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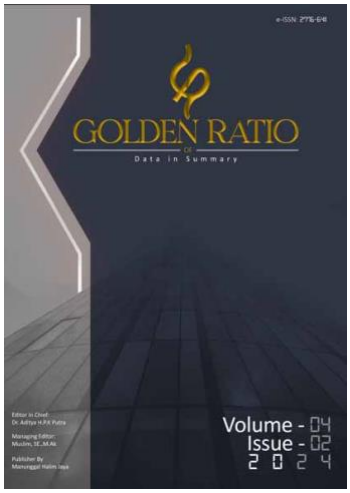

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DESCRIPTIVE OF QUANTITATIVE DATA | RESEARCH ARTICLE

The Effect of Information Sharing, Supply Chain Collaboration and Supply Chain Agility on Supply Chain Performance in Food and Beverage SME in the Bogor Region

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Abstract: This study analyzes the influence of information sharing, supply chain collaboration, and supply chain agility on supply chain performance in the food and beverage industry in the Greater Jakarta area. The main focus of this study is to evaluate the extent to which information sharing practices and collaboration between supply chain partners, as well as the ability of the supply chain to respond to change, affect overall supply chain performance. The method used was a survey with SME respondents in the food and beverage sector. The results showed that information sharing has a significant positive influence on supply chain collaboration and supply chain agility, which in turn improves supply chain performance. This research makes an important contribution to the development of supply chain management theory and practice, particularly in the context of SME in the food and beverage sector.

Keywords: SME, Supply Chain, Information Sharing, Collaboration, Agility, Performance

1. INTRODUCTION

Small, and Medium Enterprises (SME) play a very important role in the economies of many countries, including Indonesia. SME are known as the backbone of the economy due to their significant contribution to Gross Domestic Product (GDP), job creation, and poverty alleviation. According to data from the Ministry of Cooperatives and SME, SME contribute around 61% of Indonesia's GDP and absorb more than 99% of employment (Kominfo, 2021.). However, despite the huge contribution of SME, they also face significant challenges. These include limited access to capital, technology, and broader markets, as well as a lack of managerial skills and innovation. One of the main challenges often faced by SME is inefficient supply chain management. In the context of an increasingly complex and dynamic global economy, SME are faced with various challenges to remain competitive and sustainable. One crucial aspect that can help SME face these challenges is effective supply chain management. Good supply chain management not only involves managing the flow of goods and services, but also involves efficient information management among stakeholders in the supply chain.

Information sharing in the supply chain is an important step towards developing dynamic capabilities that improve supply chain practices and performance. According to Agyeman, et al (2022a) information sharing has significant direct and indirect impacts on supply chain performance. Accurate and timely information enables better visibility, increases the speed of response to market changes, and strengthens cooperation between supply chain partners. By sharing information, SME can reduce uncertainty, improve operational efficiency, and build stronger relationships with business partners. In addition to information sharing, supply chain collaboration is also an important factor in improving supply chain performance. According to Cao & Zhang (2011a) Supply chain collaboration is the process in which two or more independent companies work together to plan and execute supply chain operations. To achieve greater efficiency and match changing market needs, suppliers and customers must work together to utilize their resources and knowledge. Collaboration in the supply chain

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increases collaborative advantage and has a direct impact on company performance. The intermediate variable, collaborative advantage, enables supply chain partners to work together and deliver superior performance. Supply chain collaboration includes various aspects, such as collaborative communication, goal congruence, decision synchronization, incentive alignment, resource sharing, and joint knowledge creation. In addition, supply chain agility is also a crucial aspect in dealing with market dynamics. According to Gligor et al (2019), there are several dimensions that determine supply chain agility. One of them is the ability to change direction quickly; accelerate operations; scan the environment and anticipate; empower customers/customize; adjust tactics and operations (flexibility); and integrate processes inside and outside the company. Developing or improving supply chain agility is critical for businesses to cope with changes and disruptions in the market. Allocating resources to develop common agility and resilience features can help businesses maximize the impact of such investments and prevent redundancies and inefficiencies in the supply chain.

