

The Effect of Trust, Communication and Commitment on Relationship Quality and its Impact on Oyster Mushroom Supply Chain Performance in Kuningan Regency

Alex Busro Hamdani^{1*}, Ade Yusuf², Yayat Rahmat Hidayat³
Program Studi Agribisnis, Fakultas Pertanian, Universitas Swadaya Gunung
Jati Cirebon

Corresponding Author: Alex Busro Hamdani hamdanialexbusro@gmail.com

ARTICLE INFO

Keywords: Trust,
Communication,
Commitment of Relations,
Quality of Relation, Supply
Chain Performance

Received : 5, July

Revised : 17, August

Accepted: 20, September

©2024 Hamdani, Yusuf,
Hidayat: This is an open-
access article distributed
under the terms of the [Creative
Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study is to determine whether trust, communication, and commitment in relationships have an impact on supply chain performance, with relationship quality as the intervening variable. This study is a case study conducted on mushroom farmers and processors in Kuningan Regency. This study uses trust, communication, and relationship commitment as independent variables, and supply chain performance as the dependent variable, and relationship quality as an intervening variable. The method used is quantitative research with a survey approach. Data from the five variables were analyzed using the Structural Equation Model (SEM) with the help of Smart PLS (Partial Least Square) Software version 3.0. This study involved 150 respondents as samples. The results of the data analysis showed that trust, communication, and relationship commitment positively and significantly affect relationship quality, and the quality of the relationship is able to mediate the influence of the three variables on supply chain performance.

INTRODUCTION

The supply chain is a complex network of suppliers, manufacturers, distributors, and retailers working together to deliver products from raw materials to consumers. Globalization and technological advances have complicated the dynamics of the supply chain, presenting new challenges for companies, one of which is uncertainty. Uncertainty in the supply chain, such as demand fluctuations and delivery delays, can disrupt the operational efficiency and financial performance of a company, especially in meeting customer demand. This can lead to lost sales and increased storage costs. Trust and effective communication with suppliers are key to overcoming these challenges. Trust in suppliers, which involves confidence and commitment to maintaining long-term relationships, is essential to successful supply chain management. Good communication with suppliers can also reduce conflict and ensure a mutually beneficial relationship.

This study was conducted because previous studies focused more on the influence of trust and relationship commitment on supply chain performance. Therefore, this study adds a new variable, namely communication as an independent variable, and introduces relationship quality as an intervening variable. In addition, previous studies show mixed results, as described in table 1.

Table 1. Research Gap

| No | Source | Study | Results |
|----|--|---|-------------------------|
| 1. | a. Makara, 2015 b. Mamad & Chadi, 2013 c. Munizu, 2017 d. Capaldo & Giannoccaro, 2015 e. Narayanan, 2015 | Trust in performance chain supply | Positive significant |
| 2. | Shin, Thai & Yuen, 2018 | Trust to performance chain supply | Positive no significant |
| 3. | Ball, et et al ., (2002) | Communication to performance chain supply | Positive Significant |
| 4. | Wagner and Krause (2007) | Communication to performance chain supply | Positive no significant |
| 5. | a. Munizu, 2017 b. Narayanan, 2015 | Commitment to performance chain supply | Positive significant |

| No | Source | Study | Results |
|----|-------------------------|---|-------------------------|
| 6. | Shin, Thai & Yuen, 2018 | Commitment to performance chain supply | Positive no significant |
| 7. | Alfianto, 2015 | Trust and communication on supply chain performance | Positive significant |
| 8. | Rahayu, 2022 | The influence of trust, long-term relationships, and information technology on supply chain performance | Positive significant |

This study will examine the variables that impact relationship quality and how it affects supply chain performance. By identifying the variables that affect relationship quality, it is expected that companies and suppliers can improve their performance, so that supply chain performance will also improve.

LITERATURE REVIEW

Trust

Trust is fundamental in business, essential for building long-term customer loyalty. It is established through actions such as honesty, responsibility, open communication, and meeting expectations. In the supply chain, trust is measured by responsibility, information sharing (Ahda, 2009 in Mukhsin, 2017), meeting expectations, and honesty (Kotler & Keller, 2009). Trust is a basic key element of leadership, so leadership is closely related to the emergence of trust (Iqbal & Kurniasih et al., 2016)

Communication

Communication is crucial for maintaining strong business relationships and reducing uncertainty in supply chains. Effective communication involves clear exchanges, feedback, and direct or indirect communication (Prahinski, 2001; Rashed et al., 2010), which help resolve ambiguity and ensure smooth operations. Communication acts as the glue that holds distribution channels together (Rippa, 2009).

Relationship Commitment

Relationship commitment reflects the motivation to maintain and strengthen partnerships. It is driven by satisfaction and trust, leading to better relationship quality between suppliers and distributors (Wetzels et al., 1998 in Handoko, 2008). Commitment involves making short-term sacrifices for long-term benefits, both for suppliers and distributors (Handoko, 2008).

