

## Collaboration and Integration Role in Mediating the Effect of Trust and Commitment on Supply Chain Performance

### ABSTRACT

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The rise of the coffee shop business there is fierce competition in this industry. To remain competitive and succeed in the market, specific strategies are essential for achieving a competitive advantage. One common approach businesses use is to secure lower prices for raw materials to boost profits. To implement this strategy, supply chain management is necessary to help companies organize resource utilization and ensure that production is conducted in an efficient and balanced manner. The purpose of this study was to analyze the effect of trust and commitment on supply chain performance through collaboration and integration in coffee shops in Sleman Regency. The respondents involved in this study were 125 and analyzed using the SmartPLS3 application with non-probability convenience sampling techniques. The results of the analysis that has been carried out show that trust has a positive effect on collaboration, integration, and supply chain performance. Commitment has a positive effect on collaboration, integration, and supply chain performance. Collaboration has a positive effect on supply chain performance. Integration has no positive influence on supply chain performance. The results of this study can be taken into consideration for coffee shop businesspeople to realize the importance of trust, commitment, collaboration, and integration in supply chain performance.

**Keywords:** Supply Chain Performance; Trust; Commitment; Collaboration; Integration

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### INTRODUCTION

Since the rapid advancement of technology and information has made businesses globally experience development and intense and competitive competition. Companies are required to continuously improve the effectiveness and efficiency of business processes in order to maintain a competitive advantage. Intense competition is experienced by all industries in various sectors, including the F&B (food and beverage) industry whose growth is quite significant along with changes in lifestyle and consumer preferences.

The rise of the coffee shop business is a direct response to the changing modern lifestyle. Nowadays, cafes are not only a place to drink coffee, but also a center for social activities and productivity. The rise of the coffee shop business is also happening in the city of Yogyakarta. Reporting from Kumparan (2022) there are at least 3,000 coffee shops spread across Yogyakarta, including in Sleman Regency. This indicates the increasing consumer demand for coffee shops (Jaya, 2023). In line with the rise of coffee shop openings, there is fierce competition in this industry. To survive and excel in the market, certain strategies are needed to achieve competitive advantage. A common strategy used by businesses is to obtain lower raw material prices to obtain higher profits. In order to achieve this strategy, supply chain management is needed to assist companies in organizing the use of resources and ensuring production is carried out in an appropriate and balanced manner (Edbert & Pakpahan, 2023).

Supply chain management covers the entire business process, starting from the process of receiving raw materials, managing each part of the production activity chain, until the product is ready for consumption. In supply chain activities, there are components called channels, namely suppliers, distributors, companies or manufacturers, and retailers, each of which has various activities that support each other and are responsible for meeting consumer needs (Jiwa et al., 2009). Supply chain management helps companies in projecting market demand so that the production process can run more efficiently, thus preventing losses due to excess product stock. Supply chain management also helps companies improve product quality and reduce the possibility of damage during the delivery process. Therefore, it is very important to maintain the performance of the supply chain by conducting regular performance evaluations.

In implementing an effective supply chain, companies must make suppliers partners of a long-term strategy to meet changing market demands, ensure high product quality, and reduce costs (Munizu, 2017). It can be said that the current and future success of the company largely depends on the ability of supply chain managers to obtain and build strong partnership relationships with various partners (Fawcett et al., 2014). According to Kwon & Suh (2004), the success of supply chain management depends on the level of trust and commitment held by all parties involved in the supply chain.

Trust is a key factor in enhancing supply chain effectiveness. Trust between businesses and suppliers fosters transparency, minimizes risks, and strengthens collaboration (Edbert & Pakpahan, 2023). Previous studies have shown that trust positively influences supply chain performance (Nurjanah et al., 2023). However, research by Lee & Kim (2023) suggests that without strong trust, companies and suppliers tend to exhibit opportunistic behavior, which can hinder supply chain efficiency. Additionally, some studies argue that organizations within a supply chain do not always build relationships based on trust but instead prioritize risk management and business interests (Cousins, cited in Hines, 2024). These differing findings highlight the need for further research on the role of trust in supply chains, particularly within the F&B industry.

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The trust that grows in suppliers and companies in the context of supply chains is a major factor in achieving efficient cooperation. Without a strong sense of trust between the company and its suppliers, it can lead to opportunistic behavior from one party or even both (C. Lee & Kim, 2023). In addition, lack of trust also results in duplication of effort, which is two or more parties doing the same work repeatedly without coordination, causing waste (Chopra, 2019).

