The Impact Of Supply Chain Management On Food Quality In Culinary Msmes In Jakarta

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Abstrak

Sektor Usaha Mikro, Kecil dan Menengah (UMKM) merupakan sektor industri yang dapat diandalkan sebagai indikator dalam stabilitas perekenomian baik di tingkat lokal ataupun daerah. Fungsi UMKM sendiri selain sebagai roda bisnis, akan tetapi juga sebagai pemberdayaan masyarakat pada umumnya. Pemerintah berupaya memotivasi melalui kebijakan-kebijakannya serta dorongan kepada pada pengusaha kecil dan menengah, agar selalu dapat mengembangkan dan memperluas kegiatan usahanya. Pelatihan-pelatihan yang dilakukan kepada para pengusaha kecil dan menengah ini diharapkan dapat dijadikan penambahan nilai pada produk yang mereka buat, seperti halnya pembuatan kemasan maupun kualitas makanan. Akan tetapi kontribusi UMKM masih kecil dikarenakan kurangnya lemahnya daya saing produk UMKM. Daya saing dan performa UMKM yang lemah dapat ditingkatkan oleh supply chain management (manajemen rantai pasokan). Penelitian ini difokuskan pada manajemen rantai pasokan dalam kaitannya dengan kualitas makanan (food quality). Tujuan penelitian ini adalah untuk mengetahui pengaruh manajemen rantai pasokan yang dilihat dari kepercayaan (trust), komunikasi (communication), dan adaptasi (adaptation) terhadap kerja sama yang implikasinya terhadap kualitas makanan (food quality). Sampel yang digunakan sebanyak 75 UMKM kuliner di Jakarta. Untuk menguji model penelitian maka dilakukan pengujian secara empirik menggunakan partial least square (PLS).

Kata Kunci: manajemen rantai, kerja sama, kualitas makanan

Abstract

The Micro, Small, and Medium Enterprises (MSME) sector is an industrial sector that can be relied upon as an indicator of economic stability at local and regional levels. The function of MSMEs is not only as a business wheel but also as community empowerment in general. The government seeks to motivate small and medium entrepreneurs through its policies and encouragement so that they can always develop and expand their business activities. The government conducts training for small and medium-sized entrepreneurs who are expected to add value to the products they make, such as packaging and food quality. However, the contribution of MSMEs is still small due to the lack of weak competitiveness of MSME products. Supply chain management can improve the weak competitiveness and performance of MSMEs (supply chain management). This research is focused on supply chain management concerning food quality. This study aimed to determine the effect of supply chain management in trust, communication, and adaptation to cooperation with implications for food quality. The sample used was 75 culinary SMEs in Jakarta and the research model was tested empirically using Partial Least Square (PLS).

Keywords : supply chain management, cooperation, food quality.

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INTRODUCTION

The condition of the COVID-19 pandemic requires every effort to make efficient; like it or not, every business must design a strategy to survive. The key to all this is that the company must make efficient by reducing operational costs. Financial products can only occur if there is good coordination between retail companies and their suppliers. Coordination between parties in the supply chain involves inventory and market information that is useful for company planning(Diah & Syarief, 2016) .

The ability of SMEs to survive and thrive in competition can be seen from the performance of these SMEs. The commission also has a significant influence on determining the company's strategy (Ramadhani, n.d.). Performance measurement is carried out to assess the level of company performance, whether the company has been running well, namely by achieving the company's goals that have been set or even experiencing a setback. The results of performance measurement can be used as a basis for companies to achieve company goals and make improvements to improve performance so that, in the end, the company can increase its competitiveness (Susetyo and Sabakula, 2015). Improved performance effective collaboration with suppliers and customers to streamline the supply chain is an interactive process (Jamaluddin, n.d.). Thus, selecting accurate methods and tools to measure this performance is increasingly important for companies and academics.

