THE INFLUENCE OF TRUST AND COMMITMENT ON SUPPLY CHAIN PERFORMANCE MEDIATED BY INFORMATION SHARING (CASE IN PD SRIMANDI)



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ABSTRACT

The purpose of this study was to determine the effects of trust, commitment, and information sharing on supply chain performance. This research uses quantitative methods and employs saturated sampling techniques by distributing questionnaires to 36 respondents. The results indicated that trust has a positive but insignificant effect on supply chain performance, while both commitment and information sharing have positive and significant effects on supply chain performance. Additionally, trust positively and significantly affects information sharing, as does commitment. Furthermore, information sharing effectively mediates the relationship between trust and commitment in relation to supply chain performance. The adjusted R-squared value is 0.747, concluding that trust, commitment, and information sharing affect supply chain performance by 74.7%, with the remaining 25.3% influenced by other variables outside this study.

Keywords: Trust; Commitment; Information Sharing; Supply Chain Performance

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INTRODUCTION

In this era of globalization, the supply chain is a very important part in launching a business-related activity (Felic & Takaya, 2024). Supply chain management is a set of strategies used to effectively manage suppliers, business owners, warehouses, and other storage facilities so that the manufactured goods may be delivered on schedule and in good condition to please customers (Manupapami et al., 2021). Basically, the supply chain is considered as a thorough implementation in a business network, supply chain management is very important for business networks because the supply chain provides convenience in carrying out the growth stages (Rahayu et al., 2024). One of the business sectors that really needs supply chain management is the rice farming sector.

Rice is the staple food for most Indonesians. Rice consumption in Indonesia has increased every year along with the growth of the population in Indonesia, even Indonesia is listed as one of the countries in the world with the highest rice consumption (Sutoni et al., 2021). Banten Province is ranked 8th which was previously ranked 9th in the order of the largest rice production in Indonesia, the increase in rank can be achieved because Banten Province managed to produce 8 thousand tons of rice and one of the largest contributors in Banten Province is Pandeglang Regency (Matatula, 2023).

Factors that can affect supply chain performance are long-term relationships, and information sharing supported by trust, commitment and proper utilization of information technology in the supply chain network (Dwiastuti & Satyanegara, 2022). Research conducted by Puspita (2021), shows that information sharing and trust have a positive and significant effect on supply chain performance. Jang & Lee (2022), shows that trust and commitment have a positive and significant influence on supply chain performance.

This research focuses on PD SRIMANDI in Pandeglang Regency, Banten. PD SRIMANDI is a grain processing plant that produces rice to be distributed to consumers. However, at PD SRIMANDI, the supply chain performance is still not running effectively which results in a shortage of raw materials that hampers the factory in producing rice, where it is mostly caused by the quality of grain produced by farmers having poor quality so that the factory refuses to buy because later it will affect the quality of the rice which is not good either. In addition to farmers failing to produce quality grain, this is also influenced by seasonal factors, namely the famine season.

Research inconsistencies are another factor driving this study. For instance, studies by Mukhsin (2017), Jang & Lee (2022), and Hamdani et al., (2024) showed that trust and commitment significantly and favorably affect supply chain performance, while studies by Apryani & Idris (2021) and Shin et al., (2018), showed the opposite effect. Research by Mukhsin & Suryanto (2023), demonstrated that information sharing significantly mediates supply chain performance, in contrast to Nurjanah et al., (2023), who found no effect of information sharing on supply chain performance.

Finding out how trust, dedication, and information sharing impact supply chain performance at PD SRIMANDI is the aim of this study.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS Supply Chain Performace

According to Ronald H. Ballou et al., the supply chain is a comprehensive set of operations pertaining to the movement of information and the process by which products are transformed from raw materials to final consumers (Mukhsin, 2017). Supply chain performance is an activity related to the flow of goods, information and costs incurred starting from suppliers to end consumers (Nurjanah et al., 2023). The ability of the

business to satisfy customer demands in a number of areas, such as quality and price, is another way to define supply chain performance (Kurniawan & Kusumawardhani, 2017).

Factors including enduring relationships, information exchange bolstered by dedication, trust, and appropriate use of information technology within the supply chain network can all affect supply chain success (Dwiastuti & Satyanegara, 2022). The benefit of supply chain management is that it plays a role in helping businesses to ensure customer satisfaction. Supply chain performance indicators include product quality, speed or reliability, and profit margins.

