

ANALYSIS OF INTERNAL RESOURCES AS A DETERMINANT OF SUPPLY CHAIN PERFORMANCE IN COFFEE SHOPS IN DKI JAKARTA



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Abstract

This study aims to analyze the influence of various factors on supply chain performance in coffee shops located in Jakarta. Based on primary data collected from 281 respondents and hypothesis testing results, it was found that E-Procurement, Information Sharing, Stakeholder Collaboration Fluency, Innovation, and E-Payment have a significant effect on supply chain performance. On the other hand, Managerial Competence, Information Quality, Trust, and Organizational Culture showed no significant effect. These findings offer strategic insights for coffee shop businesses to enhance their supply chain efficiency and effectiveness through better use of technology and improved collaboration.

Keywords: E-Procurement, E-Payment, Information Sharing, Supply Chain Performance, Coffee Shop Jakarta

INTRODUCTION

The rapid growth of coffee shops in urban areas such as Jakarta has led to intense competition, especially for small and local businesses. Beyond coffee quality, consumers are now seeking modern, aesthetic concepts that provide a unique experience, particularly for younger demographics. The increasing number of new coffee shops with similar concepts has further intensified competition. To survive, business owners must continuously innovate in products, services, and marketing strategies. Differentiation becomes the key to staying relevant. Another significant challenge lies in less strategic locations and limited accessibility, which hinder the ability to attract and retain customers, even when coffee quality is considered good (Aditya Wardhana, 2025).

The Indonesian coffee market holds great potential to drive the growth of specialty coffee, in line with the rising trend of coffee shops, roasteries, and coffee enthusiast communities. This development has encouraged companies to shift from traditional franchise models to innovative partnerships and collaborate with partners in building holistic operational systems, branding, supply chain management, and IT technologies to promote digital innovation for greater profitability. Many new concepts, coffee shops, and roasteries have emerged, yet coffee imports remain hampered by logistical regulations and import duties (Xian Wu, 2024).

This phenomenon highlights the crucial role of a strong coffee supply chain and the inevitable risks it entails. Poor road conditions in remote areas can disrupt deliveries and affect the supply chain. The lack of communication technology and infrastructure in rural areas also complicates coordination between small farmers and buyers. International shipments are vulnerable to delays and cost increases. Political instability, such as protests and strikes, can obstruct domestic distribution and create difficulties for international buyers. These risks prompt many businesses to add resilience to their supply chains, for instance, by diversifying their coffee sources instead of relying on just one (Hermanos Colombia Coffee Roaster, 2023).

The performance of supply chain management (SCM) is influenced by various factors, one of which is information quality. Information quality reflects the extent to which available information is reliable and relevant to support decision-making. Effective business decision-making heavily depends on the quality of information received by users. Accurate, timely, and relevant information is not only vital for suppliers but also plays a crucial role in enhancing overall supply chain performance effectiveness and efficiency. Furthermore, high-quality information enables organizations to better monitor operational performance and develop appropriate strategies to address future challenges. Strong information thus serves as a fundamental basis for planning and strategic decision-making in SCM (Chengalur-Smith et al., 2023).

When suppliers share high-quality strategic information, it strengthens connections and communication among partners within the supply chain. Well-established communication fosters closer collaboration, which ultimately has a positive impact on overall supply chain performance (Kankam et al., 2023).

The food and beverage industry faces fluctuating demand and complex supply chains, making supply chain optimization a key factor in achieving organizational goals. While previous studies have highlighted external factors such as quality management, supplier relationships, and technology adoption, there is still limited research exploring internal

organizational factors more deeply (Metwally et al., 2025). Internal factors include innovation and organizational culture, which play significant roles in improving supply chain efficiency and responsiveness (Lin et al., 2024).

In 2025, the market opportunities for Indonesian coffee are projected to increase from 420,000 tons to 427,000 tons. The development of the coffee industry, the growing trend of coffee consumption, and coffee drinking as a modern lifestyle have contributed to the rapid growth of coffee shops across regions, including Jakarta.

Based on the described phenomena, it is of great interest to further examine coffee shops in the context of global disruption, digitalization, and supply chain uncertainty. Coffee shops are challenged to create adaptive, integrated, and responsive supply chain systems, which require the crucial roles of factors that strengthen supply chain performance, including e-procurement, managerial competence, information quality, trust, and organizational culture. These factors are vital in shaping superior and sustainable supply chain performance.

