1   Supply Chain Finance Concept

Supply chain finance (SCF) is a set of solutions that optimizes cash flow by allowing buyers to extend supplier payment terms [10] and [11]. Increasing the time it takes to pay a supplier improves several financial metrics (e.g. average payment period or APP, average collection period or ACP, inventory conversion period or ICP and cash conversion cycles or CCC), and most importantly, frees up cash that would otherwise be trapped inside the supply chain. A buyer can use increased cash flow to invest in operational, competitive and innovation initiatives that will drive additional growth. They can also return cash to shareholders in the form of dividends or stock repurchases. Simultaneously, supply chain finance offers suppliers a way to mitigate the effect of payment term extensions and to accelerate their own cash flow. Suppliers who implement SCF have the option to get paid early, typically as soon as an invoice has been approved by a buyer. The supplier can accelerate payment on some, all or none of their receivables, depending on their financial position and funding requirements. For those receivables that are paid early, the supplier will pay a small finance charge or discount [10].

In addition, all of this occurs without negatively impacting either companies' balance sheet. Accounting treatment for supply chain finance,

when done properly, does not count as additional debt for a buyer or supplier [11] and [12]. Furthermore, since the buyer is the obligated party, financing is offered to the supplier at rates that are typically more favorable because they are based on the buyer's credit history and rating. For many suppliers, this access to a lower cost of funding is exceptionally important. Supply chain finance thus creates a win-win situation for both buyers and their suppliers [11] and [12]. The buyer optimizes working capital because it has more time to pay suppliers. Meanwhile, suppliers can generate additional operating cash flow by getting paid early without affecting their balance sheets [13]. In a nutshell, supply chain finance program can be further understood in Figure 1.
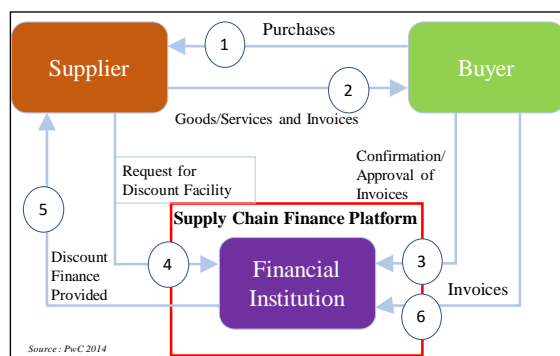

Figure 1. Supply Chain Finance

1. Buyer buy goods or services by giving purchase order to supplier;
2. Supplier deliver the goods or services to the buyer with standard credit term eg. 30 days;
3. Buyer will approve invoice to be paid through SCF platform;
4. Supplier request for discount facility to the financial institution;
5. The financial institution will immediately pay to supplier upon receive invoice approval from buyer; and
6. Buyer will pay to the financial institution with an agreed extended credit term eg. 45 days.

Nevertheless, it's not just important to understand what supply chain finance is but it is also important to understand what it is not. Supply chain finance is not a loan but rather is an extension of the buyer's accounts payable and is not considered financial debt. For the supplier, it represents a non-recourse, true sale of receivables. There is no lending on either side of the buyer and supplier equation, which means there is no impact to balance sheets [11].

It is not dynamic discounting or an early payment program. Early payment programs, such as dynamic discounting, are buyer-initiated programs where buyers offer suppliers earlier payments in return for discounts on their invoices. Unlike supply chain finance, buyers are seeking to lower their cost of goods, not to improve their cash flow. Dynamic

discounting and early payment programs often turn out to be expensive for both suppliers (who are getting paid less than agreed upon) and buyers who tie up their own cash to fund the programs.

Supply chain finance also is not factoring [11]. Factoring enables a supplier to sell its invoices to a factoring agent (in most cases, a financial institution) in return for earlier, but partial, payment. Suppliers initiate the arrangement without the buyer's involvement. Thus, factoring is typically much more expensive than buyer-initiated supply chain finance. Finally, most factoring programs are recourse loans, meaning if a supplier has received payment against an invoice that the buyer subsequently does not pay, the lender has recourse to claw back the funds.