Trust

Curall and Inkpen interpret trust as a decision taken by the company to rely on partners, with the expectation that these partners will act in accordance with agreed goals (Kurniawan & Kusumawardhani, 2017). According to Moorman, trust is a favorable perception or anticipation gained from interactions with supply chain system partners (Munizu, 2017). Swanetal argues that trust is a form of excellence in a cooperative relationship that provides benefits as expected by the parties involved (Puspita, 2021). Chopra said that trust is an important thing that companies must have in the supply chain management network between organisations (Munizu, 2017).

When there is trust between the parties in a business partnership, they may fulfill their responsibilities without having to invest a lot of time and money in keeping an eye on one another. This is due to their belief that both sides will behave honorably and refrain from abusing their position to hurt the other party, even if they have the chance (Gwaltu & Mrisho, 2023). Trust is considered important in reducing uncertainty and making supply chain management performance relationships more stable (Edbert & Pakpahan, 2023). The trust indicators that will be used include responsibility, honesty, open communication, and supplier concern.

Commitment

Morgan and Hunt interpret commitment as a pledge or determination of suppliers to establish a sustainable relationship with buyers (Wijaya, 2017). According to Ryuter et al., commitment in a relationship is the will to maintain business partnerships and the determination to make attempts to keep the relationship going for a long time (Mukhsin, 2020). This is consistent with the view held by Munizu (2017) that commitment is a driving force behind sustaining and growing partnerships. Commitment must be a major consideration when evaluating a partnership's success. The quality of the channel relationship between distributors and suppliers is enhanced by the level of dedication brought about by satisfaction and trust (Edbert & Pakpahan, 2023).

The benefit of establishing commitment with business partners is that it can influence the basic spirit of cooperation for the formation of stronger partnerships and better quality relationships (Dwiastuti & Satyanegara, 2022). Commitment is a major factor in supporting trader and supplier cooperation. According to (Munizu, 2017) the degree of commitment based on satisfaction and trust improves the quality of the connection between business partners. The indicators used to measure commitment are affective, maintaining long-term relationships, normative, and trust.

Information Sharing

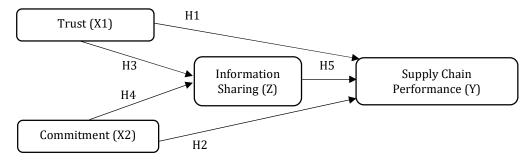
Supply chain performance can acquire, preserve, and convey through information sharing the data necessary to ensure effective decision making, which is defined as the degree and ability of businesses to communicate with partners about cooperative business strategies (Titik & Wahyuningsih, 2020). Information sharing, according to Miguel and Brito, is a way for formal and informal parties to communicate continuously and improves chain planning and monitoring (Puspita, 2021). Since information serves as the foundation for both the implementation of supply chain procedures and the decision-making of managers, Information sharing is essential to the effectiveness of the supply chain. Without information, a manager cannot know the demand from customers, how much material is available and how many types of products should be made (Harianto, 2022).

According to Fawcett, information sharing is important because all important processes in the supply chain involve information (Huda et al., 2018). When the information sharing process is carried out appropriately, it can reduce uncertainty and can improve services in fulfilling consumer orders, thereby improving the overall supply chain performance of the company (Kusmantini et al., 2020). The indicators used for information sharing include continuous information sharing, sharing of product and financial information, and sharing of information with relevant parties.

Research Framework

The theoretical framework applied in this study is based on the theoretical basis previously described, with the aim of being able to provide an explanation and understanding of the framework so that it can be interpreted with the help of previous researchers' paradigms so as to form clear guidelines in carrying out research. So the results of the framework of thought about the influence of independent variables, namely; Trust (X1) and Commitment (X2) on Supply Chain Performance (Y) mediated by Information Sharing (Z).

Based on the theoretical explanation described earlier, the variables of trust and commitment are important factors that facilitate information sharing, thereby encouraging improvements in supply chain performance as shown in Figure 1.



Source : Data Analyzed, 2024

Figure 1 Research Framework

Hypothesis

The hypotheses in this study are as follows:

- H1: Trust is positively and significantly influence on Supply Chain Performance at PD Srimandi.
- H2: Commitment is positively and significantly influence on Supply Chain Performance at PD Srimandi.
- H3: Trust is positively and significantly influence on Information Sharing at PD Srimandi.

- H4 : Commitment is positively and significantly influence on Information Sharing at PD Srimandi.
- H5: Information Sharing is positively and significantly influence on Supply Chain Performance at PD Srimandi.
- H6: Trust is positively and significantly influence on Supply Chain Performance mediated by Information Sharing at PD Srimandi.
- H7: Commitment is positively and significantly influence on Supply Chain Performance mediated by Information Sharing at PD Srimandi.

