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The Influence of Supply Chain Management Practices on MSME Performance Using Methods SEM (*Structural Equation Modeling*)

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Abstract

Gunungputri Village has great potential with a high number of entrepreneurs as a means of livelihood. Therefore, MSME players need to pay attention to the role of supply chain management practices which is very important to improve the performance of MSMEs. This research aims to analyze the partial and simultaneous influence of supply chain management practices on the performance of MSMEs. The data collection method uses a questionnaire. The sample and respondents were 145 processed food MSMEs. The analysis method uses *Structural Equation Modeling* (SEM), Smart PLS 4. The results of this study show that the partial influence of supply chain management practices on MSME performance is that only supplier relationship strategies, information sharing and warehouse management have a positive and significant effect on MSME performance. Meanwhile, consumer relationship strategies, information quality, delays and forecasting do not influence MSME performance. The research results show that supply chain management practices have a simultaneous influence on the performance of MSMEs and that the variables of supply chain management practices together have a simultaneous influence of 44.9 per cent and are in the medium category.

Keywords: Performance, MSMEs, supply chain, SEM

A. Introduction

Micro, Small and Medium Enterprises (MSMEs) in Indonesia have a vital role in creating employment opportunities, providing a source of income for poor groups, achieving equal distribution of income, reducing poverty levels, supporting economic development in rural areas, and encouraging the development of entrepreneurship, especially among women. Micro, Small and Medium Enterprises (MSMEs) in the food processing sector are a vital element in developing the food industry in Indonesia. Based on the Central Statistics Agency (2023), the majority of micro and small businesses focus on the food processing sector, contributing around 36.7% of the total number of micro and small businesses of around 4.34 million in Indonesia.

The role of MSMEs is very strategic, but developing MSMEs is not a simple thing. MSMEs are productive businesses owned by individuals or business entities that meet the criteria of micro-enterprises. Various potential opportunities for business development are supported by the availability of natural resources and potential market opportunities (Purbaningsih et al., 2023). According to Sinaga (2021), MSMEs have challenges with lack of capital, lack of ability in human resource management, and limitations in the use of information technology. The structural features of the industry need to be improved by establishing standards and values to facilitate marketing related to the supply chain of a product (Saediman et al., 2021). Therefore, the Ministry

of Finance (2023), created the theme of the First Ministry of Finance's MSME Program for 2023, namely "One's Ministry of Finance supports MSMEs to grow through digitalization and globalization towards an advanced Indonesia". The main focus is MSME empowerment programs that support the growth of MSMEs through digitalization and globalization efforts, including aspects of financing, fiscal facilities, marketing, training and mentoring, and increasing synergy cooperation and collaboration with other government agencies and the private sector.

One of the villages in Gunungputri District, namely Gunungputri Village, has village potential as an industrial area. Based on Basic Village Data from the Ministry of Home Affairs of the Republic of Indonesia (2022), Gunungputri Village has a high number of self-employed people with data that is always updated and recorded compared to other villages in the Gunungputri District area. In 2019 there were 1,675 entrepreneurs and there was an increase in 2020 to 1,685 entrepreneurs. Meanwhile, in 2021 and 2022 there were 1,311 self-employed people so there was a decline and this happened while there was still a pandemic *covid*-19. Meanwhile, according to research by Fatih (2023), the number of MSMEs in Gunungputri Village with MSMEs in the processed food sector being the majority, around 68.5 per cent of all business actors, such as grocery stalls around 13.7 per cent, MSMEs in the handicraft sector around 4.11 per cent, MSMEs in the clothing sector around 4.11 per cent, and MSMEs in the doll making sector around 1.37 per cent.

One of the conditions of MSMEs in Gunungputri Village during the COVID-19 pandemic is still having an impact on the development of MSMEs. External factors include reduced consumer buying interest so that MSME players are unable to achieve the targeted level of sales and profit growth and one internal factor is that MSME players are not yet ready to access technology and digital skills to share information with suppliers or consumers. With the supply chain management practices implemented by MSME actors in Gunungputri Village, it is hoped that they will be able to maximize the performance of MSMEs. Based on these thoughts, became the motivation for the author to research the related topic "The Influence of Supply Chain Management Strategy on the Performance of MSMEs in Gunungputri Village, Bogor Regency using the SEM Method (*Structural Equation Modeling*)".