According to (Mufaqih et al., 2017), trust, corporation, and adaptation lead to success in supply chain management. Meanwhile, according to Min & Mentzer 2004; Untari & Satria, 2021,), supply chain management is formed from information sharing, long-term relationships, agreed vision & goals, risk-sharing & rewards, agreed supply chain leadership, process integration, collaboration. According to (Ganika, 2017.) formed from communication, trust, cooperation, adaptation, and atmosphere. (Fahrul, 2020) state that supply chain management is included from long-term relationships, information technology, sharing, and logistics information. (Anatan, 2016) in terms of trust, alliance strategy, commitment, and information quality. Meantime, (Deswati et al., 2020) stated that communication, information sharing, relationship satisfaction, long term relationship oriented. According to Frohlich and Westbrook, 2001: (Mukhsin, n.d.), a successful company is a company that can link its internal and external scope in a single chain called the supply chain.

Supply Chain Management", also known as "Supply Chain Management" (after this referred to as SCM), is a concept of handling logistics in a business unit, starting from suppliers at the upstream level, to the most downstream level, in this case, consumers who receive goods with satisfaction (Leppe et al., 2019). This concept describes an integrated and long-term relationship between suppliers and production units and with final consumers (Heizer & Render, 2015) (Kurniawan & Kusumawardhani, 2017). Various Previous Research Says That Scml Is More Effective When Applied In Large-Scale Business Units (Nashrullah, 2015), (Lathif, 2019) The Effectiveness of SCM Implementation In Large-Scale Business Units Can Be Achieved Due To The Support Of Technology, Human Resources, And Capital. However, conceptually, the application of SCM in business organizations is a form of business partnership. The intended business partnership is a condition of mutual need between business units, something that is very much needed by small and medium industries so that the implementation of SCM is expected to meet the supply of raw materials and delivery of products to consumers, even for small and medium enterprises (Amaruddin et al., 2021)SCM Is Also An Integrated Process So That The Industry Is Guaranteed In Receiving The Supply Of

Raw Materials And Auxiliary Materials, So That It Can Produce Continuously. In addition, SCM guarantees that the goods produced by industry can be delivered to consumers in the correct quantity, quality, right target, on time, with minimal costs, and meet the expectations of these consumers.

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Found these supply chain practices to not affect the market performance of furniture companies. Another study taking the context of electronic companies in Brazil (Akhiar, 2016) found four supply chain practices that affect company performance, namely: Supply chain integration to support production planning and control. Share information about products and targeting strategies. Strategic relationships with customers and suppliers, Customer order support. Supply chain management can not only be applied by large companies but MSMEs (Micro, Small and Medium Enterprises) can also apply it. The supply chain concerns the continuous relationship of goods, money, and information. Goods generally flow upstream to downstream, cash flows from downstream to upstream, while data flows both from upstream to downstream and from downstream to upstream. The main goal in building a supply chain is to minimize the flow of raw materials and finished products at every point in the pipeline to increase productivity and save costs (Agustino, 2015). The success of a supply chain business is managing several critical elements for sections such as individual business units in the entire supply chain.

Strategies are covered in different aspects to contribute to the overall results (Fitrianto & Sudaryanto, 2016): (1). Building supplier relationships is essential to build strategic partnerships with suppliers for success in the supply chain. Companies have started to limit the number of their suppliers by implementing a vendor evaluation program. These programs seek to find suppliers with operational excellence so that customers can determine which suppliers the suppliers serve best. Having a closer relationship with customers or suppliers is essential because suppliers will find it easier to work with. (2). To remain competitive, the company focuses on improving supply chain efforts to improve customer service by increasing the frequency of reliable product deliveries. The demand for increasing customer service leads to partnerships between customers and suppliers. The ability to serve their customers with a higher level of service quality, including fast delivery of products, is an important endeavor. Having a successful relationship with suppliers results from trust and the ability to drive customers, customer closeness, and customer focus. (3). Establishing quality management for product-oriented channels Achieving and maintaining quality management in an industry is difficult for companies. Many competitive pressures force companies to remain efficient. Some quality management looks at supply chain management for companies that hire resources to

perform processes. It also increases influence on the channel as these companies are recognized as leading and treated with respect. (4) Introducing SCM solutions and enabling information technology Information is critical to operating the supply chain effectively.

