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Article



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THE EFFECT OF TRUST, INFORMATION SHARING, COLLABORATION, AND AGILITY ON SUPPLY CHAIN MANAGEMENT PERFORMANCE MEDIATED BY RELATIONSHIP COMMITMENT AMONG BUILDING MATERIAL RETAILERS IN PEKANBARU

Abstract: Involving building material retailers, this study was carried out in Pekanbaru. The dependent variable under investigation is supply chain management performance, which is theoretically affected by the independent variables that include trust, information sharing, collaboration, and agility. In this study, the relationship commitment is used as a mediation of the effect of each independent variable on the dependent variable.

The results of the study expound that all independent variables on structure 1 have a positive and insignificant direct effect on supply chain management performance, but the relationship commitment significantly affects supply chain management performance. In structure 2, two independent variables significantly affect relationship commitment, which is trust and collaboration. Despite having an indirect effect, the relationship commitment has not been able to mediate the effect of information sharing and agility on supply chain management performance.

Key words: trust, information sharing, collaboration, agility, relationship commitment, supply chain management performance.

Language: English

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Introduction

Background of the Study

Red The building materials industry in

Indonesia is expanding rapidly in line with the improvement in the national economy. Community welfare is a major contributor to the development of

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the building materials industry because building materials are the key component in physical development in the form of infrastructure and facilities (www.kemenperin.go.id).

One of the reasons for the development of the building materials industry is various infrastructure projects from the government and the private sector. Building materials, like clothing and food, are basic needs, thus as the community's economy grows, so does the demand for building materials. If economic growth on a macro and micro scale continues to expand in both the business market and the consumer market, demand for building materials will continue to rise.

Government projects, from small scale to megaprojects, are the main target market in the business market, and they present enormous potential for the building materials market. Then, private projects have also become a big market opportunity in increasing the demand for building materials. Similarly, to the consumer market, the increasing need for housing has prompted development companies to recognize the rising demand for housing among consumers.

In Indonesia, the need for housing continues to increase along with the increase in population. The One Million Houses Program is a housing development program that began in 2015 and continues to grow to address the community's housing needs. In 2015, the program built approximately 700,000 units and in 2016 it reached more than 800,000 units. Seeing the program's progress, it was decided to continue it in 2017 with a result of 765,120 units, and in 2018, it was able to reach the target of 1,091,255 units (finance.detik.com). This rise demonstrates that the human need for housing remains significant. The high demand for housing and infrastructure development are good opportunities for the building materials industry. According to the data, sales of building materials climbed by 16.5% from 2016 to 2017 when compared to the previous year (Rzk, 2017).

To compete and succeed in business, a solid relationship between suppliers, internal business process and customers is required. The building materials retail industry must prioritize aspects of strong relations with suppliers and consumers. These business actors recognize that the use of supply chain management (SCM) is believed to be correctly managed to boost competitiveness in the corporate sector and to meet and even satisfy consumer demand.

To implement supply chain management effectively, a good cooperation system is needed between sellers (trading partners) and suppliers. Smoothness and enhanced intensity in supply chain management have an automatic impact on demand for commodities (Lee, Kwon, & Severance, 2007).

Supply chain integration is one of the main

strategies to improve supply chain performance (Lee et al., 2007). Effective integration can increase the value shared by all members in a supply chain system. Interconnected business processes can improve supply chain performance through lower operating costs, shorter delivery times, lower inventory levels, and improved reliability (Heizer & Render, 2010).

Supply chain management is an extension and development of the concept of logistics management (Indrajit & Djokopranoto, 2005). A supply chain management system involves the processes of producing, shipping, storing, distributing, and selling products to meet the demand for these products. The supply chain includes all processes and activities involved in delivering the product to consumers (Mentzer et al., 2001).

The goal of supply chain management is to coordinate operations throughout the supply chain to maximize the competitive advantage and benefits to the end consumer. A successful supply chain, like a championship team, is defined by its members behaving in the team's best interests (supply chain) (Heizer & Render, 2015; 499). Supply Chain Management is a strategy that can help the company improve its performance to survive and excel in the market. Several factors affecting the supply chain management performance are trust, information sharing, agility, and relationship commitment.