Relationship Quality

Relationship quality measures the effectiveness of cooperation in supply chains, focusing on mutual satisfaction and the smooth flow of goods, information, and funds. Key indicators include cooperation benefits, honesty, reliability, flexibility, and cost-effectiveness (Hill, 1994 in Hesti, 2013).

Chain Performance Supply

Supply chain performance gauges the efficiency and competitiveness of a supply chain. It is measured by speed and flexibility (Hunt et al., 2006 in Panayides & Lun, 2009), and reliability and cost (Levi et al. in Munizu, 2017), reflecting the chain's ability to meet consumer needs and enhance its overall effectiveness (Sucipta, Widia, & Utama, 2016; Vorst in Munizu, 2017).

Framework Of Thinking

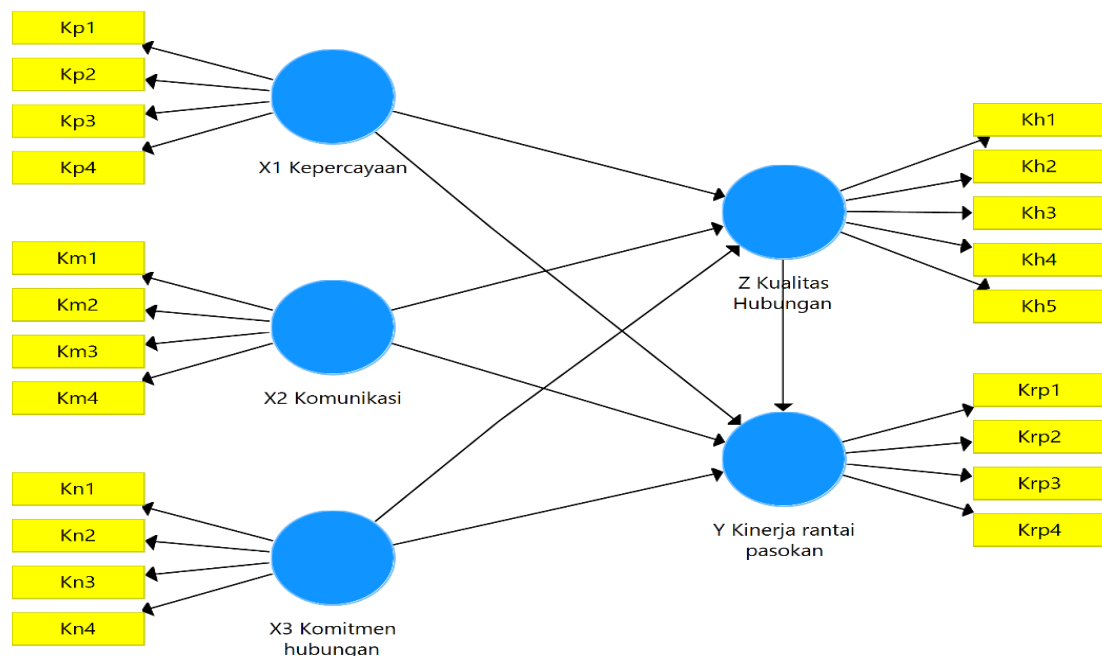


Figure 1. Model Study Which Developed
Source : Draft Which in Develop in Study This.

METHODOLOGY

The research method used in this study is a quantitative method with a survey approach. According to Sugiyono (2020), quantitative research is a method that aims to test hypotheses by collecting data through measurement or observation of predetermined variables. The survey method involves collecting data and information directly from respondents through interviews.

Research Variables

The variables in this study consist of: (1) Trust variables adopted and adapted from research by Kotler and Keller (2009) and Ahda (2009), covering 4 indicators: Information sharing (KP1), Responsibility (KP2), Honesty (KP3), and Experience (KP4); (2) Communication variables adopted and adapted from

research by Prahinski (2001) and Rashed, et al. (2010), consisting of 4 indicators: Effective communication (KM1), Communication feedback (KM2), Direct communication (KM3), and Indirect communication (KM4); (3) Relationship commitment variables adopted and adapted from research by Sugiarto (2012) and Xiao, Zheng, Pan, and Xie (2010), covering 4 indicators: Continuity (KN1), Belief (KN2), Affective (KN3), and Normative (KN4); (4) The quality variables of the relationship adopted and adapted from Hill's research (1994; in Hesti, 2013), consist of 5 indicators: Benefits of the cooperative relationship (KH1), Intensity of the cooperative relationship (KH2), Enthusiasm for the cooperative relationship (KH3), Reliability (KH4), and Flexibility (KH5); (5) The supply chain performance variables adopted and adapted from Panayides & Lun's research (2009) and Munizu (2017), consist of 4 indicators: Speed (KRP1), Reliability (KRP2), Flexibility (KRP3), and Cost (KRP4).