Information technology systems enhance a company's communication capabilities. However, the compatibility of information systems between trading partners may limit the ability to exchange information. An improved information technology system is urgently needed where partners in the channel have access to a shared database updated in real-time. The concept of the optimal supply chain is to create an effective and efficient information flow between networks of various interconnected corporate organizations that have the same goal, which results in maximum satisfaction for customers (Cahyani, 2014). The concept of an optimal and coordinated supply chain means that each channel of the company's supply chain will not experience a shortage of goods, nor will there be too many excess goods. However, in 2015 Indonesia's economy experienced a sluggishness causing the retail industry to be affected. Observed the development of this industry slowed due to the decline in people's purchasing power, the consumer confidence index (IKK), and the weak exchange rate of the rupiah against the US dollar. In terms of future potential, the retail industry in Indonesia is seen to have great potential for the medium and long-term considering that Indonesia occupies the 12th 4th position out of 30 developing countries for retail investment destinations. This can be proven by the growth of several new retail companies in Indonesia in the last two years amid the slowing economy in Indonesia. The retail industry is also seen as able to reduce unemployment in Indonesia because this industry is quite a positive contribution to the progress of the local and national scale economy (Sulistyono, 2014). Government and community support for the development of local retail potential has also become factors for the development of companies in this industrial sector to increase the need for new potential and quality workers. Along with the development of the retail industry sector in Indonesia, the government needs to distribute products evenly related to the concentration of industry and economic activities, most of which are still centered on the island of Java. Because this can have a significant impact on the development of the sector. Considering that retail product in the regions is still limited because many areas do not yet have provisions on spatial planning, and there are no regional provisions regarding detailed spatial planning plans that prevent retail entrepreneurs in the areas from developing (Aziz & Dwiyanto, 2017).

Communication, trust, and adaptation play an essential role in creating a good business relationship. Good communication in cooperation is needed to share information, and it aims to carry out effective coordination in the supply chain. Information sharing enables companies to make better decisions and supply chain costs more efficiently and respond to customer needs (Mukhsin, 2017). However, the coordination that is carried out between members in the supply chain often experiences problems related to the lack of various information between companies in the supply chain. One of the effects of the lack of information sharing between companies in the supply chain is the wrong anticipation of market demand. According to (Anatan, 2010), information is a message that contains relevant meaning, implications, or input for decision making or action. Furthermore, the purpose of the report's existence is to help make decisions, solve problems, and see opportunities. Information sharing can be defined as the availability of a database for all partners in the supply chain to monitor the flow of products and orders from the manufacturer to the consumer (Leppe et al., 2019). Furthermore, explain that sharing relevant and accurate information can assist supply chain members in making the right decisions to meet consumer needs effectively and efficiently.

Amaruddin et al. (2021) explained that information sharing involves sharing technology, marketing, production, and inventory information with suppliers and consumers. Sharing information can also help companies understand market wants consumer needs, get new ideas in creating products, and develop and improve company business processes (Sujono, 2016). The description above can conclude that the company needs to share information because it can assist in deciding or action related to meeting consumer needs.

Companies can avoid the bullwhip effect with quality, clear, and transparent communication. An investment lies in the commitment of the supplier relationship, and secondly, building trust between companies is significant for the company's performance concerning the contract of the two organizations. A partnership can also engage in strategic relationships with suppliers. This relationship is based on mutual trust. Another factor that makes a good business relationship is adaptation. Adaptation is needed in building a business to adapt to the business relationships we live in. In transformation, companies must adapt to business partners so that they know their business partners by knowing the location of market conditions and company conditions both internally and externally. Communication, trust, and adaptation affect the quality of cooperation in carrying out the supply chain management process (Liu, 2018).