B. Methodology

Research Population and Sample

This research was conducted in Gunungputri Village, Gunungputri District, Bogor Regency. This type of research is quantitative research. Sampling techniques, namely *non-probability sampling* in the PLS-SEM program using estimation techniques *Maximum Likelihood* (ML) with a minimum sample size of five times the indicator (Santoso, 2018). So sampling with five times 29 indicators totaled 145 processed food MSMEs in Gunungputri Village, Gunungputri District, Bogor Regency. The data used in this research is primary data and secondary data. Secondary data was obtained by filling out questionnaires with respondents. Meanwhile, secondary data was obtained from reports, documents and previous research.

Data Analysis Method

The data that has been collected is then processed using the SEM method (*Structural Equation Modeling*) with the PLS approach (*Partial Least Square*). Calculations and data analysis using *software* Smart-PLS 4.0. The following are the steps for analyzing data using SmartPLS 4.0.

1. First, evaluate the measurement model (*outer model*): validity test and reliability test. The validity test is tested with *convergent validity* and *discriminant validity*. Meanwhile, the reliability test uses *composite reliability* and *Cronbach's alpha*.
2. Next, testing the structural model (*inner model*) is done with the approach *Q-square*, *F-square*, and *model fit*.

3. Then proceed to partial hypothesis testing with the T-statistical test, *P-values*, and *original sample estimate*. Meanwhile, simultaneous hypothesis testing uses tests *R-squared*.

C. Findings and Discussion

The PLS-SEM model was evaluated in two parts. First, evaluate the *outer model* by paying attention to the value of *outer loading* (> 0.5, ideally > 0.7), *average variance extracted* (AVE) (> 0.5), and *composite reliability* (> 0.8). Second, the evaluation *inner model* includes value *predictive relevance* (*Q square*) (> 0), value *F square* (0.02 identifies a small effect; 0.15 identifies a medium effect; and 0.35 identifies a large effect), and model fit. The variables in this study consist of one exogenous variable, namely supplier relationship strategy (X1), consumer relationship strategy (X2), information sharing (X3), information quality (X4), delays (X5), warehouse management (X6), and forecasting. (X7). Meanwhile, the endogenous variable is the performance of MSMEs (Y). The structural model is presented using Smart PLS software.

1. Measurement Model Testing (*Outer Model*)

According to Ghozali and Latan (2020), testing measurement models or *outer models* illustrates how each indicator block relates to its latent variable. The use *outer model* aims to test the construct validity and reliability of the instrument. This test is very important to evaluate the extent to which the research instrument can measure what it is supposed to measure. The consistency of responses from respondents to question items in questionnaires or measurement research instruments carried out through measurement models involves convergent validity, discriminant validity, *Cronbach's alpha,* and *composite reliability* (Ghozali and Latan, 2020).

1.1 Validity Test

The validity test on PLS-SEM uses convergent validity and discriminant validity. According to Hair *et al* (2019), convergent validity with parameter values *loading factor* greater than 0.70; then the construct can explain its indicators and discriminant validity with value parameters *cross loading* greater than 0.70 as well as value *loading factor* variable is greater than *cross loading* each indicator. The following is a convergent validity test by displaying the values *loading factor* as a variable measure in the table below.

Table 1. Values *Loading Factor for Each Variable*

Variable	Indicator	*Loading Factor*	Critical Limit	Information
Supplier Relationship Strategy	SHP 1	0,817	0,700	Valid
	SHP 2	0,797	0,700	Valid
	SHP 3	0,886	0,700	Valid
Consumer Relations Strategy	SHK 1	0,905	0,700	Valid
	SHK 2	0,899	0,700	Valid
	SHK 3	0,886	0,700	Valid
Sharing information	BIN 1	0,816	0,700	Valid
	BIN 2	0,832	0,700	Valid
	BIN 3	0,853	0,700	Valid
	BIN 4	0,925	0,700	Valid
Information Quality	KIN 1	0,796	0,700	Valid
	KIN 2	0,776	0,700	Valid
	KIN 3	0,844	0,700	Valid
	KIN 4	0,795	0,700	Valid
Delay	PND 1	0,847	0,700	Valid
	PND 2	0,808	0,700	Valid
	PND 3	0,926	0,700	Valid
Warehouse Management	AND 1	0,920	0,700	Valid
	AND 2	0,882	0,700	Valid
Forecasting	PRM 1	0,959	0,700	Valid