Sudden swings in market demand are a frequent thing in the building materials market, and when there is a dramatic shift in demand, retailers scramble to deliver services to customers. This, however, can be overcome with a flexible supply chain system, such as a business application system that aids communication and administration of buying and selling, as well as an effective warehouse and transportation management system supported by optimal inventory control, which will result in a fast reply or agility. The following problem was formulated in light of the research's background: (1) How do trust, information sharing, collaboration, and agility affect supply chain management performance? (2) How does relationship commitment affect supply chain management performance? (3) How do trust, information sharing, collaboration, and agility affect relationship commitment?

Literature Review

Trust

Trust is the foundation of business. Customer loyalty is based on the development of trust in long-term relationships with customers. Other parties/business partners will not automatically recognize this trust; it must be created from the ground up and proven. According to Swanetal (1998 in Ahmadi, 2009) trust that a cooperative relationship will bring benefits as expected by both sides, assessed by indicators of open communication, sharing of important information, trustworthiness,

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accountability, and experience is a type of excellence in being dedicated to an organizational cooperative relationship. Kwon and Taewon (2004) mention that the success of the operation performed in the supply chain also comes from the high trust and strong commitment between partners in the supply chain. In a supply chain system, the partnership process is defined as the interaction between commitment, trust, and collaboration between companies.

Information Sharing

Data that has been processed and is helpful is referred to as information. As a result, information may be used as a basis for decision-making, and companies that can effectively use it can benefit. Information is needed to make supply chain management because this information is the basis of the supply chain process. Apart from the flow of goods from upstream to downstream, supply chain management also involves the flow of information.

Collaboration

Collaboration is a business process in which two organizations collaborate to develop, implement, and build an effective and efficient supply chain to accomplish mutual goals and advantages (Cao & Zhang, 2011). Collaboration is another significant factor in boosting company productivity; it can take the shape of information sharing, product development, and other activities. Collaboration is the combining of views and ideas from all supply chain partners to create added value and achieve a common goal of addressing consumer needs, which can result in cost savings and improved customer service. A high level of collaboration can encourage the improvement of the company's supply chain management performance. A previous study conducted by Kurniawan and Kusumawardhani (2017) elucidates that collaboration has a significant influence on the performance of SMEs of Batik in Pekalongan.

Agility

Supply Chain Agility is the ability or agility of the supply chain process to adapt to disruption, market changes, customer desires to improve competitiveness with similar products, and so on. The current business environment is characterized by shorter product life cycles and a high level of uncertainty in customer demand. Supply Chain Agility is an important concept for organizations in dealing with uncertainty and constantly changing business environment.

Relationship Commitment

Supplier commitment is a promise, pledge, or determination of the supplier to establish a sustainable relationship with the buyer (Morgan & Hunt, 1994). Supplier commitment demonstrates that

the supplier views the continuation of his buyer's relationship as something that must be properly maintained. Moore (1998) argues that a supplier that exhibits his dedication to a long-term relationship with his buyer demonstrates that he is not an opportunistic supplier. Commitment, like trust, expresses directly and frankly about company secrets, beyond the interest of planning the relationship, but commitment implies trust that the partner will act with integrity.

Supply Chain Management

Russell and Taylor (2016) define supply chain management as a scientific focus that integrates and regulates the movement of goods and services and information throughout the supply chain to be responsive to customer needs while reducing total costs. Another definition was put forward by Li Ling (2007: 5) who defines supply chain management as the integration of suppliers, manufacturers, warehouses, transportation services, and consumers efficiently in a set of interrelated activities and decisions. The concept of supply chain management is the arrangement of operational activities from suppliers to end-users without any significant stumbling blocks. Information is transparently shared between departments. The main principle is the sharing of information from all organizations involved in the supply chain. Supply chain management is the expansion and development of the concept of logistics management (Indrajit & Djokopranoto, 2015). A supply chain management system involves the processes of producing, shipping, storing, distributing, and selling products to meet the demand for these products. The supply chain includes all processes and activities involved in delivering the product to consumers (Mentzer, et al., 2001).

Hypothesis Development

Based on the problem definition and analysis of the available data, several hypotheses were established:

H1 : Trust has a significant effect on supply chain management performance.

H2 : Information sharing has a significant effect on supply chain management performance.

H3 : Collaboration has a significant effect on supply chain management performance.

H4 : Agility has a significant effect on supply chain management performance.