Type and Source Data

This study uses primary data obtained directly from the field. The primary data collected consists of respondents' answers related to the supply chain of oyster mushroom farmers and oyster mushroom processors. Data collection was carried out through a questionnaire.

Population

Population is a generalized area encompassing objects or subjects that possess specific qualities and characteristics identified by the researcher for study and subsequent conclusion drawing. In this research, the population refers to oyster mushroom farmers and processor in Kuningan Regency (Sugiyono, 2017).

Sample

A sample is a subset of a population, comprising several members from the larger group. This subset is selected because it is frequently impractical to examine every member of the population, leading to the formation of a representative sample (Ferdinand, 2006). According to the Structural Equation Model (SEM) analysis tool, the minimum number of representative samples is determined by multiplying the number of indicators by five, as suggested by Hair et al. (1995). Therefore, the minimum sample size required for this study is

$$\text{Ukuran Sampel Minimum} = \text{Jumlah Indikator} \times 5$$

as follows:

$$\begin{aligned} \text{Size sample minimum} &= \text{number of indicators} \times 5 \\ &= 21 \times 5 \\ &= 105 \text{ person Respondent} \end{aligned}$$

Hair et al. (1995) stated that the ideal sample size for SEM is between 100 to 200 samples. In this study, 150 questionnaires were distributed. The sampling method used was probability sampling, where samples were selected randomly (random sampling) to obtain information from respondents who met the

specified criteria, namely suppliers of raw materials for oyster mushroom processing.

Hypothesis Testing

Data were collected using the Structural Equation Model (SEM) approach with the help of Partial Least Square (PLS) software. PLS is an SEM method based on components or variants and is an alternative to the more common covariance-based SEM approach. Covariance-based SEM is usually used to test causality or theory, while PLS emphasizes more on creating predictive models. According to Wold (1985 in Ghozali, 2006), PLS is a very powerful analysis method.

RESEARCH RESULT

Validity Test

The validity test is used to assess whether a questionnaire effectively measures the intended construct. A questionnaire is considered valid if its items accurately capture the information it is designed to assess. In this study, data validity was evaluated using SmartPLS software through the Outer Model approach, specifically focusing on Convergent validity. This is assessed based on the square root of the average variance extracted (AVE) for each construct, with the AVE value needing to exceed 0.5 to meet the validity criteria (Ghozali, 20 06). Additionally, validity is further tested by comparing the square root of the AVE value for each construct with the correlations between that construct and other constructs in the model. If the square root of the AVE surpasses these correlation values, the indicators are deemed valid (Ghozali, 2006) and exhibit strong Discriminant validity. This comprehensive assessment ensures that the questionnaire not only measures the intended constructs accurately but also differentiates effectively between various constructs, thereby enhancing the robustness and credibility of the research findings.

Table 2. Average Variance Extracted (AVE)

| Variables | Average variance extracted (AVE) | Information |
|------------------|---|--------------------|
| KP | 0.576 | Valid |
| KM | 0.548 | Valid |
| KN | 0.620 | Valid |
| KH | 0.643 | Valid |
| KRP | 0.573 | Valid |

Source : Primary data processed with Smart PLS (2024)

Table 1 explains the AVE values for the constructs of Trust, Communication, Commitment, Relationship Quality, and Supply Chain Performance. It can be seen that each construct has an AVE value that exceeds 0.5. This indicates that each construct has good validity based on its indicators, so that the questionnaire used to measure the variables of Trust, Communication, Relationship Commitment, Relationship Quality, and Supply Chain Performance can be considered valid.

Reliability Test

Reliability testing is conducted to evaluate the internal consistency of a questionnaire, which serves as an indicator for a specific variable or construct. A questionnaire is deemed reliable if an individual provides consistent responses to the same items across different instances. In this study, data reliability was assessed using the Composite reliability criteria in SmartPLS software. According to Ghazali (2006), data is considered reliable if the Composite reliability value exceeds 0.7.

Table 3. Composite Reliability

| Variables | Cronbach Alpha | Composite Reliability | Information |
|------------------|-----------------------|------------------------------|--------------------|
| KP | 0.754 | 0.844 | Reliable |
| KM | 0.724 | 0.829 | Reliable |
| KN | 0.795 | 0.867 | Reliable |
| KH | 0.814 | 0.878 | Reliable |
| KRP | 0.814 | 0.870 | Reliable |

Source : Primary data processed with Smart PLS (2024)

Table 3 reveals that each construct or latent variable has a composite reliability value exceeding 0.7, indicating strong internal consistency. This suggests that the independent variables (Trust, Communication, Relationship Commitment), intervening variables (Relationship Quality), and dependent variables (Supply Chain Performance) exhibit good reliability.