	PRM 2	0,964	0,700	Valid
MSME performance	1 YEAR	0,869	0,700	Valid
	2 YEARS	0,866	0,700	Valid
	3 YEARS	0,824	0,700	Valid
	4 YEARS	0,786	0,700	Valid
	5 YEARS	0,877	0,700	Valid
	6 YEARS OLD	0,816	0,700	Valid
	7 YEARS OLD	0,820	0,700	Valid
	8 YEARS OLD	0,821	0,700	Valid

Source: SmartPLS Processed Data, 2024

Based on the table above, it is known that the value *loading factor* obtained from each indicator is≥ 0.7. Thus these indicators are declared valid. After that, a discriminant validity test was carried out by looking at the values *cross-loading* or comparing values *loading factor* variable is greater than *cross-loading* each variable. Below you can see the values *cross-loading* in the table.

Table 2. Values *Loading Cross* Every Variable

Variable	BIN	KIN	AGE	AND	PND	PRM	CS	SHOP
BIN1	0,816	0,548	0,470	0,340	0,552	0,561	0,395	0,262
BIN2	0,832	0,428	0,483	0,342	0,555	0,496	0,428	0,266
BIN3	0,853	0,473	0,542	0,426	0,482	0,370	0,411	0,174
BIN4	0,925	0,617	0,484	0,398	0,640	0,487	0,447	0,251
KIN1	0,530	0,796	0,368	0,319	0,561	0,416	0,357	0,012
KIN2	0,560	0,776	0,360	0,253	0,483	0,518	0,282	0,030
KIN3	0,491	0,844	0,479	0,314	0,580	0,358	0,391	0,129
DO 4	0,353	0,795	0,360	0,228	0,434	0,279	0,340	0,117
THE GODFATHER1	0,546	0,395	0,869	0,328	0,399	0,318	0,289	0,352
KUM2	0,625	0,438	0,866	0,430	0,493	0,413	0,360	0,277
KUM3	0,410	0,424	0,824	0,390	0,406	0,355	0,407	0,357
KUM4	0,397	0,350	0,786	0,489	0,342	0,253	0,456	0,086
KUM5	0,428	0,361	0,877	0,444	0,313	0,254	0,381	0,171
KUM6	0,488	0,480	0,816	0,402	0,476	0,355	0,386	0,219
KUM7	0,498	0,398	0,820	0,331	0,358	0,370	0,278	0,272
NUMBER 8	0,436	0,438	0,821	0,419	0,353	0,290	0,396	0,289
MPE1	0,420	0,347	0,470	0,920	0,335	0,262	0,714	-0,012
MPE2	0,373	0,277	0,392	0,882	0,280	0,131	0,750	0,057
PND1	0,557	0,445	0,385	0,310	0,847	0,445	0,373	0,137
PND2	0,505	0,679	0,388	0,297	0,808	0,438	0,378	0,023
PND3	0,608	0,548	0,451	0,285	0,926	0,532	0,369	0,053
PRM1	0,550	0,494	0,368	0,238	0,559	0,959	0,295	0,220
PRM2	0,516	0,439	0,390	0,195	0,500	0,964	0,299	0,250
KS1	0,400	0,390	0,417	0,780	0,423	0,207	0,905	0,053
KS2	0,464	0,403	0,384	0,647	0,366	0,312	0,899	0,174
SHK3	0,459	0,363	0,379	0,746	0,370	0,319	0,886	0,188
SHP1	0,272	0,192	0,289	-0,040	0,172	0,396	0,057	0,817
SHP2	0,230	0,025	0,205	0,126	0,024	0,048	0,260	0,797

SHP3	0,185	-0,003	0,264	-0,002	-0,012	0,116	0,099	0,886

Source: SmartPLS Processed Data, 2024

Based on the table above, it can be stated that the value *cross-loading* each indicator has a value above 0.70 and each indicator has the greatest value when connected to the latent variable compared to when connected to other latent variables. This shows that each variable *manifests* In this research, it is appropriate to explain the latent variables and prove that the discriminant validity of all indicators is valid.