Referring to the discussion above, this study offers novelty by focusing on e-procurement, managerial competence, information quality, trust, information sharing, stakeholder collaboration fluency, organizational culture, innovation, and e-payment in influencing supply chain performance in the Jakarta region. With the research title “Analysis of Internal Resources as Determinants of Supply Chain Performance in Coffee Shops in DKI Jakarta”, this study is expected to serve as a reference for developing technology-based and trust-based strategies to enhance competitiveness in the digital era within the rapidly growing coffee shop sector in DKI Jakarta.

LITERATUR REVIEW

E-Procurement

E-procurement is a digital medium used to obtain supply chains for goods/services in operational processes, encompassing planning, purchasing, delivery, monitoring, receiving, and storage (Suryono & Palupi, 2024).

Managerial Competence

Managerial competence is considered a key element in supply chain management. Competence consists of knowledge, skills, abilities, behaviors, attitudes, and expertise (Biteko & Ismail, 2020). In the context of management, competence includes technical, personal, and social competencies.

Information Quality

Information quality plays a crucial role in strengthening relationships between buyers and suppliers, and significantly impacts the effectiveness of decision-making processes (Zhu et al., 2021). In the context of supply chain collaboration, accurate, relevant, and timely information serves as the foundation for effective information sharing practices (Aji et al., 2024).

Trust

Trust in the context of technology is a fundamental pillar, on par with security and privacy, that drives technology adoption. This demonstrates that technology acceptance depends not only on technical features but also on the underlying social and institutional perceptions (Ruangtip, 2024).

Information Sharing

Information sharing plays an important role in empirical studies related to soft factors such as trust and collaboration, as the expected quality of information within supply chains and information sharing across supply chain firms remains limited (Colicchia et al., 2019).

Stakeholder Collaboration Fluency

Collaboration fluency in supply chain management and stakeholder relations refers to the level of smoothness in working together, which includes joint decision-making, collaborative problem-solving, and information exchange that generates mutual benefits among stakeholders (Metwally et al., 2025).

Supply Chain Performance

Companies today face major challenges due to intense competition, not only among supply chains but also among the organizations themselves (Abdulameer & Yaacob, 2020)

RESEARCH METHOD

Research Design

This study employs a quantitative approach conducted at a coffee shop located in Jakarta. The method used for data testing is hypothesis testing, in which preliminary assumptions are formulated in the form of statements to be evaluated based on the collected data. Data were gathered through a questionnaire survey distributed to actors involved in the supply chain, including employees, suppliers, and responsible parties engaged in the supply chain.

Data Collection Method

This study utilizes primary data collected through online questionnaires using Google Forms. The data collection technique applied is cross-sectional, meaning that data are obtained at a single point in time.

Population

The purpose is to obtain accurate and relevant information from the owner and employees of the coffee shop, who serve as the population in this research.

Sample

The sampling technique applied is purposive sampling, in which samples are selected based on specific considerations. The samples are chosen because they are deemed to have characteristics aligned with the objectives of the study. The target respondents in this research are employees and responsible parties involved in the supply chain, focusing on the coffee shop sector, with a sample size ranging from 310 (5×62 indicators) to 620 (62 indicators $\times 10$) (Hair et al., 2020).

RESULT AND DISCUSSION

Research Data Description

The survey data collected through questionnaires distributed to actors involved in the supply chain, including employees, suppliers, and responsible parties at a coffee shop located in Jakarta, are presented in the following table:

Table 1.
Respondent Characteristics

Profile	Information	Frequency	Perscentage (%)
Gender	Male	179	63,7
	Female	102	36,3
Total		281	100%
Age	20 - 30 years	91	32,4
	31 - 40 years	46	16,4
	41 - 50 years	85	30,2
	>50 years	59	21,0
Total		281	100%
Collage	Diploma	14	5,0
	Highschool	67	23,8
	Bachelor's Degree	171	60,9
	Master's Degree	29	10,3
Total		281	100%
Length of Work	1 - 5 Year	68	24,2
	6 - 10 Year	68	24,2
	11 – 15 Year	107	38,1
	> 15 Year	38	13,5
Total		281	100%
Area Unit	Central Jakarta	27	9,6
	Central Jakarta	21	7,5
	Central Jakarta	179	63,7
	Central Jakarta	32	11,4
	Central Jakarta	22	7,8
	Central Jakarta	27	9,6
Total		281	100%
Position	Staf	84	29,9
	Supervisor	92	32,7
	Manajer	66	23,5
	Owner	39	13,9
Total		281	100%

Source: Processed Data (SPSS)

The majority of respondents in this study are male (63.7%), driven by the demand for physical labor and night shifts in Jakarta. Most respondents are aged 20–30 years (32.4%), reflecting a dominance of young workers who are energetic and open to new ideas. A total of 60.9% of respondents hold a bachelor’s degree, indicating adequate skills and work experience. The largest proportion of work tenure is 11–15 years (38.1%), suggesting a long-term interest in the coffee shop industry. Most respondents work in South Jakarta (63.7%),

an area with high coffee shop activity. The most common job position is supervisor (32.7%), indicating direct involvement in daily operations.