Among identified reason of low acceptance of supply chain finance in this region because SCF are most prominently developed in the United States, followed by Europe, particularly in the United Kingdom and Germany [12]. Asia is gaining momentum, especially in India and China and is expected to become the fastest growing market in supply chain finance in the coming years [12], [14]. The industries in which supply chain finance programs are most prevalent are retail, manufacturing, consumer products, automotive, agriculture, chemicals, and pharmaceuticals [12], [14]. There are three common attributes of companies in those industries that make them good candidates for supply chain finance. Firstly, they are all global companies. These companies are usually a multinational company that traded worldwide. Their presence in quite many countries in the world to ensure their product and services can reach their customers. Secondly, all of them have extensive supply chains. These multinational company will of course would have an extensive supply chains as they involved fast and rapid change of demand and supply worldwide. The volume of transaction involved would be very huge. Finally, all of them have significant lead time from the time inventory gets ordered to the time a purchase order gets approved. These companies need to act fast to replenish their raw material before it can become a finished goods to be exported to their other multinational company customer [12], [14].

3. Conceptual Framework and Development of Hypothesis

Based on existing literatures on attitude towards supply chain finance, exploratory research via face-to-face interviews with the selected financial provider for SCF was carried out. The conceptual

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framework (Figure 2) is adapted from the Theory of Planned Behaviour (TPB) by [15] and Technology Adoption Model (TAM) by [16]. These models explain that the adoption intention in supply chain finance is resulted from the attitude towards supply chain finance, subjective norms, perceived behavioural control as well as perceived usefulness and perceived ease of use. Since this study is emphasizing on attitude towards supply chain finance, hence it is important to understand what are the belief factors that influence the formation of attitude before an attitude being formed.
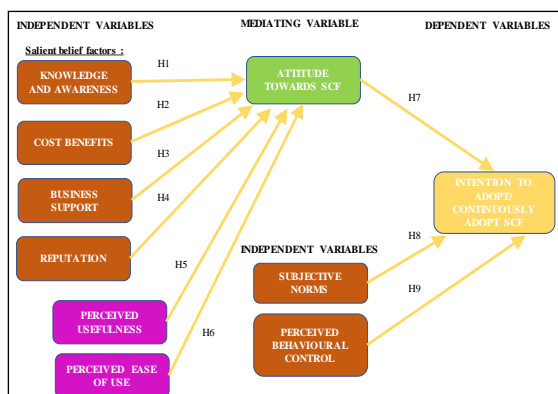

Figure 2. Conceptual Framework

3.1   Salient Belief Factors

Salient beliefs are identified by examining an individual's or groups' belief hierarchy that is the most frequently elicited beliefs [17]. In this study, four salient belief factors i.e. awareness and knowledge, cost benefits, reputation and business support were hypothesized to influence attitude towards supply chain finance.

3.1.1   Awareness and Knowledge

Awareness is having or showing realization, perception or knowledge of a situation or fact. While, knowledge is defined as the fact or condition of knowing something with familiarity gained through experience or education [18]. In this study, degree of consumer awareness and knowledge about supply chain finance in terms of existence, differences with conventional financing will influence attitude towards supply chain.

3.1.2   Cost Benefit

Awareness Cost benefits are measured by cost of products and rate-of-return, availability of credit with favourable terms, lower service charge, lower

interest charge on loan, high interest payment on deposits and lower monthly payment [19]. The perceived cost benefits may be positively related to attitude towards supply chain finance.

3.1.3   Business Support

Business support can be divided into two sections. First, financial support such as property loan, working capital and grant. Second, non-financial support such as courses, advisory, management, distribution, research and development [20]. The variables for business support were measured in terms of the extent of Islamic financial institutions support business management, encourage business innovation and expansion, improve business.