According to Flynn et al (2010) supply chain performance is defined as the performance of activities related to the flow of goods, information, and funds from suppliers to end consumers. Therefore, an agro-industrial supply chain performance measurement system is essential as it enables the agro-industrial sector to build their own competitiveness through supply chain strategies. Observation and evaluation can be done if indicators are available as references for measurement, assessment and evaluation. Several things are needed to create a SCM performance measurement system, including: 1) Determine the metrics to be measured and monitored to ensure compatibility between SCM strategy and metrics. 2) Conduct measurements on a regular basis. The flow of goods, data and funds from suppliers to end customers is known as the supply chain. Some argue that supply chain performance is measured by inventory that serves as a buffer for operations. If the inventory at each stage is related to money, the operations of each stage must be synchronized to reduce the buffer. The amount of inventory turned and the length of inventory are commonly used as measures of efficiency. Culinary businesses can use performance assessment as a tool to create strategies for running their business. Responsiveness and efficiency are key indicators of supply chain performance (Fabbe-Costes & Jahre, 2008).

2. LITERATURE REVIEW

2.1. Information Sharing

The theory expressed by (Kembro et al., 2017) also confirms that close and quality relationships can be built through information sharing. Information sharing is one of the key factors in the implementation of supply chain management that demonstrates a solid relationship between business partners involved in the supply chain. (Fei et al., 2015; Raweewan & Ferrell, 2018).. Information in the context of the supply chain includes data and analysis related to inventory, transportation, facilities, and customers throughout the supply chain. This information provides an opportunity for management to make the supply chain more responsive and efficient. With its potential, information is considered as one of the key factors in improving supply chain performance (Kankam et al., 2023).

2.2. Supply Chain Collaboration

Collaboration in supply chains has been the focus of extensive research since the mid-1990s, and collaborative concepts have spread across supply chain regions (Stevens & Johnson, 2016). This concept is reinforced by (Chicksand, 2015)(Chicksand, 2015), who emphasized the importance of equal risk and reward sharing in partnerships, which can only be realized if both parties feel interdependent for profit. Collaborative behaviors, such as joint problem solving and knowledge creation, positively affect operational performance. This includes improvements in on-time delivery, defect reduction, stable order cycles, customer satisfaction, and inventory turnover. (Economy et al.,

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n.d.). According to (Susanto & Othman, 2021) collaboration is a decision-making process between interdependent parties at different levels of the supply chain that involves joint ownership of decision-making and collective responsibility for outcomes.

2.3. Supply Chain Agility

Several studies show that supply chain agility has a significant impact on a company's business performance. (Goswami & Kumar, 2018; Irfan et al., 2020).. This agility affects the improvement of competitive performance in the company, both in terms of operations and finance. Good integration and cooperation between actors in the supply chain can create a competitive advantage. (Irfan et al., 2020). Agility does not only focus on the ability of how business actors respond to changes in the environment but becomes an overall ability within the company which includes organizational structure, information systems, logistics processes, and mindset. (Aprilia et al., 2021; Azevedo et al., 2012)..

2.4. Supply Chain Performance

Supply chain performance involves activities related to the flow of goods, information, and funds from suppliers to end consumers. Key indicators in supply chain performance measurement include responsiveness and efficiency. Supply chain performance indicators include competitiveness, market share, profit level, and product quality. (Munir & Dwiyanto, 2018). To create effective performance, a measurement system is needed that is able to evaluate supply chain performance. A commonly used method is performance of activity (POA), which measures the performance of activities in the supply chain process. (Mulyati, 2020). In addition, there is also another method in the supply chain known as SCOR theory or Supply Chain Operations Reference. SCOR theory was introduced by the Supply Chain Council (SCC), an international and independent association. In the SCOR theory, the supply chain is divided into several core processes, namely plan, source, make, deliver, and return, which cover the flow from raw material suppliers to end consumers. (Ikatrinasari et al., 2020).

Based on the literature review above, the hypothesis is proposed as follows:

- H_1 :Information Sharing has a positive influence on Supply Chain Collaboration.
- H_2 : Information Sharing has a positive influence on Supply Chain Agility.
- H_3 : Information Sharing has a positive influence on Supply Chain Performance.
- H_4 : Supply Chain Collaboration has a positive influence on Supply Chain Performance.
- H_5 : Supply Chain Agility has a positive influence on Supply Chain Performance.