Hypothesis Testing

Based on the hypothesis testing results of nine (9) proposed hypotheses, five (5) were supported. The detailed results of the hypothesis testing are presented in the following table:

Table 2.

Hypothesis Testing Results

Hypothesis	Coefficient	p-value	Conclusion
E-Procurement influences Supply Chain Performance	0.158	0.040	Supported
Managerial Competence influences Supply Chain Performance	0.004	0.876	Not Supported
Information Quality influences Supply Chain Performance	0.002	0.970	Not Supported
Trust influences Supply Chain Performance	0.140	0.150	Not Supported
Information Sharing influences Supply Chain Performance	0.298	0.034	Supported
Stakeholder Collaboration Fluency influences Supply Chain Performance	0.148	0.044	Supported
Organizational Culture influences Supply Chain Performance	0.082	0.549	Not Supported
Innovation influences Supply Chain Performance	0.336	0.007	Supported
E-Payment influences Supply Chain Performance	0.177	0.041	Supported

Source: Data Processing (2025)

The explanations of the hypothesis testing results are as follows:

Hypothesis 1

The first hypothesis tested the effect of E-Procurement on Supply Chain Performance. The coefficient value obtained was 0.158 with a p-value of 0.040. This indicates that the implementation of E-Procurement can improve Supply Chain Performance. Therefore, Hypothesis 1 is supported.

Hypothesis 2

The second hypothesis tested the effect of Managerial Competence on Supply Chain Performance. The coefficient value was 0.004 with a p-value of 0.876. This indicates that Managerial Competence does not directly affect Supply Chain Performance. Therefore, Hypothesis 2 is not supported.

Hypothesis 3

The third hypothesis tested the effect of Information Quality on Supply Chain Performance. The coefficient value was 0.002 with a p-value of 0.970. This indicates that Information Quality does not directly affect Supply Chain Performance. Therefore, Hypothesis 3 is not supported.

Hypothesis 4

The fourth hypothesis tested the effect of Trust on Supply Chain Performance. The coefficient value was 0.14 with a p-value of 0.150. This shows that Trust, in the context of adopting new technologies, does not directly affect Supply Chain Performance. Therefore, Hypothesis 4 is not supported.

Hypothesis 5

The fifth hypothesis tested the effect of Information Sharing on Supply Chain Performance. The coefficient value was 0.298 with a p-value of 0.034. This indicates that Information Sharing can enhance Supply Chain Performance. Therefore, Hypothesis 5 is supported.

Hypothesis 6

The sixth hypothesis tested the effect of Stakeholder Collaboration Fluency on Supply Chain Performance. The coefficient value was 0.148 with a p-value of 0.044. This indicates that Stakeholder Collaboration Fluency can improve Supply Chain Performance. Therefore, Hypothesis 6 is supported.

Hypothesis 7

The seventh hypothesis tested the effect of Organizational Culture on Supply Chain Performance. The coefficient value was 0.082 with a p-value of 0.549. This shows that Organizational Culture does not directly affect Supply Chain Performance. Therefore, Hypothesis 7 is not supported.

Hypothesis 8

The eighth hypothesis tested the effect of Innovation on Supply Chain Performance. The coefficient value was 0.336 with a p-value of 0.007. This indicates that Innovation can significantly improve Supply Chain Performance. Therefore, Hypothesis 8 is supported.

Hypothesis 9

The ninth hypothesis tested the effect of E-Payment on Supply Chain Performance. The coefficient value was 0.177 with a p-value of 0.041. This indicates that E-Payment positively influences Supply Chain Performance. Therefore, Hypothesis 9 is supported.