3.1.4   Reputation

Reputation is based on perceptions of the reliability, credibility, social responsibility and trustworthiness of the organizations [21]. Previous studies showed "social welfare responsibility" factor appeared significant in consumers bank's selection [19], [22] this includes respects for the rights of employees, involved in community (e.g. giving donations or sponsorship) and environmental practice and impact. Islamic banks should uphold social objectives and promote Islamic values to the customer [23].

Using the transmittal approach [24], [25], a single hypothesis stating that mediator (*M*) mediates the relationship between *X* and *Y* without delving into hypotheses relating *X* to *M* and *M* to *Y*, therefore, the following are the proposed hypothesis :

H1. There is a positive relationship between awareness and knowledge with attitude
H2. There is a positive relationship between cost benefits with attitude
H3. There is a positive relationship between business support with attitude
H4. There is a positive relationship between reputation with attitude

3.2   Attitude Towards Supply Chain Finance

Attitude towards the behaviour refers to the individual's favourable or unfavourable evaluations of the behaviour [26]. [27] found that attitude is positively related with the intention to use Islamic personal financing. This study measures attitude towards supply chain finance from 5 determinants of attitude i.e. awareness and knowledge, cost benefits,

business support and reputation which may influence manufacturers' behavioural intention to adopt supply chain finance in business.

3.3 Subjective Norms

Subjective norms refer to the perceived social pressures which influence an individual's behavioural intention [15]. In the context of Islamic finance, previous studies show that subjective norms have a direct impact to the intention to use Islamic personal financing [27].

3.4 Perceived Behavioral Control

Perceived behavioural control refers to the perception of ease or difficulty to perform the behaviour of interest [15]. The perceived behavioural control in this study suggests that manufacturers are likely to adopt supply chain finance in business if they feel they have control over the behaviour, or are prevented to adopt supply chain finance in which they have no control.

3.5 Perceived Usefulness

Perceived usefulness refers to the degree to which a person believes that using a system would enhance his or her job performance, by [28]. The perceived usefulness in this study suggests that manufacturer will find supply chain finance very useful to run their daily task.

3.6 Perceived Ease of Use

Perceived Ease of Use refers to the degree to which a person believes that using a particular system would be free of effort by [29]. The perceived ease of use in this study suggests that the manufacturer will find it easier to use supply chain finance to assist their daily works.

Based upon [24], [25] the following hypotheses are proposed:

H5. There is a positive relationship between perceived usefulness with attitude
H6. There is a positive relationship between perceived ease of use with attitude
H7. There is a positive relationship between attitude and intention to adopt Supply Chain Finance
H8. There is a positive relationship between subjective norms and intention to adopt Supply Chain Finance

H9. There is a positive relationship between perceived behavioural control and intention to adopt Supply Chain Finance

4. Methodology
4.1 Design Instrument

From the review of existing literatures and exploratory interview with entrepreneurs, an instrument was developed to fulfill the objectives of the study. The questionnaire was divided in four sections. Section A captured the information about respondent demographic profile and characteristics of the respondents' business such as sales turnover, number of employees and industry sectors. Section B covered questions on usage of supply chain finance and awareness of supply chain finance terminologies. Section C of the instrument measured the belief factors i.e. knowledge and awareness, cost benefits, business support and reputation. Section D of the instrument measured the key constructs of TPB i.e. attitude, subjective norms, perceived behavioral control and behavioral intention. Section E captured the information about the ease of use of supply chain finance i.e. perceived usefulness and perceived ease of use.

4.2 Instrument reliability and validity

The survey instrument has been adopted and modified accordingly [30]. New elements have been inserted to represents the supply chain finance usage among the manufacturing industries.

4.3 Data collection

The mode of data collection was through questionnaires distribution to manufacturing industries. A simple random sampling using list from the Federation of Malaysian Manufacturers directory book to meet the target sample size of 40 respondents. The sample size is more than the minimum size of 30 representatives from population of interest recommended by [31].