In addition to trust, supply chain collaboration is another crucial factor in improving supply chain performance. Collaboration is an important aspect in the selection of supply chain members because it is considered to have a greater opportunity to provide and receive maximum benefits to the supply chain members. Baah et al (2022) stated that collaboration among supply chain partners encourages cost reduction, risk sharing, complementary assets, rapid learning, and others. The high level of collaboration can encourage an increase in the company's supply chain performance. Research by Muhammad (2020) has shown that collaboration positively impacts supply chain performance. However, some studies suggest that collaborative approaches are not always the most effective strategy in supply chains due to the complexity of competitive business relationships (Cox, cited in Hines, 2024). This indicates uncertainty regarding the effectiveness of collaboration in supply chain performance, necessitating further research to understand how collaboration contributes to the coffee shop industry in Sleman.

In the context of supply chains, partnership relationships have long-term goals based on a relational approach (Munizu, 2017). To establish a long-term relationship, it requires high commitment from the parties involved. The stronger the commitment based on satisfaction and trust, the higher the quality of the channel relationship between suppliers and distributors (Edbert & Pakpahan, 2023). Jang & Lee (2022) mentioned that building an efficient supply chain is driven by increased commitment between buyers and sellers. To build an efficient buyer-supplier relationship, both parties are required to extend interactions as comfortably as possible. Relationship commitment also plays a role in reducing costs in the supply chain. Building commitment in relationships with suppliers allows companies to get incentives in the form of reduced shipping costs to customers, which has the potential to reduce operating costs (Abdullah & Musa, 2014). The results of research by Apriadi et al (2024) show that commitment has a positive effect on supplier performance.

The high level of global competition, especially in the F&B industry, demands a strong relationship between company management, suppliers, and customers. One of the best strategies to improve supply chain performance is supply chain integration (C. W. Lee et al., 2007). Supply chain integration refers to the extent to which companies and supply chain partners strategically work together to manage processes outside and inside the organization to achieve the flow of products and services, information flow, money flow, and obtain effective and efficient decisions, with the aim of providing maximum value to customers at low cost and high speed (Zhao et al., 2013).

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Supply chain integration is considered to be able to create benefits because it allows real-time information exchange from upstream (suppliers) to downstream (customers) so as to reduce lead times and can reduce negative impacts such as the *bullwhip* effect, and improve overall performance (Lee et al., 2007). Supply chain integration in the implementation of supply chain management can increase the efficiency and effectiveness of business processes, improve product quality and increase customer satisfaction, and play a role in increasing visibility and transparency in the supply chain, which in turn can reduce risk and improve delivery accuracy (Edbert & Pakpahan, 2023). Several studies have indicated that supply chain integration positively influences the improvement of a company's financial performance and enhances inter-organizational performance Jang & Lee (2022). However, limited research has specifically examined the role of integration as a mediating variable in the relationship between trust, collaboration, and supply chain performance, particularly in the F&B industry.

Based on these considerations, this study aims to analyze the influence of trust and commitment on supply chain performance by considering the role of collaboration and integration as a mediating variable in the context of coffee shop businesses in Sleman Regency. This research is expected to contribute to the academic understanding of supply chain dynamics in the F&B industry while providing practical insights for business practitioners on effectively managing supply chain relationships to enhance their market competitiveness.

## **LITERATURE REVIEW**

### ***Supply Chain Management***

Supply chain management encompasses all activities that involve managing the flow of goods and services from suppliers to end customers. The goal is to achieve competitive advantage, maximize value, improve efficiency, and effectively meet customer needs (Chatra et al., 2023). According to Sari (2023) supply chain management is a series of techniques that aim to perfect the integration between suppliers, manufacturers, storage facilities, and warehouses. With the supply chain, companies can ensure that products are produced and distributed in the right quantity, at the right location, and at the right time, so that costs can be minimized and customer service levels can be improved. Supply chain management describes a network consisting of various companies that work together synergistically with the aim of creating, managing, and delivering products to the end user (Sholeh, 2023).

### ***Supply Chain Performance***

Supply chain performance, as defined by Owot et al. (2023), refers to the overall improvement in the operational stages of a business at both the individual level and across all partners involved in the supply chain. According to Stevenson & CheeChuong (2014) in Mukhsin (2023), supply chain management is strategic planning that involves

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every organizational partner in supply chain activities with the ultimate goal of integrating demand and supply management. Companies that develop effective supply chain management systems for their business will gain several advantages, such as cost reduction, increased productivity, enhanced customer loyalty, and improved profitability. Therefore, every company needs to ensure that its supply chain performance is running optimally.