Analysis Data

Evaluate Outer Model (Measurement Model)

The measurement model is utilized to evaluate the relationship between indicators and constructs (latent variables) by analyzing loading values. In the evaluation of the outer model in PLS, three key criteria are employed, with Convergent validity being one of them. The other two criteria, Discriminant validity – measured by the square root of the average variance extracted (AVE) – and Composite Reliability, have already been addressed in the context of data quality testing. Convergent validity within the measurement model, specifically with reflective indicators, is determined by the correlation between item scores or component scores, as estimated using SmartPLS software. A correlation exceeding 0.7 between an individual reflective measure and the corresponding construct is regarded as high. However, according to Chin (as cited in Ghazali, 2006), a loading value between 0.5 and 0.6 is deemed adequate for research in its early stages of development. Figure 1 illustrates the correlations among various variables, including the Influence of Trust, Communication, Relationship Commitment, Relationship Quality, and Supply Chain Performance.

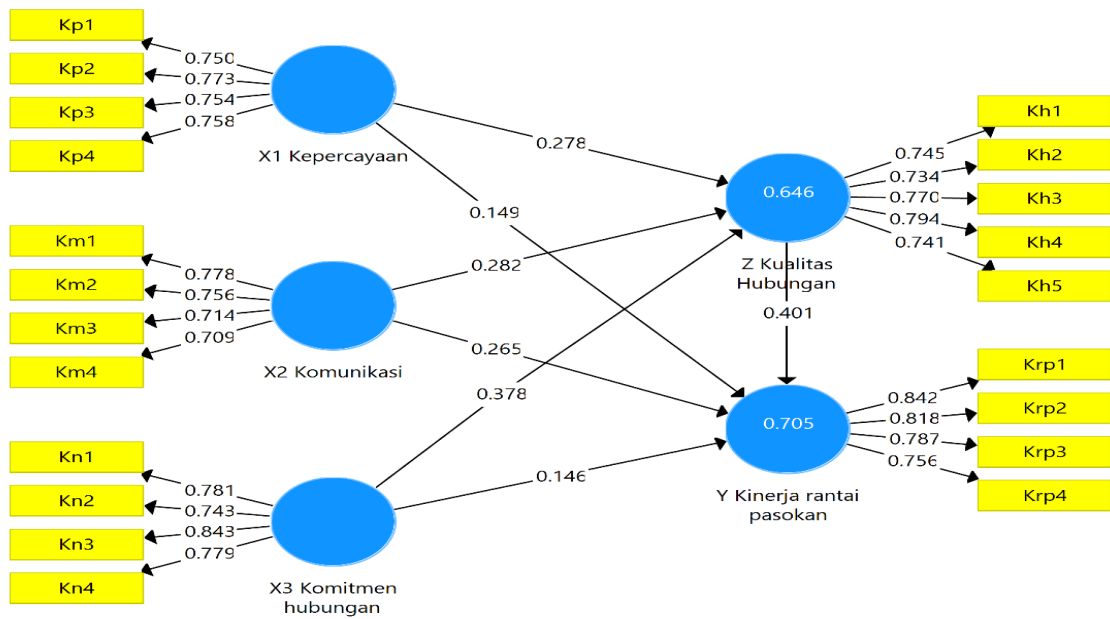


Figure 2. Full Model Structural Partial Least Square
 Source : Primary data processed with Smart PLS (2024)

Information:

- KP = Trust
- KM = Communication
- KN = Relationship Commitment
- KH = Relationship Quality
- KRP = Performance Supply Chain

Picture 2 shows the overall correlation between the variables, which reflects the influence of the independent variables (Trust, Communication, Relationship Commitment) on Relationship Quality as an intervening variable and Supply Chain Performance as the dependent variable.

Outer Model Variables

From Figure 1, which shows the Full Model Structural Partial Least Square, each variable's Outer Loadings are detailed, as indicated in Table 3 below.

Table 4. Outer Loadings Values of the Variables Trust, Communication, Relationship Commitment, Supply Chain Performance, And Relationship Quality

| | X1 Kepercayaan | X2 Komunikasi | X3 Komitmen hubungan | Y Kinerja rantai pasokan | Z Kualitas Hubungan |
|------|----------------|---------------|----------------------|--------------------------|---------------------|
| Kh1 | | | | | 0.745 |
| Kh2 | | | | | 0.734 |
| Kh3 | | | | | 0.770 |
| Kh4 | | | | | 0.794 |
| Kh5 | | | | | 0.741 |
| Km 1 | | 0.778 | | | |
| Km 2 | | 0.756 | | | |
| Km 3 | | 0.714 | | | |
| Km 4 | | 0.709 | | | |
| Kn1 | | | 0.781 | | |
| Kn2 | | | 0.743 | | |
| Kn3 | | | 0.843 | | |
| Kn4 | | | 0.779 | | |
| Kp1 | 0.750 | | | | |
| Kp2 | 0.773 | | | | |
| Kp3 | 0.754 | | | | |
| Kp4 | 0.758 | | | | |
| Krp1 | | | | 0.842 | |
| Krp2 | | | | 0.818 | |
| Krp3 | | | | 0.787 | |
| Krp4 | | | | 0.756 | |