5. Findings and analysis

The 40 completed questionnaires were analysed using SPSS 23 for frequency analysis, descriptive analysis and reliability analysis. Frequency analysis was performed to describe and summarize the demographic profile, business characteristics and usage behaviour of the respondents.

Descriptive statistics were utilized to examine the constructs in this research. Cronbach alpha was used to test the reliability of the instrument

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Table 1. Demographic profile and business characteristics

Variables		%
Gender	Male	42.5
	Female	57.5
Position	Finance Manager	10
	Senior Manager	5
	Financial Controller	22.5
	Treasury Manager	10
	Supply Chain Manager	7.5
	Chief Executive Officer	5
	Chief Financial Officer	10
	Head of Department	30
Education	Bachelor/Degree	55
	Master	25
	Professional	20
Age	26 – 35 years	5
	36 – 45 years	37.5
	46 – 55 years	37.5
	Above 55 years	20
Type of Business	Sole Proprietorship	15
	Partnership	30
	Private Limited	50
	Public Limited	5
Industry Sector	Food, Beverages & Tobacco	15
	Chemical Including Petroleum	15
	Fabricated Metal	15
	Electronic & Electrical	15
	Machinery & Equipment	15
	Plastic & Rubber	15
	Medical Precision & Optical Instrument	10
Existence in Industry	6 – 10 years	17.5
	11 – 15 years	20
	16 – 20 years	32.5
	More than 20 years	30
Turnover	RM500,000 to RM1,000,000	7.5
	RM1,000,001 to RM1,500,000	15
	RM1,500,001 to RM2,000,00	35
	More than RM2,000,000	42.5
Number of Employees	Up to 100	12.5
	101 – 500	27.5
	501 – 1000	25
	1001 – 1500	5
	1501 – 2000	12.5
	More than 2000	17.5

Table 1 shows the demographic profile of respondents and characteristics of respondents' business. The sample consisted of more female (57.5%) than male (42.5%) respondents. A total of 95% of the respondents were above 36 years old. A total of 55% of the respondents attained at least bachelor/degree level. Most of the respondents were position as either Head of Department or Financial Controller with response of 30% and 22.5% respectively. The data showed that over 50% were considered as a company regardless it is a private or public limited. More than 40% of the respondents has a sales turnover of more than RM2,000,000 annually. Furthermore, 65% of the sample has total staff with maximum of 1000 people. In contrast, the industry sector shows some even number with 15% respondent except for Medical Precision & Optical Instruments which shows 10%.

The respondents were also asked on the usage of supply chain finance for their business. Table 2a and 2b shows that a total of 30% of the respondents are found to be knowledgeable and aware of supply chain finance while another 26% are slightly aware and knowledgeable. On the other hand, 45% of respondents have limited to zero knowledge and awareness on supply chain finance. In contrast, Table 3 indicates that only 12.5% were users or currently used supply chain finance. This shows that the level of understanding, knowledge and awareness of the respondents on the supply chain finance is still mediocre.

Table 2a. Knowledge on Supply Chain Finance

	Dynamic Discounting	Reversed Factoring	Working Capital Management	Cash Conversion Cycle	Buyer Centric	Supplier Centric	Win-win Situation	Extension of Credit Term	Early Payment	Faster Inventory Conversion Period	Average
	%	%	%	%	%	%	%	%	%	%	%
No Knowledge at all	2.5				2.5	2.5					1
No knowledge	15	5			17.5	17.5	7.5	2.5	2.5	12.5	8
Slightly no knowledge	10	5	5	5	20	20	12.5	10	5	10	10
Neutral	25	20	2.5	5	37.5	35	42.5	25	32.5	27.5	25
Slightly Knowledge-able	17.5	32.5	32.5	30	7.5	10	20	40	35	30	26
Knowledge-able	30	32.5	50	50	15	15	15	22.5	25	20	28
Very Knowledge-able		5	10	10			2.5				3