1.2 Reliability Test

Test the reliability of PLS-SEM by looking at the values of *Cronbach's alpha*, *composite reliability*, and *average variance extracted* (AVE) on each variable. According to Hair *et al* (2019), the value of *Cronbach's alpha* and *composite reliability* is above 0.70 and an AVE value is above 0.50, each indicator has high reliability. The following is an explanation of the reliability test in the table below.

Table 3. *Cronbach's Alpha* and *Composite Reliability*

Variable	*Cronbach's alpha*	*Composite reliability*	*Average variance extracted (AVE)*	Information
SHP	0,784	0,873	0,696	Reliable
CS	0,878	0,925	0,804	Reliable
BIN	0,879	0,917	0,736	Reliable
KIN	0,817	0,879	0,645	Reliable
PND	0,825	0,896	0,742	Reliable
AND	0,771	0,896	0,812	Reliable
PRM	0,919	0,961	0,925	Reliable
AGE	0,938	0,949	0,698	Reliable

Source: SmartPLS Processed Data, 2024

Based on the table above, it can be seen that the value *Cronbach alpha* and *composite reliability* of all research variables are above 0.7. Meanwhile, the AVE value for all research variables is above 0.5. These results indicate that each variable has met *Cronbach alpha*, *composite reliability*, and AVE so it can be concluded that all variables have a high level of reliability.

2. Structural Model Testing (*Inner Model*)

According to Ghozali and Latan (2020), structural model testing (*inner model*) illustrates the relationship or strength of estimation between latent variables or constructs that are built based on the substance of the theory. Structural model testing acts as a structural framework used to predict causal relationships between latent variables.

2.1 Q-square

The first test is on the structural model, viz *Q-square* with the optimal value being one that exceeds 0. Meanwhile, according to Hair *et al* (2019), *q-square* is grouped into three categories, namely 0 (low prediction level); 0.25 (medium prediction level); and 0.50 (high prediction level). Here are the values *q-square* obtained in the table below.

Table 4. Values *Q-square*

Variable	*Q-square*	Information
MSME performance	0,402	Moderate level of prediction

Source: SmartPLS Processed Data, 2024

Based on the data presented in the table above, it is known that the value *Q-square* The endogenous variable has a value above 0.25 and less than 0.50, so it is a medium prediction level. By looking at these values, it can be concluded that this research has good observations or is good because the value *Q-square* is more than zero.

2.2 F-square

Value measurement *F-square* to determine the level of influence of exogenous variables on endogenous variables. According to Hair *et al* (2017), the *F-square* of 0.02 (small effect); 0.15 (medium effect); and 0.35 (large effect). Here are the values *F-square* for each exogenous variable in the Table below.

Table 5. Values *F-square* Every Variable

Variable	*F Square*	Information
Supplier Relationship Strategy	0,087	The effect is small
Consumer Relations Strategy	0,017	The effect is small
Sharing information	0,038	The effect is small
Information Quality	0,033	The effect is small
Delay	0,011	The effect is small
Warehouse Management	0,103	The effect is small
Forecasting	0,001	The effect is small

Source: SmartPLS Processed Data, 2024

Based on the table above, it can be seen that each exogenous variable influences the endogenous variable, namely consumer relationship strategy, consumer relationship strategy, information sharing, information quality, delays, warehousing management, and forecasting including small effects.

2.3 Model Fit

Measuring model fit by looking at SRMR values below 0.08 indicates a fit model (Hair *et al*, 2017). Meanwhile, if the value *chi-square* exceeds 0.9 and the NFI is close to one, then this statement proves that the new model proposed by researchers in this study has a good level of suitability (Fahmi *et al* 2023). The following is a presentation of the model fit in the table below.

Table 6. SRMR Value, *Chi-square, and* NFI

Variable	SRMR	Chi-square	NFI
MSME performance	0,077	1.390,028	0,638

Source: SmartPLS Processed Data, 2024

Based on the table above, the SRMR value is 0.077 which is less than 0.08 indicating a fit model. Meanwhile, the value *chi-square* was 1,390.028, exceeding 0.9 and NFI was 63.8% (0.638). These results indicate improvements that the model proposed in this study has good suitability (*model fit*).

3. Partial Hypothesis Testing

Partial hypothesis testing is carried out to determine whether each exogenous variable individually has a significant influence on the endogenous variable. This test further uses the T-statistic, P-value, and tests the *original sample estimate*. The results of the T-statistical test can be found in the Figure and Table below.