3. RESEARCH DESIGN AND METHOD

This study uses a quantitative approach with a survey method to collect data from MSMEs in the food and beverage industry sector in the Bogor area. Data was collected through a Likert-scale questionnaire measuring the variables of information sharing, supply chain collaboration, supply chain agility, and supply chain performance. Data analysis was conducted using SPSS24 and Structural Equation Modeling (SEM). SEM is used to test structural models and interpret the results. (Hair et al., 2019). The research model used in the study is as follows:

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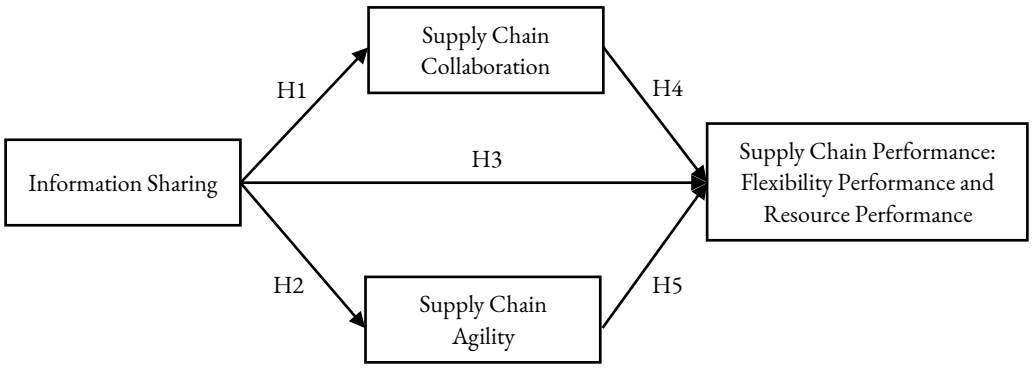

Figure 1. Research Model

Source (Baah, Opoku Agyeman, et al., 2022a)

3.1. Validity Test

According to (Hair et al., 2009.)validity is measuring the extent to which the accuracy of a variable measure with its indicators represents the intended concept. The validity test has the aim of measuring whether or not an indicator is feasible before further testing is carried out by determining the limits of factor loading to make decisions.

Table 1. Factor Loading

Factor Loading	Sample Size
0.30	350
0.35	250
0.40	200
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

With the total number of samples already owned through the formula, namely 152 respondents and the factor loading value is 0.45, then according to (Hair et al., 2009) validity test decision making is determined on the following basis:

- If the factor loading value ≥ 0.45 then the statement is valid.
- If the factor loading value ≤ 0.45 then the statement is invalid.

3.2. Reliability Test

The reliability test aims to measure the extent to which the variables in the study are reliable, which is free from measurement errors and able to produce consistent and stable data, high reliability indicates that the research instrument can be trusted to produce accurate and replicative results.(Sekaran & Bougie, 2016) states that if the Cronbach alpha value of the instrument is greater than 0.6, then the instrument can be considered reliable. The following is the basis used to make decisions about the reliability test:

- If Cronbach alpha ≥ (0.60) then the statement items are reliable.
- If Cronbach alpha < (0.60) then the statement items are not reliable.

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3.3. Goodness of Fit Test

In this study conducting the GOF x2 test in SEM, the p value for the x2 test was small (statistically significant), and the p value for the x2 test was m Therefore, in this study it was found that the relatively small x2 value (as well as the corresponding large p value; more than 0.05) in SEM to support the idea that the theoretical model being tested corresponds to reality(Hair et al., 2019)In this study, several criteria were used, including:

3.4. Descriptive Statistical Test

Descriptive statistics aim to provide an overview of a variable. The mean value in descriptive statistics is generally used for data with an interval scale. This mean describes the average value of the respondent's assessment of each statement relating to the variable under study. (Sekaran & Bougie, 2016).

3.5. Hypothesis Test

Hypothesis testing is carried out to answer research questions by rejecting the null hypothesis (Ho), so that the alternative hypothesis (Ha) can be accepted. It aims to provide empirical evidence that supports the hypothesis proposed in the study.

4. RESULT AND DISCUSSION

4.1. Research results

a. Results of Respondent Characteristics

Table 2. Respondent Character Based on Gender

Gender	Frequency	Percentage(%)
Male	75	49.3%
Female	77	50.7%
Total	152	100%

Based on the data from the questionnaire results in the Respondent Character table, there were 75 male respondents (49.3%) and 77 female respondents (50.7%) out of a total of 152 respondents. The almost balanced gender distribution of respondents with 49.3% male and 50.7% female shows that the survey managed to reach both genders well. This balance is important to ensure that the views and experiences of both gender groups are well represented in the research. This even representation will help gain more comprehensive and accurate insights into supply chain performance from different gender perspective.