METHOD

This research is a type of quantitative research. This kind of quantitative research analyzes the phenomena under study and provides answers to research questions using numerical data (Waruwu et al., 2025). The participants in this study were all 15 suppliers, 1 owner, and 20 agents who were involved in the supply chain of PD Srimandi. This study included 36 participants in total. Given that the study's population consisted of fewer than 100 participants, Non-Probability Sampling with saturated sample type was the sampling method employed in this investigation. According to Sugiyono, the saturated sampling technique is a technique that makes all members of the population the sample (Dwiastuti & Satyanegara, 2022). The sample in this study were all parties involved in the supply chain at PD Srimandi, including suppliers, owners, and distributors, totaling 36 people. In this study, a questionnaire was employed as the data gathering method. The methods of data analysis that were employed were validity test, reliability test, and inner model test.

RESULTS AND DISCUSSION Validity Test

The validity test is used as a basis to determine the ability of the research instrument to measure what should be measured (Abdillah & Hartono, 2015). The validity test measurement is based on two types of tests, namely convergent validity test and discriminant validity test. The findings of the validity test are displayed in the following table.

Table 1
Output Outer Loading

	Trust	Commitment	Supply Chain Performance	Information Sharing
KP1	0.874			
KP2	0.942			
KP3	0.798			
KP4	0.744			
KO1		0.711		
KO2		0.820		
коз		0.876		
KO4		0.832		
KRP1			0.853	
KRP2			0.853	
KRP3			0.870	
BI1				0.911
BI2				0.786
BI3				0.894

Source : Data Analyzed, 2024

Based on Table 1, the SmartPLS output results show that each statement item on the questionnaire is convergently valid (convergent validity) which can be seen if the value on the loading factor is more than 0.7. All indicator values in the supply chain performance, trust, commitment, and information sharing variables are more than 0.7.

Average variance extracted (AVE) values, which suggest that the indicators in a construct have been deemed legitimate, are displayed in Table 2.

Table 2
Average Variance Extracted (AVE)

Construct Reliability and Validity – Overview				
Average variance extracted (AVE				
Information Sharing	0,749			
Trust	0,710			
Supply Chain Performance	0,738			
Commitment	0,660			

Source: Data Analyzed, 2024

Based on Table 2, the Average Variance Extracted (AVE) value of each construct has a value > 0.5 where the trust variable is 0.710, the commitment variable is 0.660, the information sharing variable is 0.749, and the supply chain performance variable is 0.738. This can be interpreted that each indicator in a construct is convergently valid and there are no problems regarding convergent validity in the model tested.

Reliability Test

The reliability test's objective is to ascertain whether the measuring tool consistently evaluates a concept or whether the questionnaire responses from participants are trustworthy. There are two methods used to determine whether indicators are said to be reliable or not, namely by using the Cronbach alpha value must be> 0.6 and the composite reliability value must be> 0.7 (Abdillah & Hartono, 2015).

Table 3 shows the results of the reliability test, which indicate that the measuring instruments used are reliable and dependable. The following table shows the results of the reliability test.

Table 3 Reliability Test Result

Construct Reliability and Validity - Overview						
	Cronbach's Composite Composite reliability					
	alpha	reliability (rho_a)	(rho_c)			
Information Sharing	0.834	0.873	0.899	0.749		
Trust	0.865	0.932	0.907	0.710		
Supply Chain	0.825	0.848	0.894	0.738		
Performance						
Commitment	0.839	0.898	0.885	0.660		

Source: Data Analyzed, 2024

According to the computations in Table 3, the composite reliability value (rho_a & rho_c) has a value > 0.7 for all variables if the Cronbach's alpha value for all variables is > 0.6. The measurement devices employed in this investigation are deemed dependable.

Inner Model

The degree of variation in changes in the independent variable on the dependent variable is to be measured by the R-squared value. A research model's quality as a prediction model is indicated by a high R-square value (Abdillah & Hartono, 2015). The minimum limit for the R-square result is 0.10 and the dependent construct can be said to be better if the R-square result exceeds this minimum limit, the higher the R-square value, the better (Ichwanudin, 2018).

The R-squared values are displayed in Table 4, and they demonstrate how much the independent factors influence the dependent variable. The results of the R-squared test are displayed in the table below.

Table 4 R-square Test Result

	R-square – Overview	
	R-square	R-square adjusted
Information Sharing	0.379	0.341
Supply Chain Performance	0.747	0.723

Source: Data Analyzed, 2024

Based on table 4, demonstrates that the R-squared value of 0.379 for the information sharing variable is within the moderate range of the structural model. This indicates that the variables of commitment and trust account for 37.9% of the variance in information sharing, while other variables not included in the study account for 62.1%.