H5 : Relationship commitment has a significant effect on supply chain management performance.

H6 : Trust has a significant effect on relationship commitment.

H7 : Information sharing has a significant effect on relationship commitment.

H8 : Collaboration has a significant effect on relationship commitment.

H9 : Agility has a significant effect on

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relationship commitment.

H10 :There is an indirect effect of trust on supply chain management performance mediated by relationship commitment.

H11 :There is an indirect effect of information sharing on supply chain management performance mediated by relationship commitment.

H12 :There is an indirect effect of collaboration on supply chain management performance mediated by relationship commitment.

H13 :There is an indirect effect of agility on supply chain management performance mediated by relationship commitment.

Method

Research Site

This study was carried out in Pekanbaru, Riau, Indonesia. The object of this research is the building materials retailers in Pekanbaru.

Population and Sample

The sample is part of the number and characteristics of the population. If a researcher cannot investigate the entire population owing to a lack of funding, manpower, or time, the researcher can use samples taken from the population. Slovin's formula was utilized for the research sampling.

Sample size calculation:

$$\begin{aligned}n &= N / (1 + (N \times e^2)) \\ &= 171 / (1 + (171 \times 0,052)) \\ &= 171 / (1 + 0,42) \\ &= 171 / 1,42 \\ &= 120,4 \approx 120\end{aligned}$$

From the calculation, the samples taken by the researchers were 120 building material shops in Pekanbaru. However, there were only 102 shops that were willing to become objects of the study.

Data Analysis

1. Descriptive Analysis of Respondents' Responses

Descriptive analysis aims to describe and explain the study data that has been collected. The data is usually presented in tabular form, and the analysis is carried out following the data in the tables. Descriptive analysis is a technique for analyzing data one by one based on responses obtained during the research by describing the object under investigation through the sample as it is and drawing generally accepted conclusions (Sugiyono, 2009).

2. Validity and Reliability Test

- Validity Test

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the items on the questionnaire can reveal something that is measured by the questionnaire. The statement item is valid if the r_{count} is greater than the r_{table} ($r_{count} > r_{table}$) and if the r_{count} is smaller than

the r_{table} ($r_{count} < r_{table}$), the statement item is invalid (Ghozali, 2011: 52).

- Reliability Test

The reliability test is used to assess the questionnaire's reliability as a predictor of a variable. A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable from time to time. A construct or variable is said to be reliable if it gives a Cronbach's Alpha is greater than 0.60 (Ghozali, 2011: 38).

3. Classical Assumption Test

The classical assumption test intends to find out whether the regression model made can be used as a good predictor. In the classical assumption test, tests that must be carried out, among others, are the normality test, multicollinearity test, and heteroscedasticity test.

4. Hypothesis Test

• Linear Regression

According to Sekaran (2006), linear regression is conducted to examine the effect of the independent variable on one dependent variable on an interval scale. Multiple linear regression is used to determine the effect of the independent variable on the dependent variable. Both analyses reveal the relationship between the independent variable (x) and the dependent variable (y).

• F-test (Overall)

According to Ghozali (2013: 98), the F-test shows whether all independent variables included in the model have a simultaneous effect on the dependent variable.

• T-test (Partial)

According to Ghozali (2013), the T-test shows how far the effect of each independent variable in explaining the dependent variable. The test was carried out using a 0.05 level of significance ($\alpha=5\%$).

5. Path Analysis

Path analysis is used to analyze causal relationships in multiple regression if the independent variables have a direct and indirect effect on the dependent variable and the independent and dependent variables are analyzed in stages. Path analysis is an extension of multiple regression analysis, or in other word, path analysis is the use of regression analysis to estimate causality between variables that have been previously determined in theories (Baihaqi, 2010).

Overview Of Research Object

Pekanbaru

Geographically, Pekanbaru is located between 101014'- 101034'E and 0025'- 0045' N with regional boundaries of:

1. In the north, it is bordered by Siak Regency and Kampar Regency

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2. In the south, it is bordered by Kampar Regency and Pelalawan Regency

3. In the east, it is bordered by Siak Regency and Pelalawan Regency

4. In the west, it is bordered by Kampar Regency

Pekanbaru is under the administrative area and the capital city of Riau Province. The area of Pekanbaru covers 632.26 Km². Tenayan Raya, RumbaiPesisir, and Rumbai districts are the three largest districts in Pekanbaru. Pekanbaru was formerly known by the name “Senapelan” which at

that time was led by a tribal chief called Batin.

