

# The Effect of Trust and Commitment to The Grocery Supply Chain Performance Mediating by Information Sharing

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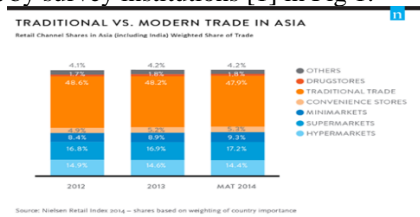
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**Abstract.** This research purpose is to measure the influence of trust and commitment to supply chain performance of grocery network mediating by information sharing. Putting the network of SRC in Cikupa Tangerang, Banten Indonesia as population, this research applies quantitative method whereas the population are chosen with probability sampling consist of 61 respondents. Data analyzed with SmartPLS 3.3.7. The result are: 1) Trust has no effect on supply chain performance, 2) Commitment has a positive and significant to supply chain performance, 3) Trust has no effect on information sharing, 4) Commitment has a positive and significant effect on information sharing, 5) Information sharing has a positive and significant effect on supply chain performance, 6) There is no significant effect between trust on supply chain performance through information sharing, 7) There is a positive and significant effect between commitment to supply chain performance through information sharing.

**Keywords:** Supply Chain, Trust, Commitment.

## 1 Introduction

Recently, since 2012 – 2014, the location of small retail businesses in Asia has been increasingly threatened by their proximity to modern minimarket businesses (Fig 1). This is in line with conditions in Indonesia, where grocery stores that are classified as small business businesses are less competitive with modern stores which often hold “Discount” programs on certain products which have an impact on decreasing turnover of small or traditional retail stores. The results carried out by survey institutions [1] in Fig 1.



Source: The Nielsen Company 2015

Fig 1. Asia Retail Business Growth Chart 2012-2014

Thus, to build and develop traditional retail in order to have a long-term business with maximum profit, good relationships with suppliers are needed. The most crucial factor to consider in a supply chain network is trust. The most crucial factor to consider in a supply chain network is trust. On the basis of trust in a relationship can build a supply chain management, especially trust (trust) is a pillar of the business itself. Trust itself in a company's supply chain network is very necessary for the establishment of a good relationship and optimal cooperation to build good communication, so that in order to avoid a problem, the role of trust here is very necessary. A commitment is necessary for the upkeep of trust in order for it to develop into a long-term partnership, which determines the success of a relationship. The establishment of a good relationship in the supply chain is a strategy in improving performance in a supply chain at the company.

There is evidence to support the idea that trust enhances performance. Building trust can lead to more collaboration, which influences performance [2]. The research on a sample of grocery stores in DKI Jakarta, Trust has a favorable impact on the supply chain's performance. As a result, the supply chain will work better the more trust there is among its participants. The results of the study show that the grocery store owner's confidence and commitment can have a favorable and significant impact on the supply chain's performance. Integration in business processes, from the beginning of activities, management to the end of activities is a definition of supply chain management [1]. Additionally, [3] investigates how supply chain performance for chicken meat businesspeople in Lebak Regency is affected by implementing commitment; the study's findings indicate that commitment has a favorable impact on supply chain performance. A sample of Makassar City's Passion Fruit Processors (IKM), according to [4], reveals that commitment has a positive and significant impact on supply chain performance. Accordingly, a stronger level of dedication among supply chain participants may result in improved performance.

According to studies [5], sharing of knowledge is positively impacted by interpersonal trust. In line with research [6] testing trust as an antecedent of knowledge sharing with the results showing that trust is able to influence information sharing. Trust is the most important thing to provide a transparent situation in sharing and utilizing information. With this, the higher the trust can lead to better information sharing. [7] analyzed the 64 employees of PT. Katopas Jaya Abadi in its entirety and found that dedication has a favorable and significant impact on knowledge sharing. [8] states that commitment has an effect on sharing information in the form of knowledge. With this, a stronger commitment can encourage better information sharing.

Researchers in Purbalingga looked at how information sharing affected the efficiency of the exhaust supply chain. The outcomes demonstrated that information sharing affected the efficiency of supply chain management [9]. According to [10], The performance of supply chain management in the small and medium-sized processed food sectors, which are typical of Padang, West Sumatra, is positively and significantly impacted by information sharing. Better information exchange among supply chain participants may improve performance. [11] Empirical studies on how information sharing affects the relationship between supply chain performance and trust were carried out at pharmacies in Surakarta City. The findings demonstrated that information exchange can successfully mediate the relationship between trust and supply chain efficiency. So that in supporting the performance of the supply chain, it is very important to maintain trust in the continuity of information sharing activities. [12] explores how relationship commitment is affected by information sharing in supply chain management. According to the findings, information sharing has a substantial impact on

traders' dedication to their relationships. By increasing information sharing, it will have an impact on increasing relationship commitment in supply chain performance.

In Indonesia, there is a network of SRC stores that are incorporated in Sampoerna's partnership program for traditional retail to increase the competitiveness of SMEs through sustainable business assistance. Joining the SRC (Sampoerna Retail Community) partnership program can make it easier for SRC store owners to share business knowledge, get updated information about SMEs and be educated in managing stores properly and correctly.

By taking the object of the SRC grocery store network, this study aims to test the hypothesis:

- a. Trust has a positive and significant effect on supply chain performance.
- b. Commitment has a positive and significant effect on supply chain performance.
- c. Trust has a positive and significant effect on information sharing.
- d. Commitment has a positive and significant effect on information sharing.
- e. Information sharing has a positive and significant effect on supply chain performance.
- f. Information sharing can mediate the relationship between trust and supply chain performance.
- g. Information sharing can mediate the relationship between commitment to supply chain performance.