The supply chain performance variable, on the other hand, has an R-square value of 0.747 and is classified as strong. This indicates that the variables of trust, commitment, and information sharing account for 74.7% of the variance in supply chain performance, with other variables accounting for 25.3%.

Hypothesis Test

Testing the hypothesis of this study using a one-tailed test because the proposed hypothesis is known to have a positive and significant direction of influence, the confidence level used is 95% (alpha 5%) so that the critical value is set at 1.69 (Hair et al., 2017). If the t-statistic> 1.69 and p-value < alpha 0.05, the hypothesis can be accepted (Ghozali & Latan, 2020).

The findings of hypothesis testing, which is helpful for determining whether an assumption is true, are displayed in Table 5 below. This test can assist in deciding if there is enough data to support or refute the hypothesis.

Table 5
Direct Effect Result

	Original Sample (o)	Sample Mean (M)	Standar Devition (STDEV)	T Statistik (O/STDEV)	P Values
Information Sharing ->	0.617	0.645	0.120	5.152	0.000
Supply Chain Performance					
Trust -> Information	0.368	0.381	0.164	2.245	0,012
Sharing					
Trust -> Supply Chain	0.114	0.095	0.134	0.853	0.197
Performance					
Commitmen ->	0.321	0.359	0.163	1.965	0.025
Information Sharing					

Commitment -> Supply	0.258	0.236	0.132	1.953	0.025
Chain Performance					

Source: Data Analyzed, 2024

To identify the direct association between the variables identified in this study by examining the direct effect output. Based on table 5 regarding the direct relationship that occurs between constructs, the test results for each hypothesis are as follows:

- 1. The parameter coefficient value for the direct association between supply chain performance and trust is 0.114, indicating a positive direction of influence. The t-statistic value is 0.853 < 1.69, and the p-value is 0.197 > 0.05. This indicates that trust still has a positive but insignificant effect on supply chain efficiency. The findings of the study differ from those of previous investigations by Mukhsin (2017), Nurjanah et al., (2023), Muhammad (2020), Suryaputra & Mukhsin (2023), and Wijaya (2017), the findings indicate that trust significantly and favorably affects supply chain performance. So the first hypothesis (H1) in this study is rejected.
- 2. Commitment is positively and significantly influence on Supply Chain Performance. These results are evidenced by the magnitude of the parameter coefficient of 0.258, then the results obtained if the t-statistic value is 1.953> 1.69 and the p-value is 0.025 < 0.05. The results of this study are in line with previous research conducted by Mukhsin (2017), Jang & Lee (2022), Apriadi et al., (2024), Edbert & Pakpahan (2023), and Dwiastuti & Satyanegara (2022), with the findings of the study demonstrating that supply chain performance is positively and significantly immpacted by commitment. So that the second hypothesis (H2) in this study can be accepted.
- 3. Trust positively and significantly influence on Information Sharing. The results are obtained if the t-statistic value is 2.245> 1.69 and the p-value is 0.012<0.05. These findings are supported by the magnitude of the parameter coefficient of 0.368. Its results are in line with those of studies by (Pravitasari & Raharso, 2017), (Gunawan & Arianto, 2024), (Fadhilah & Darmawulan, 2024), (Mardiana, 2023), and (Elianto & Wulansari, 2016), considering studies that demonstrate that trust significantly improves information sharing. So that the third hypothesis (H3) in this study can be accepted.
- 4. Commitment is positively and significantly influence on Information Sharing. The results obtained if the t-statistic value is 1.965> 1.69 and the p-value is 0.025<0.05 are supported by the size of the parameter coefficient of 0.321. The results of the study show that commitment has a large and positive impact on information sharing, which is in line with research by Verianto (2019), Gunawan & Arianto (2024), Tandayong dan Edalmen (2019), (Maulana, 2018), and Dwiastuti (2022), given the study's findings demonstrating that dedication significantly and favorably influences information sharing. So that the fourth hypothesis (H4) in this study can be accepted.
- 5. Information Sharing is positively and significantly influence on Supply Chain Performance. These results are evidenced by the magnitude of the parameter coefficient of 0.617, then the results obtained if the t-statistic value is 5.152> 1.69 and the p-value is 0.000 < 0.05. The studies findings are consistent with those of research by Huda et al., (2018), Tutuhatunewa (2018), (Kusmantini et al., 2020), Puspita (2021), Mukhsin (2021), with the study's findings demonstrating that information exchange significantly and favorably impacts supply chain performance. So that the fifth hypothesis (H5) in this study can be accepted.