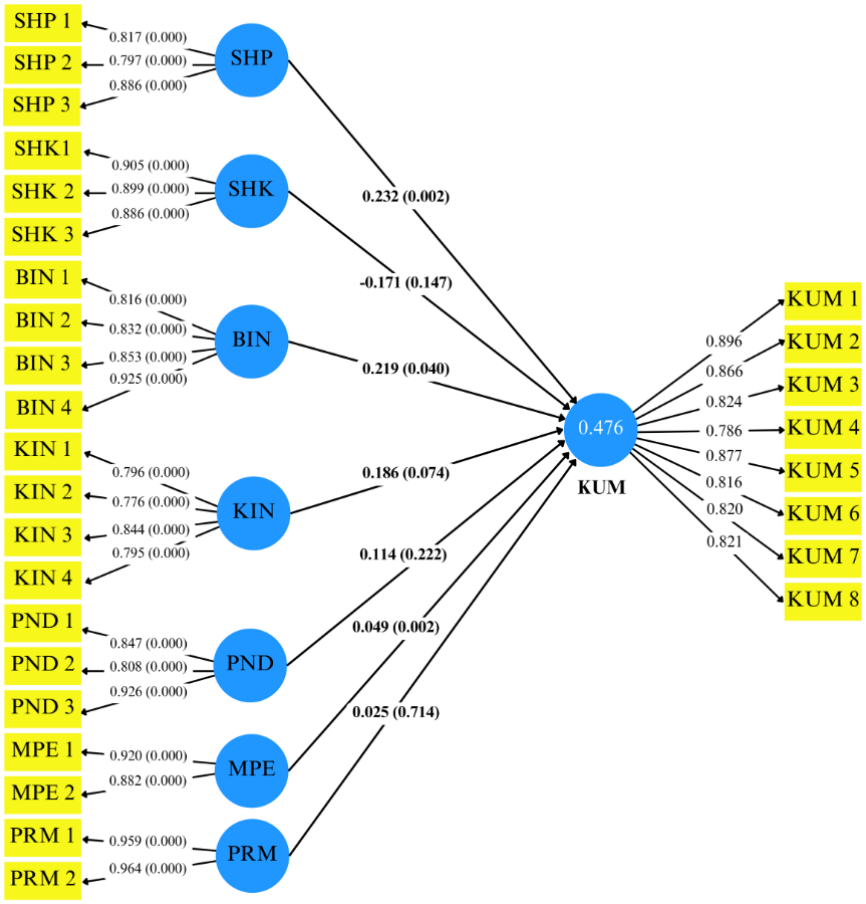

Figure 1. Partial Hypothesis Testing

Table 7. T-statistical value, P-value, and *Original Sample Estimate*

Variable	T-statistics	P-value	*Original Sample Estimate*	Information
SHP -> KUM	3,169	0,002	0,232	Hypothesis accepted
SHK -> KUM	1,457	0,147	-0,171	Hypothesis rejected
BIN -> SAND	2,072	0,040	0,219	Hypothesis accepted
KIN -> KUM	1,801	0,074	0,186	Hypothesis rejected
PND -> KUM	1,227	0,222	0,114	Hypothesis rejected
AND -> TEN	3,158	0,002	0,049	Hypothesis accepted
PRM -> KUM	0,367	0,714	0,025	Hypothesis rejected

Source: SmartPLS Processed Data, 2024

3.1 The Influence of Supplier Relationship Strategy on MSME Performance

Based on the test results in Figure 1 and Table 7 above, it is known that the Supplier Relationship Strategy (SHP) has a positive (β = 0.232) and significant effect (t = 3.169; p = 0.002). Thus, the hypothesis in this study is accepted. This shows that the supplier relationship strategy influences the performance of MSMEs in Gunungputri Village, this is because MSME actors already have access to quality raw materials with suppliers by carrying out good cooperation, whereas MSME actors already have regular suppliers who can ensure the supply of raw materials. can be fulfilled for MSME players by offering competitive prices with other suppliers.