Continuing to grow, PayungSekaki or Senapelan plays an important role in trade traffic. The strategic location and the calm and deep Siak River make this village hold a cross position from the remote areas of Tapung, Minangkabau, and Kampar. This stimulates the development of road facilities through TeratakBuluh (Sungai Kelulut) route, Tangkerang to Senapelan as a strategic area, and becomes a fairly important trade gateway. Table 1 presents the population of the city of Pekanbaru.

Table 1. The Population of Each District in Pekanbaru

No.	District	Population (thousand)		
		2018	2019	2020
1	Tampan	171,232	181,910	203.238
2	PayungSekaki	91,072	94,965	96.296
3	Bukit Raya	91,197	93,337	93.478
4	Marpoyan Damai	126,112	130,303	127.600
5	Tenayan Raya	129,650	136,448	154.261
6	Limapuluh	42,365	43,461	38.613
7	Sail	22,736	23,285	20.384
8	Pekanbaru Kota	25,835	26,645	22.604
9	Sukajadi	46,317	47,672	42.852
10	Senapelan	37,623	38,292	35.357
11	Rumbai	63,970	68,451	78.185
12	Rumbaipesisir	67,757	69,604	70.488
Total		915,866	954,373	983,356

Source: BPS of Pekanbaru

From 2018 to 2020, the population growth rate in Pekanbaru is constantly increasing, especially in urban areas which are developed into residential areas. Tampan and Tenayan Raya Districts show the largest population growth from 2018 to 2020, which is supported by their vast areas as well as a good geographical location.

Building Materials Retailer

According to Kotler and Keller (2006), a retail or retail marketing mix is a set of marketing tools that companies use to pursue their marketing goals. Retail consists of all actions made by a company to affect demand for its product and all possible actions taken by the company can be represented as a set of variables, which include product, location, price, and promotion. Retailing is a business venture that seeks to market goods and services to end consumers who use them for personal and household purposes. Products sold in the retail business are goods, services, or a combination of the two (Berman & Evans, in Utami, 2018).

The retail industry in Indonesia has been stated in several regulations, ranging from presidential regulations to ministerial regulations such as Minister of Trade Regulation number 70 of 2013 concerning Guidelines for Structuring and Fostering Traditional Markets, Shopping Centers, and Modern Stores.

According to the Great Indonesian Dictionary, building materials are goods that serve as the basis for building a house or building. Building materials have an important role in building construction such as determining the strength, security, safety, and durability of a building. Natural materials such as clay, sand, wood, and stone are used to make buildings. Apart from natural materials, artificial products are also widely used such as ceramics, gypsum, and paint. The development of the building materials industry in recent years is growing rapidly, supported by adequate equipment and resources for creating high-performance building materials. Population growth and increasingly dense settlements open up business opportunities for the business to enter the existing market.

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The building materials retailer is a business in the trading, buying, and selling building materials such as iron, nails, cement, zinc, and other building materials. With the development of the property business making the building materials business one of the most sought-after enterprises, the building materials business also promises a decent profit while the risk of loss is low. Based on data from the formal industry of Pekanbaru in 2018, there are 171 building material retailers in Pekanbaru.

Results And Discussion Respondents Overview

The samples in this study were all shops or retailers of building materials in Pekanbaru. Purposive

sampling was done by determining the respondents' criteria of store owners or managers with experience in doing the retail business. 102 respondents were filling out the questionnaire with the assistance of the researcher.

Descriptive Results of the Responses

The following scale is used for the assessment (Sugiyono, 2013: 58):

$$R_s = \frac{(m-1)}{5} = \frac{(5-1)}{5} = 0.8$$

Table 2 specifies the range of the response rating scales:

Table 2. Measurement Scale

Scale	Description
4.21 – 5	Strongly Agree
3.41 – 4.2	Agree
2.61 - 3.4	Neutral
1.81 – 2.6	Disagree
1 – 1.8	Strongly Disagree

Source: Processed Data, 2022

The descriptive results in this study are the results of the calculation of the mean from the responses of each variable, which is illustrated in Figure 1.