Furthermore, currently, the culinary business in Indonesia is increasingly in demand, and it can be seen from the number of people who like to look for a variety of food menus, both traditional, national, and international foods. It can be evidenced by the increasing number of culinary businesses that stand up from time to time and, of course, with the offering of their respective mainstay menus so that the culinary sub-sector contributes 41.40 percent of total revenue in the tourism sector and Indonesia's creative economy (Narya, 2019). According to the Director of Parama Indonesia, the increase in the culinary business was triggered by the needs of people in big cities, so that growth reached 34 percent (Juniman, 2017). Food and drink are no longer basic needs that must be met but have become a trend. Activities carried out with friends or relatives as a means of socialization or gathering together, according to data from the Central Statistics Agency (2021) that household consumption in the second quarter of 2019 contributed to the Indonesian economy reaching more than 55 percent of Indonesia's GDP. The most significant public consumption expenditure in the second quarter of 2019 was to meet Rp's food and beverage needs. 872.66 trillion or approximately 39.46 percent. The growth of household consumption in the second quarter of 2019 reached 5.17 percent, the highest increase since 2014. So, it is not surprising that many people think that today's profitable business is the culinary business. Food is an essential requirement. After all, it is consumed every day. All over the world, awareness of food quality is increasing day by day. Food safety is a shared responsibility between the government and industry, including raw material producers, food industry and distributors, and consumers. The involvement of these three sectors is very influential on the success of food quality. Food quality can be good if the raw materials in the manufacturing process are suitable raw materials.

Based on the thoughts above, the researchers compiled several hypotheses as follows: (Ariani et al., 2013) revealed that when trust is present, SC members will work together to overcome differences for the benefit of all members. SCM is built on trust (Laulita, 2020). Lack of mutual trust is a factor fatality that can dissolve partnerships in the supply (Nasrullah, n.d.). (Lathif, 2019) research confirmed that trust is the main factor of SC member collaboration. Similar results were also shown by Ryu et al. (2009), who argued that apart from increasing collaboration, trust was critical in building commitment. The Company that believes in the integrity of its partners will have a higher intention to continue cooperation with the partner. From the above literature, research hypotheses are drawn up Become :

H1: There is a positive influence between trust and quality cooperation for culinary SMEs in Jakarta.

Through communication, partners can act freely, maintains relationships over time, and reduces collaboration uncertainty (mirza, 2021). Tuten & Urban also support this opinion and consider communication a significant component in a successful partnership. Communication as a pioneer of the presence of trust has also been verified in the research of (Liu, 2018) and Ryu et al. (2009) therefore conclusions are drawn for the second hypothesis, namely:

H2: There is a positive influence between communication on the quality cooperation of culinary SMEs in Jakarta.

Adaptation theory emphasizes an organization's ability to accept, interpret and translate disturbances from the external environment into internal norms that lead to survival or success. Internal and external customers, Adaptive culture can be expressed as a culture that can perform adaptation. According to (Ariani et al., 2013), adaptation can be defined as the actions of entrepreneurs (entrepreneurs) and their teams to process information inputs from their environment and make quick adjustments. Based on the description above, the third hypothesis of this research is:

H3: There is a positive influence between adaptation to quality cooperation of culinary SMEs in Jakarta.

Cooperation is characterized by several parties working together to achieve mutually beneficial goals. Effective collaboration is a desire to develop relationships that generate trust and commitment (Adha, 2017). The existence of cooperation with reliable suppliers will result in understanding and a good understanding of the needs and requirements of each party so that they can increase the company's income (Cempakasari and Yoestini, 2003). This supports the research conducted by (Akhiar, 2016) to get good performance through cooperation, a good relationship between the two parties is necessary.

H4: There is a positive influence between quality cooperation on the food quality of culinary SMEs in Jakarta

METHOD

The population of this study is the perpetrators of Culinary SMEs in Jakarta. Sampling using convenience sampling technique with a total sample of 75 respondents. Primary data was collected using a digital questionnaire using Google Forms submitted to respondents who met the sample criteria, namely culinary SMEs in Jakarta. In this study, the collected data were analyzed using the SEM-PLS method.

RESULT AND DISCUSSION

The first step is related to the specification of formative and reflective measurement models. If the measurement model test is adequate, we can further analyze the second step of structural model testing to contact the relationship between variables. For the measurement of the outer model, a validity test is applied by checking its convergent validity (AVE value) and discriminant validity (cross-loading). Hair et al. (2014) suggest that convergent validity is declared valid if the Average Variance Extracted (AVE) value is > 0.50, and for cross loading, it should have more value than other variables. This study shows that the AVE of all the variables is above 0.5, as shown in table 1. It means that all variables have met the concurrent validity analysis as measured by the Average Variance Extracted value.