## **2 Literature Review**

According to Vorst, the ability of a supply network to satisfy all client needs is known as supply chain performance [13]. Pujawan defines supply chain performance as a performance measurement system with measuring tools used to pay attention to supply chain performance jointly between one party and another [14]. [15] meaning that based on pre-established terms and agreements, performance is the end outcome of a process that is monitored over a specific time period. From these definitions, it can be concluded that supply chain performance is an activity of transforming raw goods from the initial stage to the final product to meet customer needs and demands directly or indirectly in order to maximize value to the company.

The focus of corporate competition is no longer company to firm or product to product, but rather supply chain to supply chain. The supply chain must function cohesively to coordinate all resources to provide the appropriate product at the right time for the right price in order to meet or exceed consumer expectations [16]. The most important goal of a supply chain is to increase and maximize the overall value of the company, where value is obtained from improving product quality with reduced product costs. [17] identifies three types of management in the supply chain, including: 1) The movement of products from upstream to downstream 2) The movement of comparable funds upstream and downstream 3) The transfer of data from upstream to downstream and vice versa.

According to [17] there are five supply chain performance measurements and their criteria; responsiveness, agility, reliability, cost and supply chain asset management. While in research [18] there are dimensions of supply chain performance measurement indicators, including reliability, flexibility, responsiveness, cost and assets. Then, in accordance with [17], the variables of cost, dependability, flexibility, and utility are used to evaluate the performance of the supply chain. Additionally, according to [19], assessing performance metrics such as market share, profit level, competitiveness, product quality, and customer satisfaction related to the flow of products movement from raw materials to ultimate customers is advised. Four supply chain performance metrics are considered in this study, namely supply chain reliability, cost [17], responsiveness [18] and product quality [19].

Since precise and transparent information exchange can speed up supply chain activities from suppliers to markets and customers, it is crucial in supply chain management [20]. Information sharing refers to a company's level of engagement and capacity with its interactions with other parties in the business supply chain. Information sharing is used to convey the information needed to make decision making more effective. In strengthening collaborative relationships, the supporting factor is information sharing so that obstacles in industrial processes can be reduced according to Sridharan in [10].

Information is necessary in a supply chain management system since it forms the foundation of the supply chain process. Information flows in the supply chain management process in addition to the flow of goods from upstream to downstream [21]. Information is a collection of many data that have been grouped, processed and communicated for meaningful or useful needs. Information sharing in supply chain management is the most important activity. Information sharing activity is the main buffer activity in supply chain management. The key in every other activity in supply chain management is information sharing [22].

In research [10] there are four indicators to measure information sharing including the sharing of financial information, exchanging information on an ongoing basis and information can help all parties connect. Meanwhile, according to Mahardhika's 2014 research in [21] suggests measurement indicators, namely information that is able to help business partners and the distribution of product information. Then according to [19] it is measured by three indicators, namely sharing information on finance, products and designs, exchanging information on an ongoing basis and information able to help all connected parties. So, in this study, four indicators are used, including the sharing of financial information, exchanging information on an ongoing basis [10], information that can help business partners, and sharing information about products [21].

Trust is a key factor in supply chain member collaboration. The establishment of a supplier's trust with customers will create a collaboration in achieving goals, overcoming problems and being able to develop ideas in developing a business according to [23]. Trust is defined as a relationship between people and organizations that fluctuates depending on the actions of specific participants [2]. Between people and organizations, trust is a relationship that develops over time and is influenced by the actions of specific partners [2]. With some of these research definitions, it can be concluded that trust is used as a reference in believing words or promises that can be trusted and their obligations will be fulfilled. In order to establish a long-term connection with customers, suppliers must be trusted. When suppliers are trusted, customers, consumers, and suppliers are all more certain that their demands will be met.

The essence of all the essence of a relationship is to build mutual trust and openness, share the same fate with the term win-win solution, which means that whenever there is a problem in a collaboration, it will always look for a solution that benefits all parties, both long term and short term [24]. This statement is reinforced in research [25] when a trust is present then all supply chain members will try to overcome differences for the benefit of members. The reference to research on trust in suppliers according to [26] there are several indicators, namely caring, honesty, responsibility, high sincerity. While in research [3] the measurement of trust indicators consists of open communication, honesty, responsibility, experience. In the study [27] measuring the trust variable there are five indicators used, namely trust in suppliers who protect the interests of the company, trust in suppliers, supplier support, supplier concern, supplier reliability. Later in the study [28] suggested that the indicators of trust in the quality of long-term relationships, namely: Honest, trustworthy and keeping promises. With some of

the research put forward, four indicators of trust are obtained, namely responsibility [26], honesty, open communication [3] and supplier concern [27].

Commitment is the motivation to maintain relationships and maintain long-term relationships. With an increase in satisfaction and trust to build commitment, the quality of the relationship between suppliers and distributors will increase [4]. Handoko stated that commitment is a desire to make sacrifices for a long time from suppliers and distributors [3]. [13] argues that improving supply chain performance will be impacted by a strong developing commitment. [13] argues that improving supply chain performance will be impacted by a strong developing commitment. Commitment is defined by Dwyer, Schurr as relational continuity between explicit and implicit exchange partners [29]. Commitment is a belief and desire between partners in ensuring the continuity of the relationship that to ensure maximum efforts in obtaining long-term benefits, a sustainable relationship with other parties is needed [30]. From some of these definitions, commitment can be interpreted that in maintaining the relationship between buyers and sellers must make sacrifices. Indeed, a key factor in assessing the success of the partnership should be commitment. There are variables in a commitment that can have an impact, such as developing a lasting and stable connection. To support the success of a supply chain performance, commitment is an important factor. [13] According to research findings, dedication significantly affects supply chain performance, and this finding is corroborated by actual data. Reinforced by the findings of research results [13] that supply chain performance will continue to improve by carrying a strong commitment to growth.