3.2 The Influence of Consumer Relations Strategy on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Consumer Relations Strategy (SHK) has a negative effect (β = -0.171) and is not significant (t = 1.457; p = 0.147). Thus, the hypothesis in this study is rejected. This shows that consumer relations strategies do not affect the performance of MSMEs in Gunungputri Village, this is because MSME actors only focus on selling their products to consumers without making any effort to find out consumer responses to

the products they market. So there is no responsive interaction between MSME players and consumers.

3.3 The Effect of Information Sharing on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Information Sharing (BIN) has a positive (β = 0.219) and significant effect (t = 2.072; p = 0.040). Thus, the hypothesis in this study is accepted. This shows that MSME actors in Gunungputri Village have access to exchange information between MSME actors, namely the MSME forum and groups on the WhatsApp application. MSME players can exchange information regarding the products being marketed, exhibition activities that MSME players can participate in to promote their products, and programs that can help MSME players. So that MSME actors can exchange experiences and learning as well as strengthen networks between MSME actors suppliers and consumers.

3.4 The Influence of Information Quality on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Information Quality (KIN) has a positive effect (β = 0.186) and is not significant (t = 1.801; p = 0.074). Thus, the hypothesis in this study is rejected. This shows that MSME actors in Gunungputri Village are less aware of the importance of information quality. MSME actors more often carry out information discussions that are not needed or outside the context of MSMEWhatsAppment with suppliers and consumers, compared to discussions related to the quality of raw materials, the availability of raw materials for production operations in MSMEs and exchanging information with consumers regarding the quality of products marketed to the actors. MSMEs have fulfilled it

3.5 Effect of Delays on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Delay (PND) has a positive effect (β = 0.114) and is not significant (t = 1.227; p = 0.222). Thus, the hypothesis in this study is rejected. This shows that MSME actors in Gunungputri Village are afraid of the risks of producing in large quantities because they do not have a clear plan and goal for their products to be marketed. So MSMEs often postpone production if the stock of goods is still sufficient for the consumers they have targeted to offer their products to.

3.6 The Influence of Warehouse Management on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Warehouse Management (MPE) has a positive (β = 0.409) and significant effect (t = 3.158; p = 0.002). Thus, the hypothesis in this study is accepted. This shows that MSME actors in Gunungputri Village can optimize space, both in private homes by providing special rooms for storing raw materials and products and providing buildings for MSME operations.

3.7 The Effect of Forecasting on MSME Performance

Based on the test results in Figure 1 and Table 7 above, Consumer Relations Strategy (SHK) has a positive effect (β = 0.025) and is not significant (t = 0.367, p = 0.714). Thus the hypothesis in this research is rejected. This shows that market uncertainty is one of the factors causing MSMEs in Gunungputri Village to be unable to predict product trends that are in demand by consumers, competition, and consumer economic conditions that are difficult to predict.

4. Simultaneous Hypothesis Testing

Test *R-square* basically evaluates whether all exogenous variables have a collective influence on endogenous variables. This test is used to jointly test whether the overall model is significant. Results from the test *R-square* simultaneously can be found in the table below:

Table 8. Values *R-square*

Variable	*R-square*	Information
AGE	0,449	Medium influence

Source: SmartPLS Processed Data, 2024

Based on the table above, the research results show that the value *R-square* of 0.449. So it can be explained that all exogenous constructs, namely supplier relationship strategy, consumer

relationship strategy, information sharing, information quality, delays, warehouse management, and forecasting simultaneously influence MSME performance by 0.449 or 44.9 per cent. stated *R-square* more than 25 per cent but less than 50 per cent, then the influence of all exogenous constructs, namely supplier relationship strategy, consumer relationship strategy, information sharing, information quality, delays, warehouse management, and forecasting on the endogenous variable KUM (UMKM Performance) is moderate.

D. Conclusion

Based on the results of the analysis and discussion carried out in this research, the researcher drew the following conclusions.

1. The results of the research show that the partial influence obtained by supplier relationship strategies, information sharing, warehousing has a positive and significant effect on the performance of MSMEs in Gunungputri Village, Gunungputri District, Bogor Regency. Meanwhile, consumer relations strategies, the quality of forecasting delay information have no effect on the performance of MSMEs in Gunungputri Village, Gunungputri District, Bogor Regency.
2. The research results show that the simultaneous influence of supply chain management practices has an effect of 44.9 percent (medium influence) on the performance of MSMEs in Gunungputri Village, Gunungputri District, Bogor Regency.

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