### **Trust**

Trust in the context of supply chains, according to Collier & Sarkis (2021), is a consumer's perception of a company as an entity that will act with consistency, integrity, ethics, and will not display opportunistic behavior when interacting with consumers. The partnership relationship between a company and its suppliers heavily relies on trust. Trusting one another is a necessary condition to ensure the continuity of the relationship. To enhance mutual trust, all members must show respect for each other, refrain from misusing information obtained from collaboration to harm one another (Hines, 2024). Absolute trust is essential in supply chain relationships.

### **Commitment**

Mukhsin (2022) defines commitment as the desire to continually maintain the value of a relationship. In the context of supply chains, the improvement of relationships and commitment between buyers and sellers contributes to the formation of a more efficient supply chain (Jang & Lee, 2022). Relationship commitment reflects the attitude of supply chain partners in maintaining a stable and sustainable reciprocal relationship (Wang et al., 2018). Relationship commitment also helps reduce supply chain costs through incentives offered by suppliers, such as shipping discounts to customers, thus reducing overall supply chain costs (Abdullah & Musa, 2014).

### **Collaboration**

Collaboration in the supply chain is a form of partnership between two or more companies that share common goals to improve their capabilities and performance efficiency to achieve more optimal results (Novijanti et al., 2023). In other words, collaboration refers to when companies work together to achieve mutual benefits. Effective collaboration offers benefits such as cost reduction, improved quality, more efficient production cycles, and the provision of unique services. According to Fawcett et al. (2014), there are four decision-making aspects that can be used to promote more effective collaboration: (1) relationship management; (2) performance measurement; (3) empowerment of human resources; (4) information sharing.

### **Supply Chain Integration**

Integration is the process of uniting various elements or activities into a harmonious whole, which can strengthen relationships across the stages of the value chain, facilitate

decision-making, encourage value creation, and facilitate the flow of information, knowledge, equipment, and assets from suppliers to end customers (Mukhsin & Suryanto, 2023). To sustain competitive advantage, integration with supply chain partners is crucial because the ultimate goal of supply chain integration is to maximize the value provided to customers through the smooth flow of goods, materials, and data across the entire supply chain (Ramirez et al., 2021). Supply chain integration is the key to gaining a competitive advantage in a competitive market, and companies that successfully integrate all components of their supply chain will gain advantages in cost, speed, and flexibility in adapting to and managing disruptions. Supply chain integration can improve and enhance information exchange based on trust (Hanggara et al., 2019).

### ***Hypothesis Development***

Trust in the context of supply chains according to Collier & Sarkis (2021) is a consumer perception of a company as an entity that will act with consistency, integrity, ethics, and will not show opportunistic behavior when interacting with consumers. Trust plays an important role in building strong relationships between companies and their suppliers in the supply chain process. Companies and their suppliers must build trust in each other, because trust can increase competitive advantage in the supply chain, for example, suppliers who can meet the company's raw material needs will increase the company's flexibility in dealing with fluctuations in customer demand more responsively and efficiently (Setiawan et al., 2022). The importance of fostering a sense of trust can create a basis for business relationships, integration and companies can focus on common interests. According to Zhang & Huo (2013), an organizational environment in which supply chain partners take the initiative to carry out supply chain activities that increase success in supply chain activities can form a sense of trust. Ultimately, true trust can be realized only if both parties mutually agree that trust exists (Fawcett et al., 2014).

Edbert & Pakpahan (2023) stated that commitment as a motivation in maintaining and maintaining the relationship between the company and supply chain partners, commitment is a very crucial variable in determining the success of a relationship. Improved relationships and commitment between buyers and sellers play a role in creating a more efficient supply chain (Jang & Lee, 2022). Commitment in the supply chain, especially between suppliers and companies, helps companies get maximum benefits. A strong commitment with suppliers can ensure accuracy in meeting needs according to demand, and good and satisfying service from suppliers can ensure the quality provided is the best (Apriadi et al., 2024). According to Wang et al. (2018) high commitment can encourage partners to share information, set common goals, and integrate resources.

Hypothesis 1. Trust positively affects collaboration in the supply chain.

Hypothesis 2. Trust positively influences integration in the supply chain.

Hypothesis 3. Commitment positively influences supply chain collaboration.

Hypothesis 4. Commitment positively influences integration in the supply chain.