Table 1. AVE Analysis

Variable	AVE
Adaptation	0.614
Communication	0.760
Coordination	0.716
Food Quality	0.766

Trust	0.660

Furthermore, the criteria for fulfilling discriminant validity can also be seen from the value of the cross-loading analysis and based on the test results of the study of cross-loadings, it shows that the value of cross-loadings on each indicator in each variable has a more excellent value than the value of cross-loadings on other variables. Thus, all hands in each variable have met the criteria for discriminant validity.

An indicator on a variable is declared reliable if the value of the Cronbach's Alpha is more than 0.6 (>0.6) but not more than 0.95; also, its composite reliability is more than 0.7 (>0.7). This study shows that all the variables have more than 0.6 Cronbach's Alpha and more than 0.7 composite reliability. So that the variable indicators of this study have met the requirements of reliability (Table 2).

Table 2. Reliability Testing

Variable	Cronbanch's Alpha	Composite Reliability
Adaptation	0.809	0.887
Communication	0.894	0.927
Coordination	0.801	0.883
Food Quality	0.848	0.908
Trust	0.876	0.915

Furthermore, tested the coefficient of determination (R2) and predictive relevance (Q2) for the structural model test for the data analysis. Hair et al. (2011) stated that the coefficient of determination (R2) is one of the main criteria in the internal model analysis. The indicator used to measure the variable is declared reliable if it has a composite reliability value greater than 0.6 (> 0.6). All matters of composite reliability on the indicator's variable are more significant than 0.6. So that all hands of each variable have met the requirements and are declared reliable. Other than R2, an evaluation of the PLS model is also carried out by looking at its predictive relevance (Q2). A model can be declared to have predictive relevance if the value of Q2 is more significant than zero (Ghozali & Latan, 2015). The result of this study concluded that the predictive relevance (Q2) value for all variables is greater than 0 (> 0), so we can conclude that the construct relationship of the variables researched is considered relevant in measuring the research model that has been previously established.

In the research hypothesis test, path analysis tests (path coefficients) which coefficient testing is carried out to determine the relationship between the independent variable and the dependent variable in this study, whether weak or strong. As shown in Figure 1, all coefficient has shown a positive and robust relationship between variables.
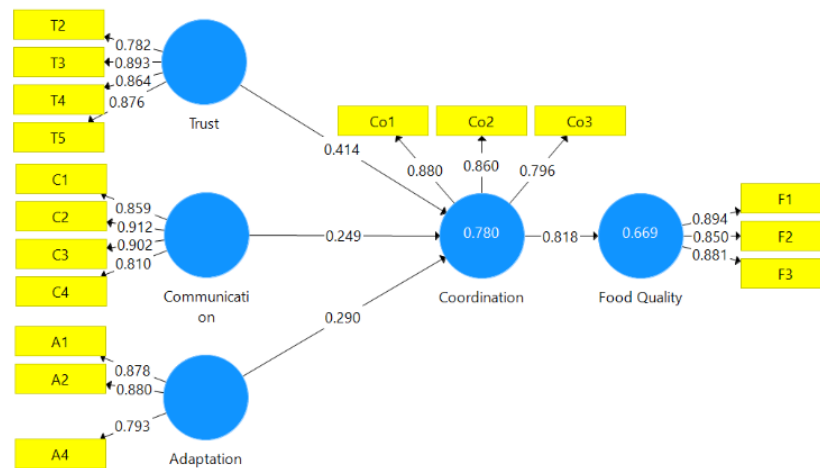
Figure 1. Path Analysis.

The study's hypothesis testing results are presented in the following table.