Source: Data primary processed with Smart PIS (2024)

Outer Model Variables Trust

The KP variable is represented by four statement indicators, labeled KP1 through KP4, as depicted in Figure 2. Indicators are deemed reliable if they have a correlation value exceeding 0.7. Nonetheless, during the development stage, a correlation value of 0.5 is still considered acceptable (Ghozali, 2006). The data processing results using Smart PLS, shown in Table 4, indicate that the outer loadings values for the trust variable indicators are all above 0.7, and the outer model value, or the overall correlation with the variables, has met the criteria for Convergent validity. This confirms that the trust variable satisfies the requirements for model adequacy or Discriminant validity. These results demonstrate the robustness of the model, ensuring that the indicators reliably represent the underlying construct.

Outer Model Communication Variables

The KM variable is represented by four indicators, labeled KM1 through KM4, as illustrated in Figure 2. The outer loading test is conducted to assess the correlation between the scores of each item or indicator and their corresponding construct scores. An indicator is deemed reliable if it achieves a correlation value above 0.7; however, during the development phase, a correlation value of 0.5 is still considered acceptable (Ghozali, 2006). According to the data analysis results obtained using Smart PLS, as shown in Table 4, the outer loadings values for the communication variable indicators are all above 0.5, and the outer model value, or the overall correlation with the variables, meets the criteria for Convergent validity. Therefore, it can be concluded that the relationship commitment variable has satisfied the model adequacy standards or Discriminant validity.

This indicates that the indicators effectively capture the essence of the communication variable, ensuring that the model is both reliable and valid.

Outer Model of Relationship Commitment Variables

The KN variable is represented by four indicators, labeled KN1 through KN4, as depicted in Figure 2. The outer loading test is conducted to evaluate the correlation between the scores of each item or indicator and their corresponding construct scores. Indicators are deemed reliable if they achieve a correlation value greater than 0.7, though during the development phase, a correlation value of 0.5 is still considered sufficient (Ghozali, 2006). According to the results of data processing using Smart PLS, as shown in Table 4, the outer loadings values for the relationship commitment variable indicators are all above 0.7, and the overall correlation with the variables has satisfied the criteria for Convergent validity. Consequently, it can be concluded that the relationship commitment variable meets the standards for model adequacy or Discriminant validity, ensuring that the indicators accurately reflect the underlying construct. This finding underscores the robustness of the model, indicating that it can reliably measure the relationship commitment variable.

Outer Model of Relationship Quality Variables

The Relationship Quality variable is represented by five indicators, labeled KH1 through KH5, as illustrated in Figure 2. The outer loading test is conducted to evaluate the correlation between the scores of each item or indicator and their corresponding construct scores. Indicators are considered reliable if they have a correlation value exceeding 0.7. However, during the development phase, a correlation value of 0.5 is still deemed acceptable (Ghozali, 2006). The data analysis results using SmartPLS, as presented in Table 4, indicate that the outer loadings values for the four indicators of the relationship quality variable are all above 0.7. This suggests that the outer model value or overall correlation with the variables has satisfied the criteria for Convergent validity. As a result, it can be concluded that the relationship quality variable meets the requirements for model adequacy or Discriminant validity. Additionally, this implies that the indicators used provide a reliable measure of the relationship quality construct, thereby enhancing the overall robustness and predictive power of the model.

Outer Model Variables Performance Chain Supply

The supply chain performance variable is represented by four indicators, labeled KRP1 to KRP4, as illustrated in Figure 2. The purpose of the outer loading test is to assess the correlation between the scores of individual items or indicators and their respective construct scores. An indicator is deemed reliable if its correlation value exceeds 0.7. However, during the initial stages of model development, a correlation value of 0.5 is still considered sufficient (Ghozali, 2006). According to the data analysis results using Smart PLS, as presented in Table 4, the outer loadings values for the supply chain performance variable indicators are all above 0.5. This suggests that the outer model value, or the overall correlation with the variables, has met the criteria for Convergent validity. Consequently, it can be concluded that the supply chain performance

variable satisfies the model adequacy requirements or Discriminant validity. Moreover, this indicates that the indicators used provide a reliable measure of the supply chain performance construct, thereby enhancing the overall robustness and predictive accuracy of the model.