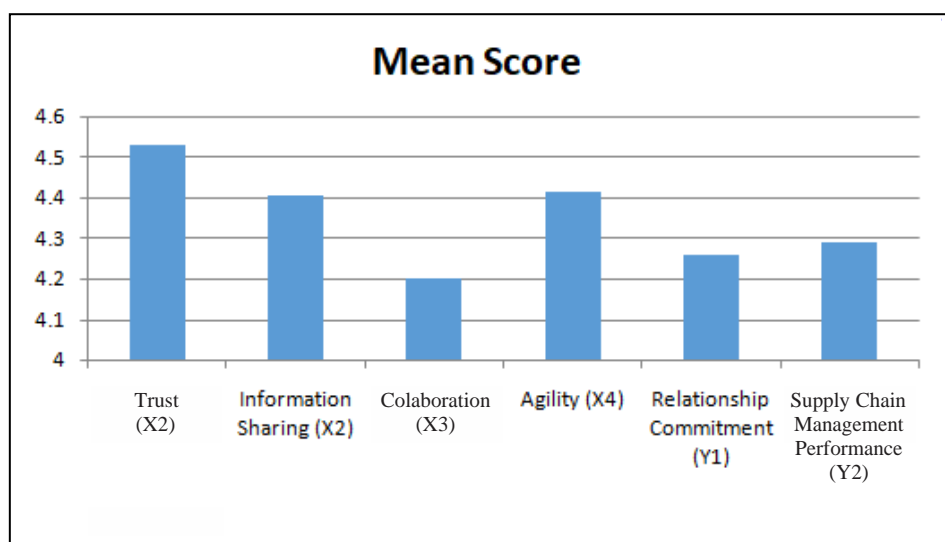


Figure 1 - Descriptive Results of the Responses

Based on Figure 1, the mean score of each variable is above 4. Therefore, all variables are involved in the Good and Very Good categories. Confidence (X1) has the highest value of 4.527 and is categorized as Strongly Agree or Very Good. Successful Information sharing (X2) is 4.405 in the Good category, Collaboration (X3) is 4.2 in the Good category, Agility (X4) is 4.413 in the Very Good

category, Relationship Commitment (Y1) is 4.26 in the Very Good category, and Supply Chain Management Performance (Y2) is 4.289 in the category of Very Good. The variable Confidence has the highest mean score compared to other variables.

Results and Discussion Validity Test

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The correlation coefficient of each statement item is compared with the rtable of 0.192. It is

declared valid if the rcount is greater than the rtable. The validity test results are described in Table 3.

Table 3. Validity Test Results

Item	Variable	Indicator	r _{count}	r _{table}	Description
1.	<i>Trust(X1)</i>	T1	0.695	0.192	Valid
		T2	0.821	0.192	Valid
		T3	0.784	0.192	Valid
		T4	0.529	0.192	Valid
		T5	0.661	0.192	Valid
2.	<i>Information Sharing (X2)</i>	IS1	0.582	0.192	Valid
		IS2	0.730	0.192	Valid
		IS3	0.478	0.192	Valid
		IS4	0.367	0.192	Valid
		IS5	0.664	0.192	Valid
		IS6	0.665	0.192	Valid
		IS7	0.364	0.192	Valid
3.	<i>Collaboration(X3)</i>	Co1	0.498	0.192	Valid
		Co2	0.490	0.192	Valid
		Co3	0.649	0.192	Valid
		Co4	0.385	0.192	Valid
		Ko5	0.481	0.192	Valid
4.	<i>Agility (X4)</i>	A1	0.435	0.192	Valid
		A2	0.668	0.192	Valid
		A3	0.247	0.192	Valid
		A4	0.297	0.192	Valid
		A5	0.456	0.192	Valid
5.	<i>Relationship Commitment (Y1)</i>	RC1	0.278	0.192	Valid
		RC2	0.622	0.192	Valid
		RC3	0.536	0.192	Valid
		RC4	0.729	0.192	Valid
		RC5	0.486	0.192	Valid
6.	<i>Supply Chain Management Performance (Y2)</i>	SCMP1	0.654	0.192	Valid
		SCMP2	0.510	0.192	Valid
		SCMP3	0.714	0.192	Valid
		SCMP4	0.495	0.192	Valid
		SCMP5	0.529	0.192	Valid
		SCMP6	0.653	0.192	Valid

Source: Processed Data, 2022

Table 3 shows that all indicators used to measure the variables in this study have a correlation coefficient greater than the rtable. Therefore, all of these indicators are declared valid. Valid means that all items in the questionnaire can be stated as relevant and accurate.