b. Validity Test Results

Table 3. Validity Test Results

No.	Statement	Factor Loading	Description
Information Sharing			
1	Our MSMEs share relevant information with supply chain partners.	0.822	Valid
2	Our MSMEs exchange timely information with supply chain partners.	0.965	Valid
3	Our MSMEs share accurate information with supply chain partners.	0.871	Valid
4	Our MSMEs and supply chain partners share confidential information.	0.107	Invalid
5	Our MSMEs and supply chain partners share complete information.	0.854	Valid
Supply Chain Collaboration			

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No.	Statement	Factor Loading	Description
1	Our MSMEs and supply chain partners share the benefits and costs.	0.865	Valid
2	Our MSMEs and supply chain partners together achieve supply chain goals.	0.891	Valid
3	Our MSMEs and supply chain partners agree on the importance of collaboration in the supply chain.	0.865	Valid
4	Our MSMEs and supply chain partners collaboratively share costs, risks and benefits.	0.806	Valid
Supply Chain Agility			
1	Our MSMEs quickly recognize and adapt to changes, threats and opportunities.	0.803	Valid
2	Our MSMEs can make decisions quickly.	0.890	Valid
3	Our MSMEs often modify tactics and operations when necessary.	0.669	Valid
4	Our MSMEs can implement decisions quickly in response to market changes.	0.843	Valid
Supply Chain Performance: Flexibility Performance			
1	Our MSMEs can adjust to various demands from customers.	0.776	Valid
2	Our MSMEs can handle and resolve issues arising in supplier performance.	0.879	Valid
3	Our MSMEs can handle and resolve issues arising in the delivery performance.	0.863	Valid
Supply Chain Performance: Resource Performance			
1	Our MSMEs measure storage costs and inventory costs.	0.804	Valid
2	Our MSMEs can calculate the total cost of resources used.	0.892	Valid
3	Our MSMEs can calculate the total cost of production, including labor costs, maintenance costs, and reprocessing costs.	0.886	Valid

Source: Primary data processed using SPSS 24, 2024

In this study, researchers used the reference factor loading value ≥ 0.45 with a total of 152 respondents. (Hair et al., 2009). The validity test results show that most of the statements in the tested variables have factor loading values above 0.45, indicating good validity while statements with factor loading values below 0.45 are considered invalid, such as statements related to sharing confidential information which have a factor loading of 0.107. This means that the statement is not strong enough to be relied upon in measuring the variable in question, so the indicator is not used again in further data processing in this study. Overall, the valid statements indicate that the instrument used can effectively measure the dimensions of information sharing, supply chain collaboration, supply chain agility, and supply chain performance.

c. Reliability Test Results

Table 4. Reliability Test Results

No.	Statement	Cronbach Alpha	Description
1	Information Sharing	0.898	Reliable
2	Supply Chain Collaboration	0.878	Reliable
3	Supply Chain Agility	0.813	Reliable
4	Supply Chain Performance: Flexibility Performance	0.784	Reliable
5	Supply Chain Performance: Resource Performance	0.817	Reliable

The reliability test results show that all variables have Cronbach Alpha values above 0.7, indicating a high level of reliability. The Information Sharing variable has the highest value with 0.898, followed by Supply Chain Collaboration with 0.878, indicating excellent internal consistency. Supply Chain Agility has a value of 0.813, while Supply Chain Performance, in the dimensions of Flexibility

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Performance and Resource Performance, has values of 0.784 and 0.817 respectively. These values indicate that the instruments used to measure each variable are reliable and can be relied upon for further research.

d. Goodness of Fit Test Results

The goodness of fit (GOF) test results show that most of the absolute, incremental, and parsimonious fit measures show a poor fit. However, the RMR (Root Mean Square Residual) value is 0.188, which indicates goodness of fit, RMR shows the results of goodness of fit testing where there is one measurement that states goodness of fit so that it can be declared feasible or passes the goodness of fit test. (Hair et al., 2019)

e. Descriptive Statistical Test Results

Table 5. Descriptive Statistics Test Results

No.	Variables	Items	Mean	Std. Deviation
1	Information Sharing	4	3.8914	0.9734
2	Supply Chain Collaboration	4	3.5625	1.2078
3	Supply Chain Agility	4	3.9490	0.8285
4	Supply Chain Performance	6	3.8925	1.0448

Table 5 presents the results of descriptive statistical tests for the four main variables analyzed using SPSS 24 based on primary data. The Information Sharing variable consists of 4 items with a mean score of 3.8914 and a standard deviation of 0.9734, indicating moderate variability in responses. Supply Chain Collaboration also had 4 items, but with a slightly lower mean score of 3.5625 and a standard deviation of 1.2078, indicating higher variation among respondents. Supply Chain Agility showed the highest mean score of 3.9490 with a standard deviation of 0.8285, indicating higher consistency in respondents' perceptions. Finally, Supply Chain Performance with 6 items has a mean of 3.8925 and a standard deviation of 1.0448, reflecting fairly good performance with moderate variation in responses. This data shows how each aspect of the supply chain is positively assessed but with varying variations.