The Effect of E-Procurement on Supply Chain Performance

Based on the results of hypothesis testing, the first hypothesis test regarding the effect of E-Procurement on Supply Chain Performance obtained a coefficient value of 0.158 with a p-value of 0.040. This indicates that the use of E-Procurement has a significant impact on improving Supply Chain Performance. The test results show that the effect of E-Procurement on Supply Chain Performance is supported. This finding is consistent with the study by Huang et al. (2020), which demonstrated that E-Procurement increases efficiency in the procurement of goods and services, including faster ordering and payment processes, thereby improving supply chain performance. Similar findings were also confirmed by Suryono and Palupi (2024), who revealed that E-Procurement significantly influences supply chain performance.

The Effect of Managerial Competence on Supply Chain Performance

Based on the results of hypothesis testing, the second hypothesis test regarding the effect of Managerial Competence on Supply Chain Performance obtained a coefficient value of 0.004 with a p-value of 0.876. This indicates that Managerial Competence, as carried out and implemented, does not directly affect Supply Chain Performance. The test results show that Managerial Competence has no direct effect on Supply Chain Performance. This is

consistent with the study by Tarigan et al. (2021), which stated that Managerial Competence cannot influence Supply Chain Performance. This finding is also supported by the study conducted by Heyan Xu and Changheng Zhao (2022), who found that Managerial Competence practices do not have a direct impact without technical innovation from top management, and thus have no effect on supply chain performance.

The Effect of Information Quality on Supply Chain Performance

Based on the results of hypothesis testing, the third hypothesis test regarding the effect of Information Quality on Supply Chain Performance obtained a coefficient value of 0.002 with a p-value of 0.970. This indicates that Information Quality, as implemented, does not directly affect Supply Chain Performance. The test results confirm that Information Quality has no direct effect on Supply Chain Performance. This finding is supported by Kurniawan et al. (2023), who proved that Information Quality does not directly influence Supply Chain Performance. However, Information Quality, influenced by Supply Chain Risk Management and Supply Chain Integration, does have a direct impact on Supply Chain Performance. Adam Hamid et al. (2023) also demonstrated that no direct relationship was found between Information Quality and Supply Chain Performance.

The Effect of Trust on Supply Chain Performance

Based on the results of the fourth hypothesis test regarding the effect of Trust on Supply Chain Performance, a coefficient value of 0.14 with a p-value of 0.150 was obtained. This indicates that Trust, along with the adoption of new technologies, does not directly affect Supply Chain Performance. This result is consistent with the study by Kim, Lee, and Ha (2024) on manufacturing firms in South Korea, which showed that both affective and cognitive Trust do not significantly and directly affect Supply Chain Performance. Mukhsin and Suryanto (2021) also found similar results, confirming that trust does not directly influence supply chain performance.

The Effect of Information Sharing on Supply Chain Performance

Based on the results of hypothesis testing, the fifth hypothesis test regarding the effect of Information Sharing on Supply Chain Performance obtained a coefficient value of 0.298 with a p-value of 0.034. This indicates that Information Sharing, as implemented, can improve Supply Chain Performance. This finding is consistent with the study by Hugo et al. (2021), which showed that Information Sharing influences Supply Chain Performance. This finding is also supported by Ngxesha et al. (2024), who demonstrated that information sharing impacts supply chain performance.

The Effect of Stakeholder Collaboration on Supply Chain Performance

Based on the results of hypothesis testing, the sixth hypothesis test regarding the effect of Stakeholder Collaboration Fluency on Supply Chain Performance obtained a coefficient value of 0.148 with a p-value of 0.044. This indicates that Stakeholder Collaboration Fluency, as implemented, can improve Supply Chain Performance. This finding is supported by Chen et al. (2017), who demonstrated that Stakeholder Collaboration Fluency influences Supply Chain Performance. Similarly, Zhang and Cao (2018) stated that the fluency of Stakeholder Collaboration provides various benefits, including flexibility, which ultimately enhances supply chain performance.

The Effect of Organizational Culture on Supply Chain Performance

Based on the results of the seventh hypothesis test regarding the effect of Organizational Culture on Supply Chain Performance, a coefficient value of 0.082 with a p-

value of 0.549 was obtained. This indicates that Organizational Culture, as implemented, does not directly affect Supply Chain Performance. This result is consistent with the findings of Metwally et al. (2025), which stated that Organizational Culture does not affect Supply Chain Performance. However, this finding contrasts with Dirwan et al. (2024), who argued that supply chain performance is significantly influenced by organizational culture.