Reliability Test

To produce reliable data, a reliability test was carried out. SPSS Statistics 21.0 for Windows provides a facility to measure reliability with the Cronbach Alpha. An item is reliable if it has a Cronbach's Alpha equal to or more than 0.60.

Table 4. Reliability Test Results

No.	Variable	Alpha	Description
1.	<i>Trust(X1)</i>	0.865	Reliable
2.	<i>Information Sharing(X2)</i>	0.808	Reliable
3.	<i>Collaboration (Y)</i>	0.733	Reliable
4.	<i>Agility (X4)</i>	0.656	Reliable
5.	<i>Relationship Commitment (Y1)</i>	0.760	Reliable
6.	<i>Supply Chain Management Performance (Y2)</i>	0.821	Reliable

Source: Processed Data, 2022

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Table 4 shows that all variables have a coefficient greater than 0.6. Therefore, the questionnaire can be declared reliable.

Structure 1, All X Variables on Supply Chain Management Performance (Y2)

A good regression model has normal or close to normal data, no multicollinearity between independent variables, and no heteroscedasticity. Figure 2 displays the results of the normality test using a plot or diagram which shows that the data is normal because it forms a normal distribution diagram.

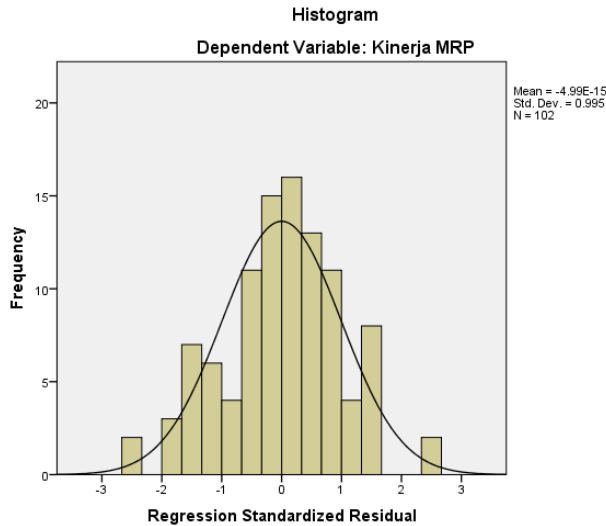


Figure 2 - The Histogram

Based on Figure 2, the data is normally distributed so that it can be used in linear regression. Figure 3 displays a P-P Plot of the regression to determine the linearity of the independent variable to the dependent variable.

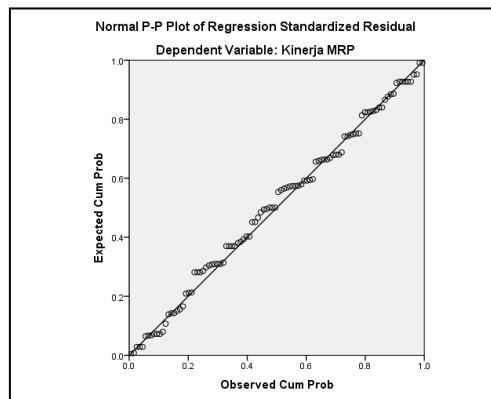


Figure 3 - The P-P Plot

Multiple Linear Regression

Linear regression is used to determine whether there is an effect of the independent variable on the dependent variable by looking for the effect of the

independent variable on the dependent variable. Table 5 details the results of multiple linear regression of all independent variables on Supply Chain management Performance (Y2).

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Table 5. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.753	3.143		2.149	.034		
Trust	.096	.110	.085	.871	.386	.639	1.566
Information Sharing	.111	.077	.136	1.440	.153	.676	1.479
Collaboration	.025	.116	.023	.220	.827	.561	1.782
Agility	.140	.116	.116	1.204	.232	.655	1.528
Relationship Commitment	.611	.124	.493	4.937	.000	.607	1.648

a. Dependent Variable: Supply Chain Management Performance

Source: Processed data of SPSS Statistics21.0, 2022

Table 5 depicts that the structure does not show multicollinearity because the value of VIF is smaller than 10 and tolerance is greater than 0.01, then there is only one independent variable which is also a

mediating variable, namely relationship commitment (Y1) which has a significant effect on supply chain management (Y2) as indicated by the sig. value of 0.000 is smaller than 0.05.