f. Hypothesis Test Results

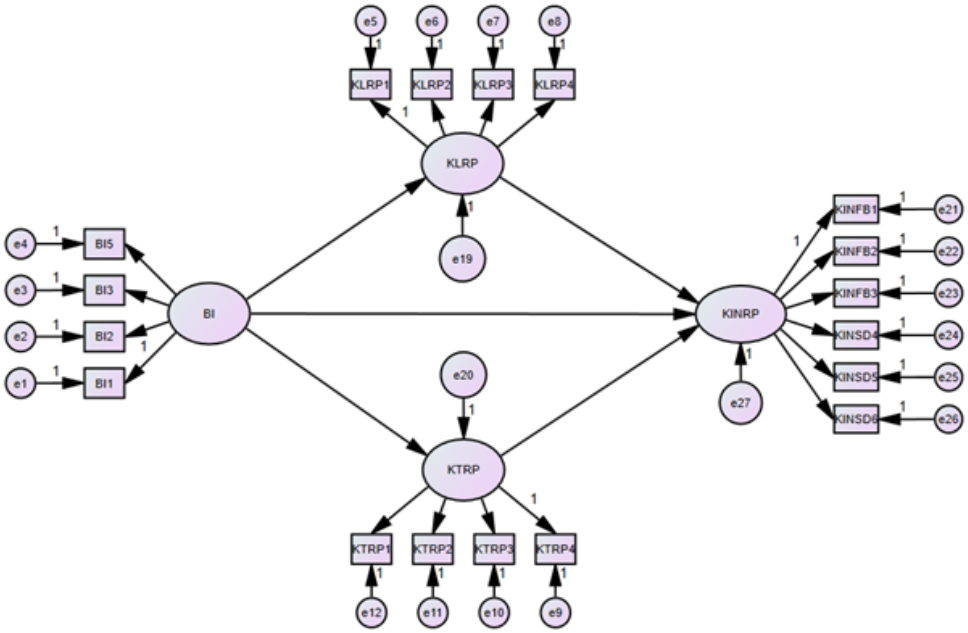

Figure 1. Path Diagram of AMOS 24, 2024

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Table 6. Hypothesis Test Results

Hypothesis 1	Estimate	P-Value	Decision
Information Sharing has a positive influence on Supply Chain Collaboration.	0.790	0.000	H1 is supported
Hypothesis 2	Estimate	P-Value	Decision
Information Sharing has a positive influence on Supply Chain Agility.	0.594	0.000	H2 supported
Hypothesis 3	Estimate	P-Value	Decision
Information Sharing has a positive influence on Supply Chain Performance.	0.371	0.000	H3 supported
Hypothesis 4	Estimate	P-Value	Decision
Supply Chain Collaboration has a Positive influence on Supply Chain Performance.	-0.66	0.121	H4 Not Supported
Hypothesis 5	Estimate	P-Value	Decision
Supply Chain Agility has a positive influence on Supply Chain Performance.	0.320	0.000	H5 is supported

- Based on the results of testing hypothesis 1, it is known that the P-value is 0.000 <0.05 with a positive estimate value of 0.790, it can be stated that hypothesis 1 is supported.
- Based on the results of testing hypothesis 2, it is known that the P-value is 0.000 <0.05 with a positive estimate value of 0.594, it can be stated that hypothesis 2 is supported.
- Based on the results of testing hypothesis 3, it is known that the P-value is 0.000 <0.05 with a positive estimate value of 0.371, it can be stated that hypothesis 3 is supported.
- Based on the results of hypothesis 4, it shows that supply chain collaboration has a negative influence on supply chain performance. With an estimate of -0.66 and a P value of 0.121, it can be stated that the Supply Chain Collaboration hypothesis has no influence on Supply Chain Performance.

Based on the results of testing hypothesis 5, it is known that the P-value is 0.000 <0.05 with a positive estimate value of 0.320, it can be stated that the hypothesis is supported.