Collaboration in the supply chain between companies and their suppliers is one of the most important elements in increasing competitive advantage. Collaboration in the supply chain is a collaboration between a company and its suppliers where cooperation occurs to achieve business goals together (Jang & Lee, 2022). Furthermore, Baah et al. (2022) highlighted the relevance of collaboration among partners in the supply chain by suggesting that collaboration between companies and their suppliers results in benefits, including risk sharing, cost reduction, asset diversity, rapid learning, and other benefits. In supply chain collaboration, all parties involved can see the benefits and values that will be felt from this cooperation (Ramanathan & Ramanathan, 2021). Appropriate collaboration in the supply chain, which focuses on information sharing, goals, and continuous communication can significantly affect supply chain performance (Baah et al., 2022). By collaborating, companies and their suppliers can achieve mutual benefits and optimize overall supply chain performance. Based on the description above, the hypotheses in this study can be formulated, namely:

Hypothesis 5. Collaboration has a positive impact on supply chain performance.

According to Mukhsin & Suryanto (2023) supply chain integration is a complex collaborative process between companies, suppliers, and consumers. Supply chain integration that can run well can improve operational efficiency and increase financial benefits, and can satisfy all parties. To maintain a sustainable competitive advantage, integration with supply chain partners is very important because the ultimate goal of supply chain integration is to maximize the value provided to customers through facilitating the smooth flow of goods, materials, and data throughout the supply chain (Ramirez et al., 2021). Research conducted by Koçoglu et al. (2011) shows that supply chain integration categorized by supplier integration, customer integration, and inter-organizational integration has an effect on improving supply chain performance through: (1) the ability to identify assets owned for use in various situations or with partners in the supply chain; (2) the opportunity to acquire new knowledge and skills by learning from external sources that have different expertise and experience; (3) effective utilization of resources through the division of labor among supply chain partners based on specialization; and (4) centralized control over a decentralized set of entities in the chain.

Hypothesis 6. Integration has a positive impact on supply chain performance.

Companies that actively involve their suppliers can achieve better supply chain performance than those that do not (Firmansyah & Siagian, 2022). Muhammad (2020) states that trust is a key factor in building mutually beneficial and sustainable relationships in the supply chain. Thus, partnerships or cooperation based on a sense of

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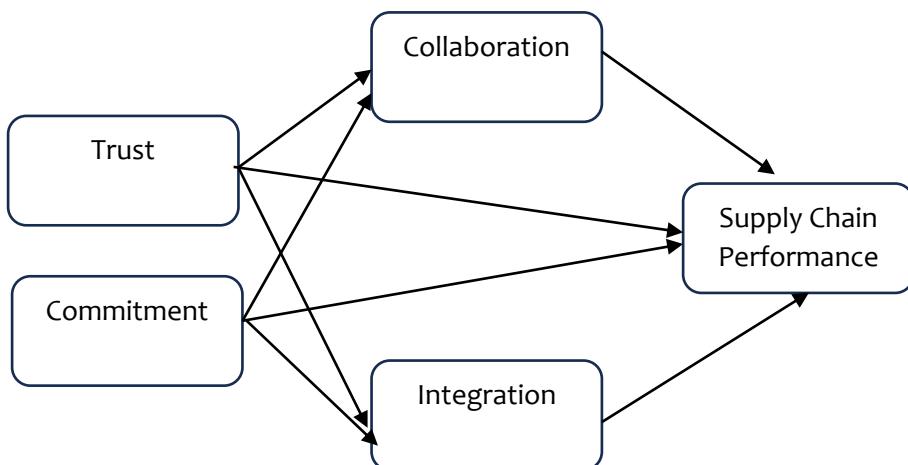
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trust can benefit all parties involved in the supply chain. Research by Dwiaستuti et al. (2023) proves that commitment has a positive and significant effect on supply chain performance. Stronger commitment can improve supply chain performance through good coordination with suppliers, supplier accuracy in fulfilling store products, excellent service from suppliers to stores, and supplier confidence in the quality of goods provided. Based on the description above, the hypotheses in this study can be formulated, namely:

Hypothesis 7. Trust has a positive impact on supply chain performance.

Hypothesis 8. Commitment has a positive impact on supply chain performance.