In particular, in research [31] Four factors—*affective, normative, continuity, and belief*—are used to gauge commitment. In terms of several concepts and indicators regarding the commitment, this study uses four indicators as a measurement of the commitment variable, namely *fostering relationships or coordination* [28] *affective, normative and belief* [3].

### **3 Research Methods**

The population in this study are all shops that are members of the SRC (Sampoerna Retail Community) network in Cikupa District, Tangerang Regency, totaling 61 owners, managers or owners as well as managers as of November 2021. The sampling used probability sampling with the type of saturated sample in data collection. [32] states that the saturated sampling technique is that all members of the population are used as samples and as a technique for determining the sample. Thus, the sample obtained was 61 respondents.

Referring to several theories and previous research, the research variables are operationalized in table 1, so that the variable indicators are formulated to make questions on the questionnaire sheet. In this study, the questionnaire was organized into three parts. The first part is about the respondent's identity, the second part is about the business identity, and the third part is the supplier's identity and correspondent questions from the indicators on each research variable, which uses a Likert scale, where each answer is given a weight of 1 (strongly disagree), 2 (disagree), 3 (moderately agree), 4 (agree), and 5 (strongly agree).

Utilizing the SmartPLS 3.3.7 software, the descriptive statistical analysis approach and partial analysis (Partial Least Square) were employed for the data analysis in this study. Partial Least Squares Structural Equation Modeling (PLS-SEM) does not require distribution assumptions from the data because it is a non-parametric technique. With this PLS-SEM can be used on data with small sample sizes [9]. Furthermore, SmartPLS 3.3.7 is one of the variant-based SEM statistical methods created to solve structural problems involving many

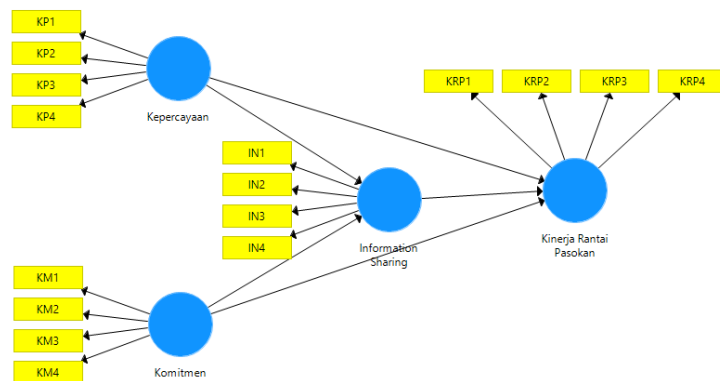
variables and constructs. There are three methods for evaluating the PLS model, including the outer model for testing validity and reliability. Additionally, an inner model test is used to describe the causal connection between latent variables and the theory's core ideas before the hypothesis is tested. The research model is formed based on the causal relationship between the variables of trust, commitment, supply chain performance and information sharing (Fig 2).

**Table 1.** Variable Operation

<b>Numb</b>	<b>Variable</b>	<b>Definition</b>	<b>Indicator</b>	<b>Scale</b>
1	Supply Chain Performance	It is measured how well supply chain operations, including financial and informational operations, are connected to the movement and transit of goods from raw materials to final consumers (Ariani & Dwiyanto, 2013).	1) Reliability 2) Cost 3) Responsiveness 4) Product Quality	Likert
			Source: (Chotimah et al., 2018), (Prasetya et al., 2019) and (Huda et al., 2018)	
2	Trust	Trust is a key factor in supply chain member collaboration. The establishment of a supplier's trust with customers will create a collaboration in achieving goals, overcoming problems and being able to develop ideas in developing a business (Mamad & Chahdi, 2013).	1) Responsibility 2) Honesty 3) Open Communication 4) Supplier concern	Likert
			Source: (Haryanto, 2013), (Mukhsin, 2017) and (Salam, 2017)	
3	Commitment	Commitment is the motivation to maintain relationships and maintain long-term relationships (Munizu, 2017).	1) Coordination 2) Normative 3) Affective 4) Confidence	Likert
			Source: (Mustakimah, 2019) and (Bernard & Sugiarto, 2012)	

4	Information Sharing	Information sharing refers to how eagerly a corporation shares information with partners who are working together on a common business goal. (Sridharan & Simatupang, 2013)	<ol style="list-style-type: none"> <li>1) Sharing of financial information</li> <li>2) Exchanging information continuously</li> <li>3) Information that can help business partners</li> <li>4) Sharing of product information</li> </ol>	Likert
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Source: (Ariani & Dwiyanto, 2013) and (Marlin & Dwiyanto, 2017)

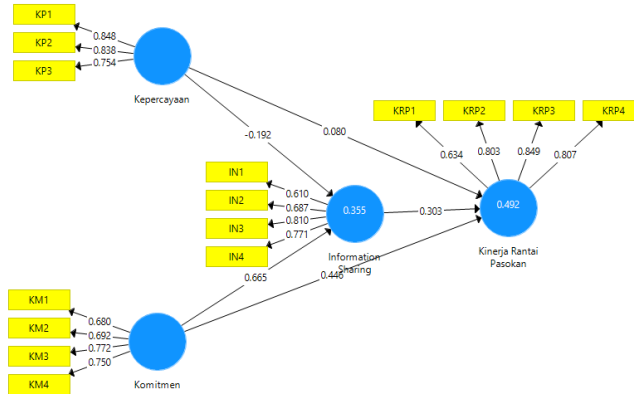


Source: Data processed by SmartPLS 3.3.7, 2022

Fig 2. Research Model

### 3.1 Validity Test

With regard to validity testing in SEM research, the method most often used to measure the model is sometimes with confirmatory factor analysis, namely by using the MTM approach or often referred to as (MultiTrait-MultiMethod) by testing convergent and discriminant validity (Campbell & Fiske cited in [33]. According to [33], The loading factor value of 0.5 to 0.6 is still regarded as adequate in the early stages of research from the construction of the measurement scale (Fig. 3 and table 2 loading factor and outer model before). The loading factor value > 0.7 and average variance extracted (AVE) value must be larger than 0.5 when performing the convergent validity test of reflexive indicators for confirmatory research.