Testing Hypothesis through Inner Model

Ghozali (2006) describes the inner model as a representation of the relationships between latent variables grounded in substantive theory. This model is also commonly referred to as the inner relation, structural model, or substantive theory. The testing of the inner or structural model is conducted to evaluate the connections between constructs, the significance values, and the R-square of the research model. The inner model applied in this study is as follows:

Table 5. Results for Inner Weight

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|--------------|
| X1 Kepercayaan -> Y Kinerja rantai pasokan | 0.149 | 0.149 | 0.065 | 2.286 | 0.023 |
| X1 Kepercayaan -> Z Kualitas Hubungan | 0.278 | 0.282 | 0.080 | 3.469 | 0.001 |
| X2 Komunikasi -> Y Kinerja rantai pasokan | 0.265 | 0.269 | 0.070 | 3.766 | 0.000 |
| X2 Komunikasi -> Z Kualitas Hubungan | 0.282 | 0.289 | 0.078 | 3.624 | 0.000 |
| X3 Komitmen hubungan -> Y Kinerja rantai pasokan | 0.146 | 0.146 | 0.072 | 2.020 | 0.044 |
| X3 Komitmen hubungan -> Z Kualitas Hubungan | 0.378 | 0.370 | 0.091 | 4.165 | 0.000 |
| Z Kualitas Hubungan -> Y Kinerja rantai pasokan | 0.401 | 0.399 | 0.084 | 4.784 | 0.000 |

Source: Data primary processed with Smart PLS (2024)

Referring to Table 5, it is evident that the relationship between KP and KRP is positive, with a coefficient of 0.149, a t-value of 2.286, and a P-value of 0.023 at t = 1.96. This indicates that KP has a positive and significant effect on KRP. Similarly, the relationship between KP and KH is also positive, with a coefficient of 0.278, a t-value of 3.469, and a P-value of 0.001 at t = 1.96, signifying that KP positively and significantly influences KH.

Moreover, the relationship between KM and KRP is positive, with a coefficient of 0.265, a t-value of 3.766, and a P-value of 0.000 at t = 1.96, indicating that KM has a positive and significant effect on KRP. The connection between KM and KH is likewise positive, with a coefficient of 0.282, a t-value of 3.624, and a P-value of 0.000 at t = 1.96, showing that KM has a positive and significant impact on KH.

Additionally, the relationship between KN and KRP is positive, with a coefficient of 0.146, a t-value of 2.020, and a P-value of 1.96, demonstrating that KN positively and significantly affects KRP. The relationship between KN and KH is also positive, with a coefficient of 0.378, a t-value of 4.165, and a P-value of 0.000 at t = 1.96, confirming that KN has a positive and significant impact on KH. Lastly, the relationship between KH and KRP yields positive results, with a coefficient of 0.401, a t-value of 4.784, and a P-value of 0.000 at t = 1.96, indicating that KH positively and significantly influences KRP.

These results collectively underscore the robustness of the relationships between these variables, reinforcing the theoretical model proposed in the study.

Table 6. R-Square

| | R Square | R Square Adjusted |
|--------------------------|----------|-------------------|
| Y Kinerja rantai pasokan | 0.705 | 0.697 |
| Z Kualitas Hubungan | 0.646 | 0.639 |

Source: Data primary processed with Smart PLS (2024)

Information :

KP = Trust

KM = Communication

KN = Relationship Commitment

KH = Relationship Quality

KRP = Supply Chain Performance

Table 5 presents the R-square value for supply chain performance at 0.919 and for relationship quality at 0.904. A higher R-square value indicates a stronger ability of the independent variables to explain the variance in the dependent variable, suggesting that the structural equation model is more robust and reliable. This high R-square value implies that the model provides a good fit for the data, ensuring greater confidence in the findings.

DISCUSSION

Variable X1 (Trust) has a **positive** and **significant effect** on Z (Relationship quality) with a p-value of $0.001 < 0.050$. With Thus **Hypothesis 1 accepted** .

Variable X2 (Communication) has a **positive** and **significant effect** on Z (Relationship quality) with a p-value of $0.000 < 0.050$. With Thus **Hypothesis 2 accepted** .

Variable X3 (Relationship commitment) has a **positive** and **significant effect** on Z (Relationship quality) with a p-value of $0.000 < 0.050$. With Thus **Hypothesis 3 accepted** .

Variable X1 (Trust) has a **positive** and **significant effect** on Y (Supply chain performance) with a p-value of $0.023 < 0.050$. With Thus **Hypothesis 4 accepted** .

Variable X2 (Communication) has a **positive** and **significant effect** on Y (Supply chain performance) with a p-value of $0.000 < 0.050$. With Thus **Hypothesis 5 accepted** .

Variable X3 (Relationship commitment) has a **positive** and **significant effect** on Y (Supply chain performance) with a p-value of $0.044 < 0.050$. With Thus **Hypothesis 6 accepted** .