### **Hypothesis of the research**



**Source :** Figure by authors

**Figure 1.** Hypothesis of the research

## **METHODOLOGY**

### ***Sample Criteria***

This research adopts a quantitative approach, using numerical data obtained through structured data collection methods such as surveys or questionnaires. The main focus of this research is on measurable variables and instruments, with a specific emphasis on understanding the impact of trust and commitment on supply chain performance through collaboration and integration. The object of this research is coffee shops in Sleman Regency, chosen for their relevance in the context of supply chain dynamics, trust, and collaboration. The coffee shop industry in Sleman has seen rapid growth, and these businesses rely heavily on strong relationships with suppliers for raw materials

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such as coffee, milk, and other ingredients. Trust and commitment in these supplier relationships are crucial for ensuring product quality and operational efficiency. Therefore, examining the impact of trust and commitment on supply chain performance in this setting is both timely and significant.

The sample for this study includes owners, supervisors, or managers of coffee shops in Sleman who are responsible for managing supplier relationships. The convenience sampling technique was used, which is suitable for this study due to its accessibility, speed, and cost-effectiveness. The minimum number of samples was determined using the "10-times rule," as proposed by Hair et al. (2022), where the sample size is calculated based on 10 times the number of independent variables in the research framework, resulting in 125 respondents from the coffee shops in Sleman.

### **Measurement and Research Design**

This research data uses a questionnaire as a data collection medium. The questionnaire is a data collection method that is carried out by presenting a series of questions or written statements to respondents to be filled in (Mukhsin, 2022). This study used a questionnaire distributed to supervisors, owners, or managers of coffee shops in Sleman Regency as a data collection technique. After the questionnaire data is collected, then the measurement of the questionnaire content is carried out. The questionnaire measurements in this study used Likert scale measurements. According to Sekaran & Bougie (2016) the Likert scale is a scale used by researchers to measure how strongly respondents agree with a question on a five-point scale with weights Value 1 = strongly disagree, b) Value 2 = disagree, c) Value 3 = neutral, d) Value 4 = agree and e) Value 5 = strongly agree.

The Variable Operational Definition (DOV) is Supply chain performance adapted from Jang & Lee (2022), the indicators : shares production schedules with key suppliers, shares information about inventory stock levels with key suppliers, shares information about customer demand forecasts with key suppliers, actively involves key suppliers in various matters, such as product design, procurement, and production processes. Trust can be measured using 3 indicators adapted from Jang & Lee (2022), which are: believes that our suppliers do their work well, believes that our suppliers keep their promises, trusts its suppliers in terms of honesty and transparency. Commitment can be measured using 4 indicators: enjoys working with our suppliers, maintains relationships with our suppliers by sharing the same business views or principles, maintains relationships with suppliers by adopting a positive mindset, maintains relationships with suppliers by building loyalty (Wang et al., 2018). Collaboration adapted from Coyle et al (2013) & Jang & Lee (2022), 5 indicators: collaborates with suppliers to achieve common goals, recognizes the importance of collaboration with suppliers in the business operations of the coffee shop, understands that companies must cooperate to achieve the best results, understands the benefits gained from collaborating with suppliers, clear plan for collaborating with suppliers. Supply chain integration Adapted from Mukhsin & Suryanto

(2023); Jang & Lee (2022), 4 indicators: shares production schedules with key suppliers, shares information about inventory stock levels with key suppliers, shares information about customer demand forecasts with key suppliers, actively involves key suppliers in various matters, such as product design, procurement, and production processes.

### **Data Analysis Techniques**

In this study, researchers used the Partial Least Square (SEM-PLS) analysis tool. According to Hair et al. (2022) SEM-PLS is a multivariate statistical analysis method used by researchers to develop theories in their research, such as in testing theoretical or conceptual models that determine the correlation of several variables and their causal relationships. One of the main reasons for choosing SEM-PLS is its ability to handle complex data and relationships between variables that are causal and non-linear, as well as its ability to manage data with relatively small sample sizes compared to other statistical methods. Furthermore, SEM-PLS is more flexible in estimating models involving multiple latent variables and indicators.

## **RESULTS**

### **Convergent Validity**

Convergent validity is used to measure the extent to which item variation can be explained, as well as whether the indicators of a construct have a positive relationship with the construct. The assessment is based on the Average Variance Extracted (AVE), where if the AVE value is  $> 0.50$  and the Outer Loadings value is in the range of 0.50 to 0.60, then the research results can be considered valid (Hair et al., 2022).

The AVE value of each variable, namely trust, commitment, collaboration, integration, and supply chain performance has an AVE value greater than 0.50, meaning that all variables are valid. The AVE value of each variable can be seen in the Table 1.