Source: Data processed by SmartPLS 3.3.7, 2022

**Fig 3.** Measurement Model Output

**Table 2.** Outer Loading Score

	Trust (X1)	Commitment (X2)	Supply Chain Performance (Y)	Information Sharing (Z)
KP1	0,848			
KP2	0,838			
KP3	0,754			
KM1		0,680		
KM2		0,692		
KM3		0,772		
KM4		0,750		
KRP1			0,634	
KRP2			0,803	
KRP3			0,849	
KRP4			0,807	
IN1				0,610
IN2				0,687
IN3				0,810
IN4				0,771

Source: Data processed by SmartPLS 3.3.7, 2022

Additionally, it may be argued that it complies with the standards because the Average Variance Extracted (AVE) construct variable of trust, commitment, information sharing, and supply chain performance has a value  $> 0.5$  (Table 3). The Average Variance Extracted (AVE) value for each variable construct is hence over 0.5, leading to the conclusion that Convergent Validity in this study is not an issue (Table 4).



**Table 3.** Average Variance Extracted (AVE) value

Matriks	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (A...
	Cronbach's Al...	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Information Sharing	<b>0.709</b>	<b>0.749</b>	<b>0.813</b>	<b>0.524</b>
Kepercayaan	<b>0.750</b>	<b>0.772</b>	<b>0.855</b>	<b>0.663</b>
Kinerja Rantai Pasokan	<b>0.777</b>	<b>0.775</b>	<b>0.858</b>	<b>0.605</b>
Komitmen	<b>0.703</b>	<b>0.721</b>	<b>0.815</b>	<b>0.525</b>

Source: Data processed by SmartPLS 3.3.7, 2022

**Table 4.** Average Variance Extracted (AVE) Value

Variable	AVE
Trust (X1)	0,663
Commitment (X2)	0,525
Supply Chain Performance (X3)	0,605
Information Sharing (Z)	0,524

Source: Data processed by SmartPLS 3.3.7, 2022

Discriminant validity to gauge each variable's concept. It is possible to test the discriminant validity by comparing the square root of the AVE in each construct with the correlation value between the constructs in the model because good discriminant validity is demonstrated by the square root of the AVE for each construct being greater than the correlation between constructs in the Fornell and Larcker model cited in (Ghozali & Latan, 2015). With each indicator in the variable construct being bigger than the other variables, the cross loading value from this test is produced. With this it can be concluded that each indicator by itself is able to explain the bonds in the related variables (Ichwanudin, 2018). The cross loading information can be used to infer a good discriminant validity (Table 5).

**Table 5.** Cross Loading Value

	Trust (X1)	Commitmen (X2)	Supply Chain Performance (Y)	Information Sharing (Z)
KP1	<b>0,848</b>	0,489	0,326	0,131
KP2	<b>0,838</b>	0,427	0,217	-0,019
KP3	<b>0,754</b>	0,262	0,250	0,163
KM1	0,441	<b>0,680</b>	0,458	0,311
KM2	0,371	<b>0,692</b>	0,252	0,422
KM3	0,251	<b>0,772</b>	0,611	0,501
KM4	0,399	<b>0,750</b>	0,505	0,403
KRP1	0,264	0,431	<b>0,634</b>	0,628
KRP2	0,134	0,474	<b>0,803</b>	0,303
KRP3	0,268	0,535	<b>0,849</b>	0,333
KRP4	0,341	0,579	<b>0,807</b>	0,444
IN1	0,082	0,273	0,379	<b>0,610</b>
IN2	-0,060	0,246	0,286	<b>0,687</b>
IN3	0,058	0,316	0,417	<b>0,810</b>
IN4	0,207	0,651	0,500	<b>0,771</b>

Source: Data processed by SmartPLS 3.3.7, 2022

Next, The correlation between other constructs is lower than the construct validity of the square root of AVE in each variable construct (Table 6). With this it is sufficient to state that each construct has high validity and has met the requirements of discriminant validity research.

**Table 6.** AVE Value and Latent Variable Correlation

Variable	$\sqrt{\text{AVE}}$				
	AVE	KP	KM	KRP	IN
Trust (X1)	<b>0,663</b>	<b>0,814</b>			
Commitmen (X2)	<b>0,525</b>	0,487	<b>0,725</b>		
Supply Chain Performance (Y)	<b>0,605</b>	0,337	0,658	<b>0,778</b>	
Information Sharing (Z)	<b>0,524</b>	0,132	0,571	0,568	<b>0,724</b>

*Source: Data processed by SmartPLS 3.3.7, 2022*

### 3.2 Reliability Test

A reliability test verifies the instrument's level of consistency, accuracy, and precision with respect to the measurement construct. According to [33], there are two techniques to assess a construct's reliability using reflexive indicators: Cronbach's Alpha and Composite Reliability. In confirmatory testing, the criterion for evaluating build dependability with Composite Reliability must be higher than 0.7. At this stage, it was found that in Composite Reliability and Cronbach's Alpha all constructs having values above 0.7 and above 0.6 were still accepted, so there were no reliability problems in the model formed (Table 7).