Table 6. Structure 1 Modelling ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	490.302	5	98.060	13.865	.000 ^b
Residual	678.953	96	7.072		
Total	1169.255	101			

a. Dependent Variable: Supply Chain Management Performance

b. Predictors: (Constant), Relationship Commitment, Information Sharing, Agility, Trust, Collaboration

Source: Processed data of SPSS Statistics21.0, 2022

Based on Table 6, the structural model shows that all independent variables have a significant effect on the dependent variable with the sig. is smaller

than 0.05. The results of the coefficient of determination test are presented in Table 7.

Table 7. Coefficient of Determination Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.648 ^a	.419	.389	2.65940	2.157

a. Predictors: (Constant), Relationship Commitment, Information Sharing, Agility, Trust, Collaboration

b. Dependent Variable: Supply Chain Management Performance

Source: Processed data of SPSS Statistics21.0, 2022

The magnitude of the coefficient of determination is 0.419 implying that the effect of all independent variables on the Supply Chain Management Performance (Y2) is 41.9%, while the remaining 58.1% are affected by other factors not examined in this study. The error value from the results of the coefficient of determination is:

$$e2 = \sqrt{1 - R^2}$$

$$e2 = \sqrt{1 - 0.419} = \sqrt{0.581} = 0.762$$

Structure 2, All X Variables on Relationship Commitment (Y1)

A good regression model has normal or close to normal data, no multicollinearity between independent variables, and no heteroscedasticity. Figure 4 presents the results of the plot of the normality test t using a plot showing that the data is normal.

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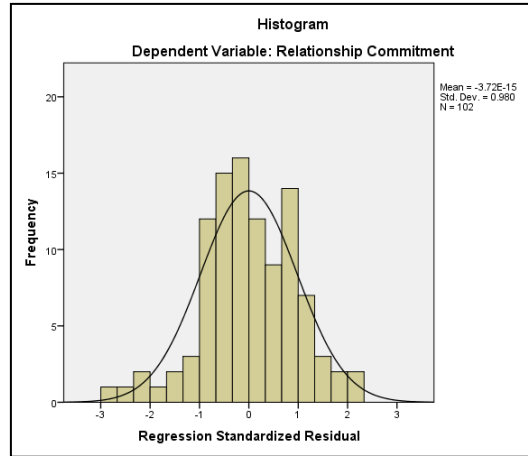


Figure 4 - Histogram

Based on Figure 4, data is normally distributed so that it can be used in linear regression. Figure 5 is a P-

P Plot of the regression to determine the linearity of the independent variable to the dependent variable.

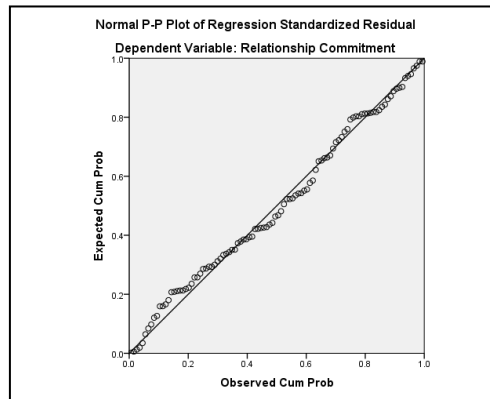


Figure 5 - The P-P Plot

Multiple Linear Regression

Table 8 portray the results of multiple linear regression of all independent variables on Relationship Commitment (Y2).

Table 8. Multiple Linear Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	6.769	2.485		2.724	.008		
Trust	.189	.088	.207	2.138	.035	.669	1.495
Information Sharing	.028	.063	.042	.436	.664	.677	1.476
Collaboration	.378	.087	.419	4.339	.000	.670	1.492
Agility	.172	.094	.176	1.827	.071	.677	1.477

a. Dependent Variable: Relationship Commitment
 Source: Processed data of SPSS Statistics21.0, 2022

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The structure does not show multicollinearity because the VIF value is smaller than 10 and tolerance is greater than 0.01. There are two independent variables, namely Trust (X1) and Collaboration (X3),

which have a significant effect on Relationship Commitment (Y1) as seen from the sig 0.000, which is smaller than 0.05.