**Table 1.** AVE Test Result

<b>Variable</b>	<b>AVE</b>
SCP	0.656
TR	0.643
CM	0.685
CL	0.690
IG	0.626

**Source:** Primary Data Processing, 2024

### **Discriminant Validity**

This study uses the Cross Loadings criterion to test discriminant validity. Cross Loadings itself refers to the correlation between indicators and other constructs in the model. Based on this criterion, when assessing the validity of an indicator in a particular

construct, its loading value should be higher on that construct than its correlation with other constructs in the model. This criterion ensures that the indicator has a stronger association with the construct being measured than with alternative constructs.

**Table 2.** Cross Loadings Test Result

Item	SCP	TR	CM	CL	IG
SCP1	<b>0.894</b>	0.563	0.542	0.548	0.521
SCP4	<b>0.787</b>	0.453	0.488	0.391	0.337
SCP6	<b>0.833</b>	0.460	0.475	0.493	0.383
SCP8	<b>0.715</b>	0.344	0.472	0.453	0.337
TR1	0.455	<b>0.836</b>	0.545	0.475	0.535
TR2	0.464	<b>0.753</b>	0.512	0.516	0.437
TR3	0.451	<b>0.814</b>	0.500	0.468	0.587
CM1	0.506	0.461	<b>0.883</b>	0.584	0.467
CM2	0.455	0.604	<b>0.769</b>	0.577	0.522
CM4	0.551	0.538	<b>0.828</b>	0.596	0.519
CL1	0.526	0.512	0.569	<b>0.856</b>	0.395
CL4	0.477	0.416	0.569	<b>0.788</b>	0.426
CL5	0.485	0.570	0.627	<b>0.847</b>	0.409
IG1	0.449	0.477	0.432	0.428	<b>0.782</b>
IG3	0.371	0.471	0.544	0.355	<b>0.831</b>
IG4	0.352	0.492	0.468	0.385	<b>0.759</b>

**Source:** Primary Data Processing, 2024

Table 2 shows that all variable items are declared valid because the loading value of each item on its construct is greater than its correlation with other constructs in the model. Thus, the latent variables in this study have been accurately explained by their indicators or manifest variables, and the research variables show strong and valid discriminant validity.

### Reliability Test

Reliability testing in this study uses Composite Reliability, which is a measure of internal consistency and is considered to provide a good balance. A value can be considered reliable if the composite reliability value exceeds 0.70. Table 3 shows that all variables have a value above 0.70, meaning that all variables are reliable.

**Table 3.** Reliability Test Result

Variable	Score
SCP	0.883
TR	0.844
CM	0.867
CL	0.870
IG	0.834

**Source:** Primary Data Processing, 2024

**Testing the Structural Model (Inner Model)**

**Collinearity Test**

Collinearity Test uses Collinearity VIF to ensure that the presence of collinearity does not have a significant impact on structural model estimation. The VIF value that indicates the absence of collinearity deviations in the model must be below 3. The results of the collinearity test for each variable in this study are below 3, meaning that there are no collinearity deviations in the research model.

**Table 4.** AVE Test Result

Variable	SCP	TR	CM	CL	IG
SCP					
TR	2.091			1.718	1.718
CM	2.604			1.718	1.718
CL	2.169				
IG	1.812				

**Source:** Primary Data Processing, 2024

**Coefficient of Determination (R-square)**

The coefficient of determination is used to assess the effect that independent or exogenous variables have on dependent or endogenous variables. The coefficient of determination also describes the predictive power of the model measured based on the squared relationship between the estimated value and the actual value of a particular endogenous variable.

**Table 5.** R-square Test Result

Variable	R-square	Adjusted R-square
SCP	0.457	0.439
TR	0.539	0.531
CM	0.448	0.531

**Source:** Primary Data Processing, 2024

**Hypothesis Test**

In hypothesis testing, researchers use the path coefficient to determine the direction of hypothesis testing with the analyzed metric having a range of values from minus one (-1) to one (1). When a variable shows a value between zero (0) and minus one (-1), it means that the relationship is negative. When a variable shows a value between zero (0) and one (1), the relationship is positive. Researchers use the SmartPLS 3 application to test

hypotheses through bootstrapping techniques. The principle in testing this hypothesis is that the P-value must be less than 0.05 and the T-statistics value is more than 1.96.