**Table 7.** Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Trust (X1)	0,855	0,750
Commitmen (X2)	0,815	0,703
Supply Chain Performance (Y)	0,858	0,777
Information Sharing (Z)	0,813	0,709

*Source: Data processed by SmartPLS 3.3.7, 2022*

### 3.3 Inner Model Test

The R-Square value on the independent construct is measured as part of the inner model test, and if it is above 0.10 or 10%, it can be considered strong and positive. The dependent variable performs better when the dependent construct has a greater value (Ichwanudin, 2018). The value of R Square on the dependent variable of information sharing is 0.355 or 35.5% > 10% so that the information sharing variable has met the requirements and deserves to be analyzed further. This shows that there is 64.5% there is an influence from other factors besides the variables of trust and commitment. Furthermore, the dependent variable of supply chain performance is 0.492 or 49.2% > 10% so that the supply chain performance variable has met the requirements and deserves to be analyzed further. This shows that there is 50.8% there is an influence from other factors besides the variables of trust and commitment. (Table 8).

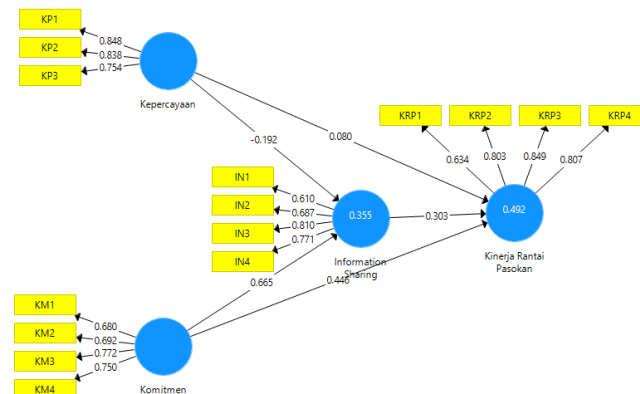
**Table 8.** Test Value of R<sup>2</sup>

Variable	R Square	R Square Adjusted
Information Sharing	0,355	0,332
Supply Chain Performance	0,492	0,466

Source: Data processed by SmartPLS 3.3.7, 2022

### 3.4 Hypothesis Testing

The probability value and the t-statistical value are used to test hypotheses. The statistical value on the t-statistics or t-table used is 2.00 and the probability value for alpha is 5%. So Ha will be accepted and H0 rejected if the t-statistic > 2.00 or the probability value of Ha is accepted if the p value is < 0.05 (Ichwanudin, 2018). The coefficient value in hypothesis testing obtained 0.080 (Trust X1 => Supply Chain Performance Y), 0.446 (Commitment X2 => Supply Chain Performance Y), -0.192 (Trust X1 => Information Sharing Z), 0.665 (Commitment X2 => Information Sharing Z), and 0.303 (Information Sharing Z => Supply Chain Performance Y) (Fig 4). -0.058 (Trust X1 => Information Sharing Z => Supply Chain Performance Y), and 0.201 (Commitment X1 => Information Sharing Z => Supply Chain Performance Y) (Table 9).



Source: Results of processing Smart PLS version 3.3.7, 2022

**Fig 4.** Hypothesis Testing Results

**Table 9.** Indirect Effect

Mean, STDEV, T-Values, P-Values	Keyakinan Interval	Keyakinan Interval Bias-Dikore...	Sampel	Salin ke Clipboard:	Format Excel	Fc
	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (  O/...	P Values	
Komitmen -> Informasi Sharing -> Kinerja Rantai Pasokan	0.201	0.192	0.092	2.188	0.029	
Kepercayaan -> Informasi Sharing -> Kinerja Rantai Pasokan	-0.058	-0.047	0.052	1.128	0.260	

Simulation was used to evaluate each predicted relationship using PLS, specifically the bootstrapping approach on the dataset (Table 10).

**Table 10.** Hypothesis Test Results

<b>Number</b>	<b>Hypothesis</b>	<b>Analysis</b>
1	KP => KRP	Coefficient Value = 0,080 P <sub>values</sub> = 0,443 T-Statistics = 0,767 T-Table = 2,00 T-Statistics < T-Table
2	KM => KRP	Coefficient Value = 0,446 P <sub>values</sub> = 0,001 T-Statistics = 3,371 T-Table = 2,00 T-Statistics > T-Table
3	KP => IN	Coefficient Value = -0,192 P <sub>values</sub> = 0,203 T-Statistics = 1,275 T-Table = 2,00 T-Statistics < T-Table
4	KM => IN	Coefficient Value = 0,665 P <sub>values</sub> = 0,000 T-Statistics = 6,023 T-Table = 2,00 T-Statistics > T-Table
5	IN => KRP	Coefficient Value = 0,303 P <sub>values</sub> = 0,027 T-Statistics = 2,223 T-Table = 2,00 T-Statistics > T-Table
6	KP => IN => KRP	Coefficient Value = -0,058 P <sub>values</sub> = 0,260 T-Statistics = 1,128 T-Table = 2,00 T-Statistics < T-Table
7	KM => IN => KRP	Coefficient Value = 0,201 P <sub>values</sub> = 0,029 T-Statistics = 2,188 T-Table = 2,00 T-Statistics > T-Table

*Source: Primary (processed, 2022)*

The test value of each variable can be explained as follows:

1. According to the first theory, there is no impact of supply chain performance trust. The fact that the t-statistics value is lower than the t-table value serves as evidence for this, which is  $0.767 < 2.00$ , with a p value of  $0.443 > 0.05$ . Earlier research by (Marlin & Dwiyanto, 2017) found that trust has a favorable and significant impact on supply chain performance. The conclusions of this study are different from those of that earlier study.