Table 2b. Awareness on Supply Chain Finance

	Dynamic Discounting	Reversed Factoring	Working Capital Management	Cash Conversion Cycle	Buyer Centric	Supplier Centric	Win-win Situation	Extension of Credit Term	Early Payment	Faster Inventory Conversion Period	Average
	%	%	%	%	%	%	%	%	%	%	%
Fully Not Aware											0
Not Aware	12.5	2.5			20	20	7.5	2.5	2.5	12.5	8
Slightly Not Aware	10	7.5	5	5	20	20	7.5	5	2.5	7.5	9
Neutral	32.5	20	5	2.5	37.5	35	47.5	30	35	30	28
Slightly Aware	25	35	30	50	12.5	12.5	15	25	30	22.5	26
Aware	17.5	30	50	32.5	10	12.5	20	37.5	30	27.5	27
Fully Aware	2.5	5	10	10			2.5				3

Table 3. Usage of Supply Chain Finance

Variables		%
Usage of Supply Chain Finance	Currently used	12.5
	Have used before, now no more	0
	Have never used	87.5

Table 4. Knowledge and Awareness

Items	Mean	Std. Dev
I know the existence of Supply Chain Finance.	5.200	1.3048
I know and understand the differences between trade finance and Supply Chain Finance.	4.750	1.3349
I understand the basic principles applied in Supply Chain Finance.	4.700	1.2850
I aware that Supply Chain Finance is offered by any of the financial institution which has the facility.	4.650	1.4060

Table 5. Cost Benefits

Items	Mean	Std. Dev
Supply Chain Finance are more profitable than trade financing.	4.750	1.1491
Supply Chain Finance offer a favorable terms and conditions.	4.825	1.1068
Supply Chain Finance offer very minimal commitment fees than trade financing.	4.800	1.1591
Supply Chain Finance offer an extension of credit term.	4.775	1.2504

Table 6. Business Support

Items	Mean	Std. Dev
Financial institutions and organizations that provide Supply Chain Finance encourage business expansion.	4.250	1.6909
Financial institutions and organizations that provide Supply Chain Finance support business management.	4.350	1.5941
Financial institutions and organizations that provide Supply Chain Finance are less strict and faster in approving the process involved.	4.700	1.3625
Financial institutions and organizations that provide Supply Chain Finance are financing both large corporations as well as Micro and SMEs, because of business risk.	4.675	1.2687

Table 7. Reputation

Items	Mean	Std. Dev
Financial institutions and organizations that provide Supply Chain Finance promote efficiency and effectiveness to all parties involved.	4.075	1.6391
Financial institutions and organizations that provide Supply Chain Finance enhance the relationship and networking among the parties involved	4.075	1.5087
Financial institutions and organizations that provide Supply Chain Finance promote sustainable development projects (ie. Economic development, environmental protection).	4.025	1.4586
Financial institutions and organizations that provide Supply Chain Finance are transparent, no hidden charges and properly explained.	4.600	1.1723

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Table 8. Attitude Towards Supply Chain Finance

Items	Mean	Std. Dev
Equitability	5.000	1.0127
Fairness	4.850	1.1447
Flexibility	5.100	1.2568
Beneficial	5.050	1.1756
Rewarding	4.975	1.0250

Table 9. Subjective Norms

Items	Mean	Std. Dev
Most people whose opinion I value would agree with me to adopt/ continuously adopt Supply Chain Finance	4.875	0.9920
Most people who are important to me think I should adopt/ continuously adopt Supply Chain Finance	4.850	0.9753
It is expected of me that I should adopt/ continuously adopt Supply Chain Finance	4.500	1.1323
Recommendation from stakeholders, shareholders, co-owner may influence my decision to adopt/ continuously adopt Supply Chain Finance	5.225	1.2907

Table 10. Perceived Behavioural Control

Items	Mean	Std. Dev
For me to adopt Supply Chain Finance would be …	3.975	1.1873
If I wanted to it would be easy for me to adopt Supply Chain Finance.	4.375	1.0546
How much control do you believe you have to adopt Supply Chain Finance?	4.700	0.9923
It is mostly up to me whether or not I adopt Supply Chain Finance.	4.275	1.1091