**Table 6.** Hypothesis Test Result

Item	SCP	TR	CM	CL
TR > CL	0.251	2.862	0.004	H1 supported
TR > IG	0.365	3.890	0.000	H2 supported
CM > CL	0.546	5.989	0.000	H3 supported
CM > IG	0.372	3.352	0.001	H4 supported
CL > SCP	0.235	2.197	0.028	H5 supported
IG > SCP	0.105	1.037	0.300	H6 not supported
TR > SCP	0.201	2.034	0.043	H7 supported
CM > SCP	0.251	2.011	0.045	H8 supported

**Source:** Primary Data Processing, 2024

#### **Predictive Relevance (Q-square)**

Predictive Relevance aims to measure how effective the model is in predicting the variance of the dependent variable. This measurement uses the blindfolding technique as Q-square with the condition that if the Q-square value is greater than zero (0), then Q-square is considered a good measure. However, if the Q-square value is less than zero (0), it is considered a bad measure. The results of the Q-square value of this study in each variable are more than zero (0), meaning that this research model has accuracy in relevant relationships.

**Table 7.** Q-squareTest Result

Variable	SSO	SSE	Q-square
SCP	500.000	362.000	0.276
TR	375.000	375.000	
CM	375.000	375.000	
CL	375.000	239.601	0.361
IG	375.000	281.087	0.250

**Source:** Primary Data Processing, 2024

## DISCUSSION

#### **Trust and Collaboration**

The results of this study align with previous research by Setiawan et al. (2022), which suggests that helping each other deal with problems and the supplier keep promises impacts collaboration on both sides with the supplier to bear the risks faced by the company, and suppliers' participation in partnership results from the company's high trust in suppliers. The results of this study show that trust is fundamental in fostering collaboration between businesses and their suppliers. In this context, the trust

developed between coffee shops in Sleman Regency and their suppliers enables both parties to fulfill agreements and collaborate effectively in problem-solving. Trust plays a significant role in facilitating improved supply chain performance, as it encourages openness, honesty, and the fulfillment of commitments. Unlike previous studies, this research highlights the importance of building strong, mutual trust to enhance collaboration in the coffee shop supply chain, emphasizing the need for openness and integrity in the relationship.

### ***Trust and Integration***

This research supports previous findings by Ramirez et al. (2021) and Edbert & Pakpahan (2023), which indicate that commitment between coffee shops and suppliers is key to effective supply chain integration. A committed relationship allows coffee shops to address challenges such as fluctuating demand, logistical issues, and quality control. This study adds to the literature by emphasizing the necessity of mutual satisfaction between the coffee shop and its suppliers. It is not only about operational efficiency but also about ensuring that suppliers are motivated and satisfied with the relationship, which fosters a positive and ongoing collaboration.

### ***Commitment and Collaboration***

The results in this study support the results of previous research by Jang & Lee (2022), where the commitment of coffee shops in sharing information related to the process of supply chain activities to their suppliers will increase collaboration between them and maintain the competitive advantage of coffee shops. Strengthening the commitment between coffee shops and their suppliers can increase market competitiveness. Commitment in supply chain activities can encourage collaboration between coffee shops and their suppliers in the long term. This can be done by aligning the goals of each company. The study emphasizes that commitment is not only about fulfilling immediate objectives but also aligning long-term goals with suppliers. This can foster a sustainable collaboration that benefits both parties, allowing them to maintain competitiveness in a dynamic market. The difference in this study lies in the emphasis on the importance of mutual long-term goals to solidify the commitment between coffee shops and their suppliers.

### ***Commitment and Integration***

The results in this study support the results of previous research by Ramirez et al. (2021) and Edbert & Pakpahan (2023), that when a company successfully integrates and manages its supply chain, it gains a competitive edge in operational efficiency, responsiveness to market changes, and the ability to deliver products that meet customer expectations in both quality and quantity. This research emphasizes that the commitment formed has supported coffee shop operations by building and maintaining positive relationships with its suppliers so as to increase the effectiveness of supply

chain integration. As a result, coffee shops can meet consumer demand, increase production, overcome logistical problems, and handle fluctuating demand for raw materials. A strong commitment between coffee shops and suppliers is important to achieve optimal integration in supply chain activities. Coffee shops in Sleman Regency must maintain a reciprocal relationship with their suppliers so that suppliers feel happy when working with the coffee shop. This study adds to the literature by emphasizing the necessity of mutual satisfaction between the coffee shop and its suppliers. It is not only about operational efficiency but also about ensuring that suppliers are motivated and satisfied with the relationship, which fosters a positive and ongoing collaboration.