Thus, research suggests that trust in supply chain performance has a positive and substantial influence (Mukhsin, 2017). So, (H1) of this study was not accepted.

2. According to the second theory, dedication to supply chain performance has a favorable and significant impact. The t-statistic has a larger value than the t-table, which has a value of  $3.371 > 2.00$  and a p value of  $0.001 < 0.05$ . The results of this study support earlier research's findings (Wijaya, 2017) (Munizu, 2017), which show that commitment to supply chain performance has a positive and significant influence. Thus (H2) this study is accepted.
3. According to the third theory, trust in information exchange has no impact. The t-statistic value is less than the t-table, which has a value of  $1.275 < 2.00$  and a p value of  $0.203 > 0.05$ , demonstrating this. The findings of this study differ from those of (Elianto & Wulansari, 2016) and (Pravitasari & Raharso, 2017) studies that found a favorable and significant impact of information sharing trust. So, (H3) of this study was not accepted.
4. The dedication to sharing information has a good and significant impact, according to the fourth hypothesis. This is demonstrated by the fact that the t-statistics value is higher than the t-table value, which is  $6.023 > 2.00$  with a p value of  $0.000 < 0.05$ . The findings of this study support earlier studies by (Tandayong & Edalmen, 2019) and (Verianto, 2019), both of which found a favorable and significant impact of dedication to information sharing. Thus (H4) this study is accepted.
5. Information sharing significantly and favorably affects supply chain performance. This is demonstrated by the fact that the t-statistics value is higher than the t-table value, which is  $2,223 > 2.00$  with a p value of  $0.027 < 0.05$ . The findings of this study are in line with those of earlier studies by (Marlin & Dwiyanto, 2017) and (Ariani & Dwiyanto, 2013), which found that information sharing had a positive and significant impact on supply chain performance. Thus (H5) in this study is accepted.
6. The indirect effect test results with a t-count value less than the t-table value of  $1.128 < 2.00$  and a p value of  $0.260 > 0.05$  support the sixth hypothesis, which asserts that confidence in supply chain performance cannot be mediated by information sharing. The study's findings contradict the hypothesis that information sharing can successfully control the relationship between trust and supply chain performance, in contrast to prior research (Adiwiguna, 2018).

In addition to this basis, the coefficient of the indirect relationship of trust (exogenous) on supply chain performance (endogenous) is smaller in value, namely  $-0.058$  when compared to the coefficient of the direct relationship path of  $0.080$ . Therefore, based on these findings, It may be claimed that the information sharing factor does not moderate the effect of trust on the efficiency of the supply chain.

7. According to indirect effect testing with a t-count value greater than t-table of  $2.188 > 2.00$  and a p value of  $0.029 < 0.05$ , the seventh hypothesis says that commitment to supply chain performance can be mediated by information sharing (IN). The results of this study are in line with earlier research by (Abdullah & Musa, 2014), who discovered that information sharing significantly affects the level of commitment to relationships with trading partners in supply chain performance.

When compared to the direct relationship path's coefficient of  $0.446$ , the value of the indirect relationship path between commitment (exogenous) and supply chain performance (endogenous) is  $0.201$ . So the results show that commitment has a greater direct influence than indirect influence. With the mediation variable, namely the information sharing variable, it does not have a big effect compared to the direct effect. Therefore, it can be concluded that commitment has an impact on supply chain

performance whether or not information exchange occurs. This is because the mediating variable has a stronger impact. In order to strengthen the SRC store network's commitment to the provider, the supplier must provide greater information sharing, which does not materially alter the information sharing function. Stronger commitment must have an adequate direct influence on supply chain performance in Cikupa, Tangerang Regency in order to improve supply chain performance.

In summary, Following is a presentation of the test's findings:

	Hypothesis	Results	Explanation
Hypothesis 1	The impact of trust in supply chain performance is favorable.	Not Accepted	There is no discernible impact of supply chain performance on trust.
Hypothesis 2	Dedicated supply chain performance has a favorable impact	Accepted	Significantly positive influence
Hypothesis 3	Trust in the exchange of information has a good impact.	Not Accepted	Information exchange is not much impacted by trust.
Hypothesis 4	Commitment to share information has a positive impact	Accepted	Significantly positive influence
Hypothesis 5	The favorable impact of information sharing on supply chain performance	Accepted	Significantly positive influence
Hypothesis 6	Trust in supply chain performance can be mediated by information sharing.	Not Accepted	There is no discernible impact of information sharing on trust in supply chain performance.
Hypothesis 7	Commitment to supply chain performance can be mediated by information sharing.	Accepted	The commitment to supply chain performance and information sharing has a positive and significant impact.

## 4 Results and Discussion

### 4.1 The Effect of Trust on Supply Chain Performance

The conclusions of this hypothesis study indicate that there is no correlation between trust and supply chain performance in Cikupa, Tangerang Regency, with a t-statistic value of 0.767 and a probability of 0.443. This shows that improved supply chain performance in Cikupa, Tangerang Regency, cannot result from increased trust among supply chain participants. With this, (H1), which asserts that trust has a favorable impact on supply chain performance, is disproved. The findings of this study do not support earlier studies by [21] and [3] that found trust has a favorable and significant impact on supply chain performance. Referring to each research respondent's answers in indicators KP1, KP2 and KP3 by stating

that several owners and managers of SRC stores in Cikupa, Tangerang Regency fully agree but not fully the statements that have been submitted on their effect on supply chain performance such as responsibility for the continuity of product inventory fulfillment in stores does not affect the emergence of trust between partners. Then the respondents did not fully agree with the honest supplier attitude statement in meeting the availability of products in stores. And the next problem is with respondents who do not fully agree that the supplier has provided good information about the presence or absence of goods that are currently needed by the store.