Table 6 shows the results of indirect hypothesis testing. The table is as follows:

Table 6 Indirect Effect Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Trust -> Information Sharing -> Supply Chain Performance Commitment ->	0.227	0.252	0.131	1.733	0.042
Information Sharing -> Supply Chain Performance	0198	0.232	0.117	1.690	0,045

Source: Data Analyzed, 2024

Based on table 6, the results of the calculation of the indirect effect relationship between constructs above, the results of the mediation test are as follows:

- 1. The relationship between trust and supply chain performance is positively and significantly impacted by information sharing. A p-value of 0.042 <0.05, a t-statistic value of 1.733> 1.69, and a beta coefficient value of 0.227 all support this conclusion. The outcomes of the study show that information sharing can significantly and successfully buffer the relationship between supply chain performance and trust, which is consistent with earlier research by Setiawan et al., (2022). So that the sixth hypothesis (H6) in this study can be accepted.
- 2. Information sharing acts as a mediator in the relationship between supply chain performance and commitment, with a marginally beneficial impact. This result is evidenced by a beta coefficient value of 0.198, a t-statistic value of 1.690< 1.693 and a p-value of 0.045 < 0.05. These findings contradict those of earlier research by Dwiastuti & Satyanegara (2022) which showed that information sharing can positively and significantly impact the relationship between commitment and supply chain performance. Thus, the seventh hypothesis (H7) in this study is rejected.

Information sharing as a mediator variable can only positively and significantly mediate one relationship, specifically, how supply chain performance and trust are related, based on the findings of mediation testing with SmartPLS software. The variable of information sharing in mediating the relationship between trust and supply chain performance in a positive and significant manner is classified as full mediation, according to the mediation analysis procedure used to determine the type of mediation. This is because, although trust has no significant direct effect on supply chain performance, it has a significant indirect effect through information sharing. In the meantime, the information sharing variable is unable to favorably and significantly mediate the relationship between supply chain performance and commitment.

CONCLUSION AND SUGGESTION

Conclusions can be made based on the results and discussion of how trust, commitment, and information sharing affect supply chain performance (PD SRIMANDI case), where trust and commitment as independent variables, information sharing as a mediating variable, and supply chain performance as the dependent variable, conclusions can be

drawn. First, trust has a positive and insignificant impact on supply chain performance, hence, greater trust has minimal bearing on better supply chain performance. Second, supply chain performance is favorably and strongly impacted by commitment; that is, the more committed the supply chain, the better the supply chain performs. Third, information sharing is positively and significantly impacted by trust, the higher the level of trust, the better the information sharing. Fourth, commitment has a positive and significant effect on information sharing, which means that the better the commitment, the better the information sharing. Fifth, information sharing is positively and significantly influence on supply chain performance, It implies that supply chain performance improves with improved information sharing. Sixth, information sharing is able to mediate the relationship between trust and supply chain performance, as seen by the positive and considerable impact that trust has on supply chain performance. Better information sharing builds trust, which in turn promotes improved supply chain performance. Seventh, Information sharing cannot act as a mediator in the relationship between commitment and supply chain performance. Rather, commitment has a positive and negligible impact on supply chain performance. The relationship between supply chain performance and commitment does not improve with increased information sharing.

Based on the R-square test, the structural model reveals that the information sharing variable has an R-square value of 0.379, falling into the moderate category. This indicates that the variables of commitment and trust account for 37.9% of the variance in information sharing, while other variables not included in the study account for 62.1%. The supply chain performance variable's R-square value is 0.747, falling into the strong category. This indicates that the variables of commitment, trust, and information sharing account for 74.7% of the variance in supply chain performance, with other variables accounting for 25.3%.

The researcher offers some suggestions based on the results and limitations of the current study, which may be considered by pertinent parties or by researchers in the future. First, PD SRIMANDI is recommended to monitor trust while putting in more concentrated effort, as this study refutes the idea that trust has a favorable and significant influence on supply chain performance. PD SRIMANDI should be more aware of elements that could affect supply chain performance among partners by enhancing communication and enhancing accountability for activities. Then, as this is one of the most important factors in influencing or enhancing supply chain performance, it would be ideal if the participants in this activity assessed their work on their own. Second, according to the hypothesis's findings, supply chain performance is not significantly impacted by the trust variable. Therefore, future research is recommended to explore more deeply related to trust indicators that are more relevant to the object of research, to identify specific aspects of trust that may have more impact on supply chain performance.

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