4.2. Discussion

a. Information Sharing has a positive influence on Supply Chain Collaboration

Information Sharing has a positive influence on Supply Chain Collaboration. The results of this study are also in line with research (Baah, Opoku Agyeman, et al., 2022a) which shows that information sharing has a positive and significant influence on collaboration in the supply chain. In supply chain collaboration, (Baah, Opoku Agyeman, et al., 2022b; Cao & Zhang, 2011b; Chen et al., 2017) (Baah, Opoku Agyeman, et al., 2022b; Cao & Zhang, 2011b; Chen et al., 2017) argue that high-efficiency information sharing will reduce reliance on misinformation and improve performance and productivity.

b. Information Sharing has a positive influence on Supply Chain Agility

Information Sharing has a positive influence on Supply Chain Agility. The results of this study are also in line with research (Baah, Opoku Agyeman, et al., 2022a) which shows that information sharing has a positive and significant influence on agility in the supply chain. This hypothesis aims to highlight the positive and significant impact of information sharing on supply chain agility. According to (Baah, Opoku Agyeman, et al., 2022a; Yang et al., 2019)(Baah, Opoku Agyeman, et al., 2022a; Yang et al., 2019), open information will help reduce non-transparency and uncertainty in the supply chain. By

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providing necessary information to all parties, open information sharing can reduce uncertainty and non-transparency. Lack of information can lead to uncertainty and non-transparency.

c. Information Sharing has a positive influence on Supply Chain Performance

Information Sharing has a positive influence on Supply Chain Performance. The results of this study are also in line with research (Baah, Opoku Agyeman, et al., 2022a) which shows that information sharing has a positive and significant influence on supply chain performance. The data analysis confirms support for H3.Top of Form The results of this hypothesis show the direct and indirect effects of direct and indirect information sharing, indicating that manufacturing companies should use information sharing effectively to improve supply chain performance. The results are in line with (Colicchia et al., 2019; Lotfi et al., 2013)(Colicchia et al., 2019; Lotfi et al., 2013), which states that the true value of supply chain-based information sharing should consider and utilize information sharing to improve their performance in today's world because the benefits outweigh the costs.

d. Supply Chain Collaboration has no influence on Supply Chain Performance

This hypothesis is not statistically supported as the P value is greater than 0.05, which is the common limit for significance. This means that there is insufficient evidence to conclude that supply chain collaboration significantly affects supply chain performance in the sample tested. This result shows that despite the alleged negative effect, the data does not conclusively support this conclusion. Therefore, it can be concluded that collaboration in the supply chain has no significant influence on supply chain performance. The results of this study are not in line with the research of (Baah, Acquah, et al., 2022) which states that effective supply chain collaboration will improve operating performance. Supply chain collaboration can help reduce costs received by agility and other parties. The difference in results in hypothesis 4 may occur due to differences in characteristics, data collection methods, environmental differences, differences in location and time of research.

e. Supply Chain Agility has a positive influence on Supply Chain Performance

Supply Chain Agility has a positive influence on Supply Chain Performance. The results of this study are also in line with research (Baah, Opoku Agyeman, et al., 2022a) which shows that agility in the supply chain has a positive and significant effect on supply chain performance. A positive and significant impact is also seen from supply chain agility on supply chain performance. Therefore, agility in the supply chain, which is reflected in supply chain visibility and collaboration, is believed to have a positive and significant impact on supply chain performance. (Baah, Opoku Agyeman, et al., 2022a) stated that operation performance will be enhanced by an effective supply chain. Supply chain agility can help reduce costs for other parties and itself. For example, supply chain agility can help reduce inefficient shipping costs.

5. CONCLUSIONS

This research can be concluded that information sharing affects supply chain collaboration. Then sharing information affects supply chain agility. Then sharing information affects supply chain performance. And supply chain agility affects supply chain performance. However, supply chain collaboration has no effect on supply chain performance. From the results of this study, there are several suggestions that can be given to future researchers. In this study, there is one indicator on the Information Sharing variable, namely the fourth indicator, which is declared invalid. Therefore, it is recommended that the indicator not be used in the development of subsequent research. For the Supply Chain Collaboration variable, this variable did not show any influence on Supply Chain Performance. Therefore, it is recommended to conduct further studies that explore other variables that may have an effect on supply chain performance, such as Supply Chain Visibility. (Baah, Opoku Agyeman, et al., 2022a). Research with different methodologies, such as case studies or qualitative approaches, can also

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provide deeper insights. In addition, it is recommended to increase the number and variety of populations and samples so that the relationships between variables can be further clarified. For practitioners, it is recommended to implement an effective information sharing system and build close collaboration with all partners in the supply chain.

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