The implication of the research on the first hypothesis is that suppliers must be more responsive to aspects that can affect supply chain performance for the owner and manager of the SRC store in Cikupa, Tangerang Regency, supply by establishing better communication and being more responsible for what should be done. Then it is expected that suppliers need to conduct a work evaluation every month, because this is the most crucial thing to improve or be able to influence supply chain performance. Trust is built to increase collaboration which has an impact on improving performance. Because with a full sense of trust to run the fabric of cooperation will take place openly without the need to feel anxious or worried. According to study cited in [1], the supply chain will perform better the more trust there is between the participants.

#### **4.2 The Effect of Commitment on Supply Chain Performance**

With a t-statistic value of 3.371 and a probability of 0.001, the results of this hypothesis study demonstrate a favorable and substantial correlation between supply chain performance in Cikupa, Tangerang Regency. So that the variable X2 on Y has a positive effect between the two. A stronger commitment can lead to better supply chain performance in Cikupa, Tangerang Regency. With this, the hypothesis (H2) that trust has a favorable impact on supply chain performance is accepted. It is appropriate to say that commitment has a favorable and considerable impact on supply chain performance, according to research [4].

Thus, it is supported by the statement answers to each respondent who is the owner and manager of the SRC store in Cikupa, Tangerang Regency which states that their agreement is on good coordination with suppliers, the accuracy of suppliers in fulfilling store products, excellent service provided by suppliers to stores and suppliers successfully believe in the quality of the goods provided. given to the shop. Although not all respondents agree with the following statement, the results obtained are many respondents who agree with the statement.

The implication of the research on this hypothesis is that the suppliers of SRC stores in Cikupa, Tangerang Regency, basically have understood and studied the suitability of SRC's store partners. They are well aware of coordination, accuracy in product fulfillment, providing excellent service to partners and knowing the quality of goods desired by their customers. With this, the SRC suppliers in Cikupa, Tangerang Regency have been able to serve and coordinate well and hear suggestions and criticisms from their customers.

#### **4.3 The Effect of Trust on Information Sharing**

With a t-statistic value of 1.275 and a probability of 0.203, the findings indicated that the relationship between trust and information sharing in Cikupa, Tangerang Regency had no effect. In order for there to be no positive interaction between the two, the X1 variable on Z. This shows that improved information sharing in Cikupa, Tangerang Regency cannot result from supply chain participants having a higher level of trust in one another. This refutes (H3), which asserts that commitment to knowledge sharing has a favorable influence. According to

research [3] and [6], trust has a favorable and considerable impact on information sharing. The findings of this study do not support this claim.

With reference to the statement that the better the trust established between partners does not affect the increase in information sharing in the supplier cooperation business at the SRC store in Cikupa, Tangerang Regency. Even in the statement of the supplier's responsibility for the fulfillment of the product in the store, the research respondents have not fully stated their agreement with the following statement. And the results of the research respondents' answers to the information have not been fully respondents stated that the supplier is fully good in delivering information to the store.

The implication of research on this hypothesis is that SRC store suppliers should evaluate more in providing good trust to SRC store customers. With good trust, it will affect the quality of information sharing between partners so that the cooperation will run well, continuously and there will be no losses between partners.

#### **4.4 The Effect of Commitment to Information Sharing**

With a t-statistic value of 6.023 and a probability of 0.000, the findings indicated a positive and significant association between dedication to information sharing in Cikupa, Tangerang Regency. in order for the variable X2 on Z to have a favorable impact on the two. This indicates that a stronger commitment can lead to better information sharing performance in Cikupa, Tangerang Regency. This supports (H4), which asserts that commitment to knowledge sharing has a favorable impact. The findings of this study support earlier studies by [7] and [8], both of which found a positive and substantial relationship between commitment and knowledge sharing.

Supported by the answers to statements of research respondents who agree that coordination and accuracy in product fulfillment in stores can increase information sharing between partners. In addition, suppliers by carrying out services have tried to provide excellent service to stores, with this research respondents being pro to the following statement. In addition, with the influence of information sharing which is influenced by commitment, it can be supported by suppliers providing the best quality products for partners. The research implication of this hypothesis is that suppliers of SRC stores in Cikupa, Tangerang Regency basically have understood and studied the suitability of SRC's store partners. They are well aware of coordination, accuracy in product fulfillment, providing excellent service to partners and knowing the quality of goods desired by their customers.

#### **4.5 The Effect of Information Sharing on Supply Chain Performance**

With a t-statistic value of 2.223 and a probability of 0.027, the results showed a positive and substantial correlation relationship between information sharing and effectiveness of supply chains in Cikupa, Tangerang Regency. so that Z has a positive impact on Y. This suggests that more information exchange among supply chain participants can improve the efficiency of the chain in Cikupa, Tangerang Regency. With this, (H5) which asserts that information sharing has a favorable impact on supply chain performance, is acknowledged. The findings of this investigation are consistent with those of [21] and [10], which found that information sharing significantly improved supply chain performance.