Tabel 9. Structure 2 Modelling ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	299.303	4	74.826	15.725	.000 ^b
Residual	461.566	97	4.758		
Total	760.869	101			

a. Dependent Variable: Relationship Commitment

b. Predictors: (Constant), Agility, Information Sharing, Collaboration, Trust

Source: Processed data of SPSS Statistics 21.0, 2022

The structural model shows that all independent variables have a significant effect on the dependent variable with a sig. smaller than 0.05. Thus, the

coefficient of determination test is presented in Table 9.

Tabel 10. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.627 ^a	.393	.368	2.18138	1.875

a. Predictors: (Constant), Agility, Information Sharing, Collaboration, Trust

b. Dependent Variable: Relationship Commitment

Source: Processed data of SPSS Statistics 21.0, 2022

The magnitude of the coefficient of determination is 0.393, which means that the effect of all independent variables on relationship commitment (Y1) is 39.3%, while the remaining 60.7% there are other factors not examined in this study. Then the error value from the results of the coefficient of determination is:

$$e1 = \sqrt{1 - R^2}$$

$$e1 = \sqrt{1 - 0,393} = \sqrt{0,607} = 0,779$$

Conclusion And Suggestion

Conclusion

The results of the research and discussion can be used to discuss the problems raised in this study, allowing it to be concluded that:

1. Trust has a positive and insignificant impact on Supply Chain Management Performance.
2. Information sharing has a positive and insignificant effect on Supply Chain Management Performance.
3. Collaboration has a positive and insignificant effect on Supply Chain Management Performance.
4. Agility has a positive and insignificant effect on Supply Chain Management Performance.
5. Relationship commitment has a positive and significant effect on Supply Chain Management Performance.

6. Trust has a positive and significant effect on relationship commitment.

7. Information sharing has a positive and insignificant effect on Relationship Commitment.

8. Collaboration has a positive and significant effect on Relationship Commitment.

9. Agility has a positive and insignificant effect on relationship commitment.

10. The indirect effect of Trust (X1) on Supply Chain Management Performance (Y2) mediated by Relationship Commitment (Y1) has a total effect of 0.187 which is quite weak, but relationship commitment can be a full mediation because the magnitude of the indirect effect is 0.102, which is greater than 0.085, the direct effect.

11. The indirect effect of Information Sharing (X2) on Supply Chain Management Performance (Y2) mediated by Relationship Commitment (Y1) has a total effect of 0.157 which is quite weak, but relationship commitment cannot be a full mediation because the magnitude of the indirect effect is 0.020, which is smaller than 0.136, the direct effect.

12. The indirect effect of Collaboration (X3) on Supply Chain Management Performance (Y2) mediated by Relationship Commitment (Y1) has a total effect of 0.207 which is quite strong, and relationship commitment can be a full mediation

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because the magnitude of the indirect effect is 0.207, which is greater than 0.023 the direct effect.

13. The indirect effect of Agility (X4) on Supply Chain Management Performance (Y2) mediated by Relationship Commitment (Y1) with a total effect of 0.203 is quite strong, and relationship commitment cannot be a full mediation because the magnitude of the indirect effect is 0.087, which is smaller than 0.116, the direct effect.

Suggestion

The following are some suggestions that can be made based on the findings and literature research in this study.

1. It is necessary to improve the relationship between distributors and retailers, especially concerning trust, information sharing, collaboration, and agility to create a significant effect on supply chain management performance.

2. A relationship should be maintained and improved since it exhibits a significant effect on supply chain management performance, particularly

commitment to material availability or readiness, including payment commitments and on-time delivery. This variable is very important because it can mediate the effect of trust and collaboration on supply chain management performance.

3. Building and maintaining trust through integrity, keeping promises, attention to the problems, and sincerity in cooperation between retailers and distributors will improve the company's supply chain management performance.

4. It is necessary to improve more adequate information and communication systems to provide agile ordering as well as providing data and information in forecasting future needs.

5. Establishing intensive collaboration through promotional support from factories and distributors as well as appropriate and strategic transportation and warehouse facilities can increase the effectiveness and efficiency of the company.

6. Future researchers are expected to improve this research by trying other variables related to supply chain management.

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