Variable Z (Relationship quality) has a **positive** and **significant effect** on Y (Supply chain performance) with a p-value of $0.000 < 0.050$. With Thus **Hypothesis 7 accepted** .

Analysis Influence

An influence analysis is required to assess the extent to which the exogenous variables impact the endogenous variables, both directly and indirectly, This assessment is detailed in Table 7 below.

Table 7. Direct Influence, Indirect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|--------------|
| X1 Kepercayaan -> Z Kualitas Hubungan -> Y Kinerja rantai pasokan | 0.111 | 0.113 | 0.040 | 2.808 | 0.005 |
| X2 Komunikasi -> Z Kualitas Hubungan -> Y Kinerja rantai pasokan | 0.113 | 0.114 | 0.037 | 3.061 | 0.002 |
| X3 Komitmen hubungan -> Z Kualitas Hubungan -> Y Kinerja rantai pasokan | 0.152 | 0.148 | 0.050 | 3.037 | 0.003 |

Source: Data primary processed with Smart PLS (2024)

Indirectly, variable X1 (Trust) has a **positive and significant effect** on Y (Supply chain performance) through Z (Relationship quality) with a p-value of $0.005 < 0.050$.

Indirectly, variable X2 (Communication) has a **positive and significant effect** on Y (Supply chain performance) through Z (Relationship quality) with a p-value of $0.002 < 0.050$.

Indirectly, variable X3 (Relationship commitment) has a **positive and significant effect** on Y (Supply chain performance) through Z (Relationship quality) with a p-value of $0.003 < 0.050$.

CONCLUSIONS AND RECOMMENDATIONS

Trust (X1) has a positive and significant effect on Supply Chain Performance (Y) through Relationship Quality (Z) with a p-value of $0.005 < 0.050$. This shows that Trust indirectly improves Supply Chain Performance through improving Relationship Quality.

Communication (X2) has a positive and significant effect on Supply Chain Performance (Y) through Relationship Quality (Z) with a p-value of $0.002 < 0.050$. This shows that Communication indirectly improves Supply Chain Performance through improving Relationship Quality.

Relationship Commitment (X3) has a positive and significant effect on Supply Chain Performance (Y) through Relationship Quality (Z) with a p-value of $0.003 < 0.050$. This shows that Relationship Commitment indirectly improves Supply Chain Performance through improving Relationship Quality.

Direct Impact:

Each independent variable (X1, X2, X3) has the potential to influence Supply Chain Performance (Y) either directly or through the mediating variable Relationship Quality (Z). However, in this analysis, the focus is on the indirect influence through mediation.

Indirect Influence:

Trust (X1), Communication (X2), and Relationship Commitment (X3) all have a significant indirect effect on Supply Chain Performance (Y) through Relationship Quality (Z). This means that an increase in Trust, Communication, and Relationship Commitment can improve Relationship Quality, which in turn will improve Supply Chain Performance.

Overall, the three variables (X1, X2, X3) play an important role in improving Supply Chain Performance by improving the Quality of Relationships between the parties involved.

Based on the conclusion of the study, it is recommended that oyster mushroom farmers and processors in Kuningan Regency understand in depth the importance of building trust, effective communication, and commitment in relationships between all members of the supply chain in the production process. Improving supply chain performance should begin with intensive, planned, and sustainable efforts by all members of the supply chain to jointly create and foster trust, commitment, and good communication. This can strengthen partnerships, reduce uncertainty, improve coordination, and support appropriate decision making. The combination of trust, communication, commitment, and support for better relationship quality will result in higher supply chain performance.

The results of this study indicate that management has an important role in maintaining trust, communication, commitment, and quality of relationships in the supply chain system. Improved supply chain performance is characterized by the company's increasingly flexible and reliable ability to meet customer demand. In addition, improved product delivery performance, reduced operational costs, and optimization of utilities in the operational process are also indicators of this improvement. However, the results of this study cannot be generalized to other cases outside the object of this study or other companies.

ADVANCED RESEARCH

The result of this study and the limitations found can be used as a source of ideas and input for the development of this research in the future, so the suggested extensions of this research include:

1. Population and Sample Expansion: Future research could expand the population scope by involving mushroom farmers and processors from other regions, or even different agricultural sectors, to compare findings and obtain more comprehensive insights into the influence of trust, communication, and commitment on supply chain performance.
2. Case Study: Conducting case studies on specific companies or farmer groups that have successfully implemented best practices in fostering trust and communication within their supply chains. This approach could provide concrete examples and strategies that may be adopted by other stakeholders.