Supported by answers to statements from each respondent, the owner and manager of the SRC store in Cikupa, Tangerang Regency which stated that their agreement with the information built by providing financial information on prices and discounts to the SRC store was able to illustrate that the information sharing that was built was good, in addition to exchanging information. supplier information with the store is able to reflect the establishment



of a good communication relationship, as well as continuously by frequently sharing information between partners regarding the stock of goods and goods sold out successfully believe that the supplier has succeeded in establishing good communication, this will indirectly affect the good performance supply chain. Although not all respondents agree with the following statement, the results obtained are many respondents who agree with the statement.

The implication of the research on this hypothesis is that SRC store suppliers in Cikupa, Tangerang Regency, basically they have understood and studied the suitability of communication with SRC store partners. They already understand very well the information sharing needed by their customers. With this, the SRC supplier in Cikupa, Tangerang Regency has been able to provide information and establish good communication and hear suggestions and criticisms from customers.

#### **4.6 The Effect of Trust on Supply Chain Performance with Information Sharing as a Mediation Variable**

A t-statistic value of 1.128 and a probability of 0.260, the study's conclusions demonstrate that information sharing cannot mediate the relationship between trust and supply chain performance in Cikupa, Tangerang Regency. This means that the trust variable has no effect on supply chain performance through information sharing. This demonstrates that the presence of The higher relationship between the supply chain performance variable and the trust variable in Cikupa, Tangerang Regency is unaffected by knowledge sharing, which was thought to mediate the relationship between trust and supply chain performance. This (H6) disproves the notion that information exchange can moderate the relationship between trust and effective supply chain operation. The results of this study contradict earlier research [11], which suggested that information sharing could serve to advantageously control the relationship between trust and supply chain performance. The improvement in trust in supply chain performance in the supplier collaboration business at the SRC store in Cikupa, Tangerang Regency, is unaffected by the improved information sharing.

#### **4.7 The Effect of Commitment to Supply Chain Performance With Information Sharing as a Mediation Variable**

The study's results are consistent with the hypothesis that information sharing, which has a t-statistic value of 2.188 and a probability of 0.029 and mediates the relationship : commitment and supply chain performance in Cikupa, Tangerang Regency, has a positive and significant impact on supply chain performance. This suggests that information sharing in Cikupa, Tangerang Regency, improved the link between the commitment variable and the supply chain performance variable. With the acceptance of this (H7), it is stated that the relationship between commitment and supply chain performance can be mediated by information sharing. The findings of this study are consistent with earlier research by [12], who found that information sharing has a substantial impact on the amount of.

When compared to the direct relationship path's coefficient of 0.446, the indirect relationship path's coefficient of commitment (exogenous) to supply chain performance (endogenous) has a higher value of 0.201. It lessens the impact of commitment on supply chain performance using the mediation variable, namely the information sharing variable. In light of this, it may be concluded that commitment influences supply chain performance whether or not information exchange serves as a mediating factor. Because suppliers will provide better information sharing to the SRC store network, SRC stores will be more committed to their suppliers, but because information sharing plays a smaller role in how

commitment affects supply chain performance, the impact of commitment on performance will directly increase.

This is due to factors in the field, namely, one of which is the age factor, namely the SRC network in Cikupa, Tangerang Regency with the majority of store owners and managers with an average age of 41-50 years, where this age is a vulnerable age in mastering the latest digital technology, especially age 50. years and over are less fluent in using information technology. Information sharing in the SRC is related to the provision of a smart application that is capable of helping the continuity of retail sales between partners as well as between sellers and buyers in sharing information. Despite having sophisticated smartphones already, store owners and managers struggle to use them and frequently seek assistance from those closest to them. However, the results show that information sharing reduces the level of influence in mediating the commitment relationship with supply chain performance. In order to improve SRC supply chain performance in Cikupa, Tangerang Regency, a stronger commitment is needed.

## **5 Conclusions and Suggestions**

In the process of sustainably transforming raw materials from the initial stage to the final product, related to the flow of goods, information, and cash from suppliers to ultimate customers, strong supply chain performance is required (Ariani & Dwiyanto, 2013). Efforts to improve supply chain performance need to be supported by trust between supply chain parties, commitment between supply chains and need to be supported by the application of information sharing to support supply chain performance. According to (Munizu, 2017), supply chain performance specifically refers to the capacity of the supply chain to meet all consumer demands. Better supply chain performance cannot result from more member trust. Additionally, greater trust cannot promote better information sharing. Better supply chain performance may be the result of a stronger commitment. A strong commitment might also encourage improved information sharing. Performance may be improved via improved information communication between parties in the supply chain. The result of trust on the effectiveness of the supply chain cannot be mediated by indirect effects resulting from information exchange. Compared to the direct effect of strengthening the association between commitment and supply chain performance, the indirect effect through information sharing is able to mediate by reducing the influence of commitment on that performance. A stronger commitment can lead to better SRC supply chain performance in Cikupa, Tangerang Regency.

Based on these conclusions, it can be suggested to the suppliers of the SRC chain of stores in the supply process in order to understand the importance of building trust and commitment among all members of the supply chain. In improving supply chain performance, it should be preceded by planned, intense and sustainable efforts by all supply chain members, one of which is by building two-way communication between partners in order to grow and create trust and commitment together. The implication of the role of management is that it is the most important thing to maintain trust, dedication to the logistics network. Lower operational expenses, better product delivery, and a company's dependability in fulfilling customer demand are all signs of increased supply chain performance.

Suggestions for academics is to prepare more mature data before conducting field research so that it does not take a long time. In distributing the questionnaire, it is better to make an appointment in advance to the respondent so as not to disturb the respondent's time. To make questions or statements addressed to respondents, try to use sentences that are easy to

understand. Then suggestions for other academics to learn more about the literature related to the research made in order to get a more in-depth reference.

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