Table 11. Perceived Usefulness

Items	Mean	Std. Dev
Using the Supply Chain Finance program is easy for me.	5.600	0.8944
I find my interaction with the use of the Supply Chain Finance program clear and understandable.	5.800	1.0954
It is easy for me to become skillful at the use of the Supply Chain Finance program.	5.800	0.8367
Overall, I find the use of the Supply Chain Finance program easy.	6.200	0.8367

Table 12. Perceived Ease of Use

Items	Mean	Std. Dev
Using the Supply Chain Finance would enable me to accomplish my tasks more quickly.	5.600	0.5477
Using the Supply Chain Finance would make it easier for me to carry out my tasks.	5.800	0.8367
I would find the Supply Chain Finance useful.	6.000	0.7071
Overall, I would find using the Supply Chain Finance to be advantageous.	6.000	0.7071

Table 13. Intention to Adopt IF among non-users

Items	Mean	Std. Dev
I plan to adopt Supply Chain Finance in the forth-coming month.	3.514	0.7811
I am likely to adopt Supply Chain Finance in the future.	3.600	0.7746
I will adopt Supply Chain Finance.	3.571	0.7778

Table 14. Intention to Adopt IF among users

Items	Mean	Std. Dev
I plan to continuously adopt Supply Chain Finance in the forth-coming month.	4.400	0.5477
I am likely to continuously adopt Supply Chain Finance in the future.	4.200	0.8367
I will continuously adopt Supply Chain Finance	4.400	0.5477

Cronbach's Alpha was used to measure the internal consistency of the scale items. It measurers how well the individual item correlates with each other in the construct [32]. As a rule-of-thumb, a scale is consider reliable when the Cronbach's Alpha value is at least 0.7 [33]. [34] suggested that lower Cronbach's Alpha value (above 0.6) is acceptable for early research and scale development process. From Table 15, Cronbach's Alpha for all constructs were above acceptable value of 0.7. Therefore, there no requirements to reword to test the potential of the scale items. The item-correlation results are not included due to space limitation. The constructs used in the Theory of Planned Behaviour (TPB) and Technology Acceptance Model (TAM) demonstrated a highly reliable scale as shown in Table 16 and Table 17 respectively. The Cronbach's Alpha values are above acceptable level of 0.7, for behavioural intention among users (0.943), behavioural intention among non-users (0.905), attitude scale (0.961), subjective norms (0.866) and perceived behavioural control (0.885).

In addition, The Cronbach's Alpha values for perceived ease of use and perceived usefulness were also acceptable at 0.932 and 0.941 respectively. This is in line with [35]. However, it has been noted that the respondents were too few to represents the populations as the supply chain finance was not used vaguely in Malaysian manufacturing industries.

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Table 15. Reliability analysis on salient belief factor

Constructs	No. of items	Cronbach's Alpha
Knowledge and awareness	4	0.944
Cost benefits	4	0.957
Business Support	4	0.894
Reputation	4	0.885

Table 16. Reliability analysis on TPB constructs

Constructs	No. of items	Cronbach's Alpha
Attitude	5	0.961
Subjective Norms	4	0.866
Perceived Behavioral Control	5	0.773
SCF adoption intention among non-users	3	0.905
SCF adoption intention among users	3	0.943

Table 17. Reliability analysis on TAM constructs

Constructs	No. of items	Cronbach's Alpha
Perceived Ease of Use	4	0.932
Perceived Usefulness	4	0.941

6.   Conclusion

The preliminary investigation in this research paper shows that there is very little company that use supply chain finance in their daily operation. Lack of knowledge and awareness on supply chain finance contribute to the low penetration of supply chain finance. Financial institution in Malaysia can use the findings to enhance the promotion of their financial services especially to the manufacturing company. Although there were few financial institutions offer the service, not as many company as they would hope were using supply chain finance. Financial institution could therefore launch campaigns to raise awareness.

Acknowledgments

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