### ***Collaboration and Supply Chain Performance***

The results in this study support the results of previous studies by Daulay et al. (2022), Muhammad (2020), and Baah et al. (2022), that when coffee shops and their suppliers collaborate, it creates flexibility that can respond to changes in customer demand and market trends more quickly. Collaborating also allows coffee shops and their suppliers to make decisions faster, thereby improving supply chain performance. Collaboration between coffee shops and their suppliers can improve supply chain performance. All parties must understand the benefits that can be obtained when collaborating. The study contributes to existing research by underlining the importance of understanding the mutual benefits of collaboration, which leads to better performance outcomes.

### ***Integration and Supply Chain Performance***

The results in this study do not support the results of previous research by Edbert & Pakpahan (2023) which states that integration has a positive influence on supply chain performance. The results of research by Jang & Lee (2022) also state that integration has a positive influence on supply chain performance, both financially and non-financially. This discrepancy may be due to the relatively low average scores for the integration and supply chain performance variables in this research. The coffee shops in Sleman Regency have not yet maximized the potential benefits of integration, such as sharing production schedules, stock levels, and demand forecasts with their suppliers. These aspects need to be addressed to enhance the integration efforts and improve overall supply chain performance. This study suggests that more effective integration strategies are required to boost the efficiency of the supply chain.

### ***Trust and Supply Chain Performance***

This study reinforces the findings of Setiawan et al. (2022) and Daulay et al. (2022), where trust between coffee shops and their suppliers positively influences supply chain performance. The trust that coffee shops in Sleman Regency build with their suppliers ensures timely delivery of raw materials, correct quantities, and high-quality inputs, all of which contribute to the coffee shop's operational success. By fostering high trust, coffee shops can minimize inefficiencies and waste, leading to enhanced supply chain

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performance. This research highlights how trust plays an essential role in streamlining operations and reducing redundancies in the supply chain.

### ***Commitment and Supply Chain Performance***

The findings in this study are in line with research by Edbert & Pakpahan (2023) and Jang & Lee (2022), which suggest that effective supply chain integration, driven by commitment, helps manage raw material stocks, reduces production costs, and improves responsiveness to market changes. Moreover, optimized supply chain activities help maintain product quality and stabilize operations, which leads to increased customer satisfaction. The study adds value to existing research by highlighting that coffee shops in Sleman Regency can enhance their supply chain performance by cultivating deeper commitments with their suppliers, ensuring a steady supply of high-quality raw materials and stable production processes.

## **CONCLUSION**

This study analyzes the influence of trust and commitment on supply chain performance through collaboration and integration in coffee shops in Sleman Regency, Yogyakarta Special Region (DIY). The findings conclude the following: Trust has a positive effect on Collaboration. Trust has a positive effect on Integration. Commitment has a positive effect on Collaboration. Commitment has a positive effect on Integration. Collaboration has a positive effect on Supply Chain Performance. Integration doesn't have a positive effect on Supply Chain Performance. Trust has a positive effect on Supply Chain Performance. Commitment has a positive effect on Supply Chain Performance.

### ***Implications of the Research***

Coffee shops in Sleman Regency need to build strong trust with their suppliers to encourage better collaboration and improve supply chain performance. This trust can be built through transparency, honesty, and keeping promises. High trust forms the foundation for stronger integration, with both parties avoiding misuse of shared information. Commitment in supply chain activities fosters long-term collaboration by aligning company goals, while strong commitment is crucial for optimal supply chain integration. Coffee shops should maintain reciprocal relationships with their suppliers, ensuring they feel valued. Collaboration between coffee shops and suppliers can enhance performance, as all parties understand the benefits. However, integration has not yet led to improved supply chain performance, and coffee shops need to share key information like production schedules, stock levels, and processes. Ultimately, trust plays a key role in improving performance by minimizing wasted efforts, and maintaining strong relationships can help optimize overall supply chain effectiveness.

### Limitation and recommendations

This study involved 125 coffee shops spread across Sleman Regency, Special Region of Yogyakarta. However, due to the limited distribution of respondents, the results of this study may not be widely applicable outside the region. In addition, this study only focuses on the coffee shop business sector, so the results may not be relevant for other business sectors. It is hoped that future research can cover other business sectors to provide a more comprehensive picture. The focus of this research is also limited to the role of trust and commitment on supply chain performance through collaboration and integration, although it is possible that other variables also influence supply chain performance.

Based on the limitations of this study, the authors suggest that further research conduct a more thorough and even distribution of respondents with more specific criteria so that the selection of respondents is right on target. In addition, researchers are expected to examine various other industrial sectors to see possible differences in results related to different sectors. It is also recommended to consider other variables that may be influential in explaining supply chain performance.

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