Table 3. Hypothesis Testing

Hypothesis	Original Sample	t-statistics	p-value
Adaptation -> Coordination	0.2900	2.6230	0.0090
Communication -> Coordination	0.2490	2.5040	0.0130
Coordination -> Food Quality	0.8180	19.6940	0.0000
Trust -> Coordination	0.4140	4.0280	0.0000

will not reject the hypothesis if it has at-statistic value > 1.96 or a p-value < 0.05. Based on the results of hypothesis testing in the table above, it can be concluded as follows:

- Based on the results of hypothesis testing, H1 has a t-statistic value of 2.4340 and a p-value of 0.0150, which means that the first hypothesis is not rejected, so the trust variable has a positive and significant effect on the quality cooperation variable.
- Based on the results of hypothesis testing, H2 has a t-statistic value of 2.4840 and a p-value of 0.0130, which means that the first hypothesis is not rejected, so the communication variable has a positive and significant influence on the quality cooperation variable.
- Based on the results of hypothesis testing, H3 has a t-statistic value of 19.9350 and a p-value of 0.0000, which means that the first hypothesis is not rejected. The adaptation variable has a positive and significant effect on the quality cooperation variable.
- Based on the results of hypothesis testing, H4 has a t-statistic value of 3.9450 and a p-value of 0.0000, which means that the first hypothesis is not rejected so that the quality cooperation variable has a positive and significant influence on the food quality variable..

Discussion

Based on the data collection and processing results, the majority of respondents in this study are micro food and beverage drivers with a business duration of 1-2 years and business

areas in the Jakarta area. This study uses five indicators for the trust variable. Still, because the first indicator does not pass the outer loading test, only four other indicators are used that meet the validity requirements. Likewise, used only three indicators for the adaptation variable, which initially contained four hands because the third indicator did not meet the outer loading criteria, so it was considered invalid to be included in the data analysis process. There are four indicators to measure the communication variable and three indicators for the coordination and food quality variables. After removing the third indicator from the adaptation variable and the first indicator from the trust variable, we can conclude that the results of processing the outer model conclude that all hands of the variables used in this study are valid and reliable. The inner model test in this study uses the R-Square (R2) analysis test, effect size analysis (f2), predictive relevance test (Q2), Goodness of Fit (GoF) test, path coefficient analysis, and hypothesis testing. The results of R2 show that the magnitude of R2 on the coordination variable is 0.780 or 78%, which means that changes in the trust, communication, and adaptation variables can explain the cooperation variable. The remaining 22% can be explained by other variables not examined in this study. Furthermore, the results of the R-Square of the food quality variable are 0.669 or 66.9%, which means that the coordination variable can explain the food quality variable, and other variables can explain the remaining 0.331 or 33.1%. The results of the predictive relevance test (Q2) show that the variables used in this study can predict the research model well. Furthermore, this study's effect size (f2) test results show that the adaptation and communication variables have a negligible effect on coordination. The trust variable has a moderate impact on the coordination variable, but the coordination variable strongly influences food quality. The Goodness of Fit (GoF) test results obtained a magnitude of 0.714, which means that the model in this study has a relatively significant level of fit. Based on path coefficient analysis, it is known that the coordination variable provides the most significant contribution to food quality. Based on the results of hypothesis testing, the first hypothesis is not rejected, which means that trust can affect the quality cooperation variable of culinary SMEs in Jakarta. The first hypothesis is not rejected because it has the at-statistic value of 2.4340, which is greater than 1.96 (> 1.96), and a p-value of 0.0150 which is smaller than 0.05 (< 0.05). These results indicate that if the level of trust from MSME actors increases, the closeness of cooperation provided by suppliers will be better or of higher quality. These results align with research conducted by Liu (2018), which states that trust positively influences quality cooperation. Liu (2018) explains that trust between supply chain members will directly affect collaboration. Trust is a prerequisite for the commitment of members in the supply chain to ensure the quality of food or beverages. Companies must view suppliers as partners, not competitors, to build mutual trust. If MSME actors only consider the benefits from their side, it will become challenging to develop long-term partnerships with suppliers and then more challenging to build mutual trust. So, in this case, we must consider the supplier's benefits in the decision-making process. Compliance with an agreement is the most important way for business drivers to be trusted by partners.

CONCLUSION

Based on the results discussed previously, the results of this study can be concluded that there is a positive influence between trust and quality cooperation of culinary SMEs in Jakarta. And there is a positive influence on communication on the quality cooperation of culinary SMEs in Jakarta. There is a positive influence between adaptation to the quality cooperation of culinary SMEs in Jakarta. Last, there is a positive influence between quality cooperation on the food quality of culinary SMEs in Jakarta.

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