The Effect of Innovation on Supply Chain Performance

Based on the results of hypothesis testing, the eighth hypothesis test regarding the effect of Innovation on Supply Chain Performance obtained a coefficient value of 0.336 with a p-value of 0.007. This indicates that Innovation, as implemented, can improve Supply Chain Performance. This finding is consistent with Metwally et al. (2025), who stated that innovation supports the adoption of new technologies, methods, and behaviors, including innovative inventory management, to simplify processes and reduce costs, ultimately improving supply chain performance. Thus, the effect of Innovation on Supply Chain Performance is supported.

The Effect of E-Payment on Supply Chain Performance

Based on the results of hypothesis testing, the ninth hypothesis test regarding the effect of E-Payment on Supply Chain Performance obtained a coefficient value of 0.177 with a p-value of 0.041. This indicates that E-Payment, as implemented, can improve Supply Chain Performance. This finding is consistent with Kilay et al. (2022), who stated that E-Payment influences Supply Chain Performance. It was also revealed that the use of electronic payment services significantly impacts supply chain performance. Similar findings were confirmed by Suryono and Palupi (2024), who also showed that E-Payment significantly affects Supply Chain Performance.

CONCLUSION

Based on the analysis and hypothesis testing conducted in this study on Coffee Shops located in Jakarta, using primary data obtained from 281 respondents, several hypotheses were supported while others were not, as explained below:

1. There is an influence of E-Procurement on Supply Chain Performance.
2. There is no influence of Managerial Competence on Supply Chain Performance.
3. There is no influence of Information Quality on Supply Chain Performance.
4. There is no influence of Trust on Supply Chain Performance.
5. There is an influence of Information Sharing on Supply Chain Performance.
6. There is an influence of Stakeholder Collaboration Fluency on Supply Chain Performance.
7. There is no influence of Organizational Culture on Supply Chain Performance.
8. There is an influence of Innovation on Supply Chain Performance.
9. There is an influence of E-Payment on Supply Chain Performance.

Managerial Implications

Referring to the analysis and discussion in this study, the managerial implications that can be presented are as follows:

1. For Researchers

The relevance of this research is expected to enrich the development of future studies regarding the relationship between E-Procurement, Information Sharing, Stakeholder Collaboration Fluency, Innovation, and E-Payment, which ultimately affect Supply Chain Performance.

2. For Company Management

The implementation of innovation strategies through the use of E-Procurement supports information collection at the raw material procurement stage based on information systems, while enhancing managerial capability in selecting the right suppliers. With such systems, the information received tends to be consistent over time and presented in an easy-to-understand format. This process helps companies establish clear administrative systems so that all operations function effectively.

Additionally, with a balanced workforce capability in terms of expertise, companies can experiment with new technologies, adopt new services such as digital wallets, and ensure that information is shared quickly when needed. Clear procedures or systems for sharing information among stakeholders also simplify collaboration between teams and enhance workforce capability, ensuring smooth supply chain operations.

This strategy further supports structured teamwork, encourages inter-departmental collaboration in achieving shared goals, and fosters a culture that promotes continuous improvement initiatives within the supply chain. Management actively encourages innovation in supply chain processes and continuously develops and adopts new processes to enhance performance. Moreover, implementing e-payment services facilitates raw material purchasing and provides greater convenience in sales transactions. This end-to-end process positively impacts the supply chain, enabling the company to increase market share and sales, ultimately improving overall supply chain performance.

3. For Regulators/Government

By adopting technology, governments can expand knowledge and provide training programs to promote the digitalization of business processes, particularly within the SME sector.

4. For Investors

This research provides insights that the adoption of innovations across various system aspects such as E-Procurement, Information Sharing, Stakeholder Collaboration Fluency, Innovation, and E-Payment helps reduce operational risks in procurement, supports efficiency, and enhances growth potential in supply chain performance.

Research Limitations

This study still has several limitations, including:

1. The research object is focused solely on Coffee Shop businesses located in Jakarta.
2. The research scope is limited to examining the relationship between E-Procurement, Information Sharing, Stakeholder Collaboration Fluency, Innovation, and E-Payment, which influence supply chain performance.

Suggestions

1. Future research can expand the study area to Bogor, Tangerang, and Bekasi, rather than focusing only on Coffee Shops in Jakarta.
2. Further studies may explore other sectors within the food and beverage industry, not just limited to supply chain performance in the coffee shop sector.
3. Future research can also develop the study by incorporating **time utility** as a mediating variable between organizational factors and supply chain performance (Metwally et al., 2025).

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