REFERENCES

- Ahda FA. 2009. The influence of supply chain form and supplier company relationship quality in realizing marketing performance through improving supply chain performance [thesis], Semarang: UNDIP Postgraduate Program.
- Ahmadi. 2009. Human Resource Management. Jakarta: Rineka Cipta.
- Alfianto, R., Rahardjo, S. T., & Kusumawardhani, A. (2015). Analysis of the Influence of Supplier Relationship Quality with Companies on Supply Chain Performance (Empirical Study on Raw Material Suppliers at PT Jamu Jago) (Doctoral dissertation, UNDIP: Faculty of Economics and Business).
- Ball O. Michael, Ma Meng, Louiqa Raschid, and Zhao Zhengying. 2002. Supply Chain Infrastructures: System Integration and Information Sharing. School of Business, 1-6.
- Capaldo, A. and Giannoccaro, I. (2015), "How does trust affect performance in the supply chain? The moderating role of interdependence", *International Journal of Production Economics*, Vol. 166 No. 1, pp. 36-49.
- Farida, S. I., Iqbal, M., & Kurniasih, A. (2016). The Influence of Trust and Organizational Commitment on Work Motivation and Its Implications on Job Satisfaction. *Journal of Education: Learning Innovation Research*, 46(1), 121-134.
- Ferdinand (2006). *Management Research Methods: Research Guidelines for Writing Management Science Theses, Dissertations and Dissertations*. Semarang: Diponegoro University Publishing Agency.
- Ghozali, I. (2006). *Multivariate Analysis Application with SPSS Program*. Fourth Edition. Semarang: Diponegoro University Publishing Agency.
- Hair, et al., 1995. *Multivariate Data Analysis with Reading 4th Edition*. New Jersey: Prentice-Hall.
- Handoko, T. Hani. 2008. *Management*. Yogyakarta: BPFE.
- Hair, et al., 1995. *Multivariate Data Analysis with Reading 4th Edition*. New Jersey: Prentice-Hall.
- Hesti Aprianingsih. 2013. Analysis of the Influence of Information Technology Implementation on Supply Chain Performance with Supply Chain Integration as a Mediator in the Textile Industry Sector (TPT). *Journal I Made Sucipta, I Wayan Widia, and I Made Supartha Utama* (2016), Strategy for Improving the Performance of Siam Orange Supply Chain Management in the Gunung Mekar Farmers Group, Gianyar Regency, Agricultural Engineering Study Program, Faculty of Agricultural Technology, Udayana University <http://ojs.unud.ac.id/index.php/beta> Volume 4, Number 2, September, 2016.
- Kotler, P., & Keller, K. L. (2009). *Marketing Management* (12th ed.). Jakarta: Erlangga.
- Mamad M, Chahdi FO. 2013. The factors of the collaboration between the upstream supply chain actors: case of the automotive sector in Morocco. *International Business Research* 6(11): 15-28. <https://doi.org/10.5539/ibr.v6n11p15>.

- Munizu, M. (2017). The influence of trust, commitment, and information technology on supply chain performance (Case study of passion fruit processing SMEs in Makassar City). *Journal of Management & Agribusiness*, 14 (1), 32-32.
- Narayanan, S., Narasimhan, R., & Schoenherr, T. (2015). *Assessing the Contingent Effects of Collaboration on Agility Performance in Buyer-Supplier Relationships*. *Journal of Operations Management*, 33-34, 140-154. <https://doi.org/10.1016/j.jom.2014.11.00>.
- Panayides, P. M., & Lun, Y. V. (2009). The impact of trust on innovativeness and supply chain performance. *International journal of production Economics*, 122 (1), 35-46.
- Prahinski Carol. 2001. *Communication Strategies and Supplier Performance Evaluation in an Industrial Supply Chain*. UMI Microform.
- Rahayu, W. (2022). *The influence of Trust, Long-Term Relationships, and Information Technology on Supply Chain Performance (A Study on Handycraft UMKM in Bantul Yogyakarta)* (Dctoral dissertation, Universitas Muhammadiyah Yogyakarta).
- Rashed AAC, Azeem A., Halim Z. 2010. Effect of information and knowledge sharing on Supply Chain Performance: A Survey Based Approach. *Journal of Operations and Supply Chain Management*, 3(2), 61-77.
- Rippa Pierluigi. 2009. Information sharing in buyer-supplier relationships. *Industrial Marketing Management*, 121-134.
- Shin, Y., Thai, V., & Yuen, K. F. (2018). *The impact of supply chain relationship quality on performance in the maritime logistics industry in light of firm characteristics*. *International Journal of Logistics Management*, 29(3), 1077-1097. <https://doi.org/10.1108/IJLM-10-2016-0227>.
- Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta, CV
- Sugiyono. (2020). *Quantitative, Qualitative and R&D Research Methods*. Bandung: Alfabeta.
- Wagner M. Stephan and Krause R. Daniel. 2007. Supplier Development: Communication Approaches, Activities and Goals. *International Journal of Production Research*. 47(12), 3161-3177.