DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455

DOI: https://doi.org/10.38035/dijefa.v5i6

The Influence of Raw Material Supply Chain Management on the Performance of Sugar Palm SMEs at CV. Mitra Mandala

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Abstract: This study aims to determine the influence of supply chain management consisting of information sharing, trust, long-term relationships and collaboration on the performance of Mitra Mandala companies. This research was carried out for three months from November to December 2024. This study is of a quantitative descriptive type using multiple linear regression analysis. The sampling technique used in this study was purposive sampling and obtained as many as 64 respondents. The results of this research show that information sharing has a positive but not significant effect on the company's performance with a score of 1,056 < 2,001. The confidence variable had a positive but not significant effect on performance with a value of 1.665 < 2.001. The long-term relationship variable had a positive but insignificant effect with a value of 0.616 < 2.001. The collaboration variable had a positive and significant influence on performance with a score of 7,700 > 2,001.

Keyword: Supply Chain Management, Company Performance, Palm Sugar

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are businesses operated by individuals or business entities with structured management that produce economically valuable products. MSMEs play a crucial role in the economic sector to improve the welfare of society in Indonesia. MSMEs create limitless job opportunities and can be relied upon by the government to help address issues like poverty and unemployment. One of the regionally prominent MSMEs with great potential for further development is the aren sugar MSME in Lebak Regency. Lebak Regency is located in the southern part of Banten Province. The regency has a diverse range of MSMEs categorized by clusters, such as craft clusters (bamboo weaving, handicrafts, metalwork, batik, and souvenirs), household industries (wallets, bags, palm leaf blinds, and blacksmithing), food and beverage industries (processed foods from agriculture, plantation, and fisheries), and Badui community products (woven fabrics, batik, souvenirs, and koja bags). According to the Office of Cooperatives and MSMEs (DisKopUKM) of Lebak Regency, the number of MSMEs in the area reached 72,485, distributed across 28 sub-districts in 2024. A summary of MSMEs by sub-district in Lebak Regency is shown in Table 1.

Table 1 shows that the total number of MSMEs in Lebak Regency is 72,485, with Rangkasbitung having the highest number of MSMEs (8,442) and Sajira having the fewest (562) (DisKopUKM Lebak Regency, 2024).

Table 1. Summary of MSMEs in Lebak Regency by Sub-District in 2024

No	District	Number
1	Banjarsari	2.974
2	Bayah	3.481
3	Bojongmanik	2.504
4	Cibadak	3.312
5	Cibeber	2.187
6	Cigemblong	744
7	Cihara	2.731
8	Cijaku	2.512
9	Cikulur	2.311
10	Cileles	2.374
11	Cilograng	4.267
12	Cimarga	1.877
13	Cipanas	1.608
14	Cirinten	2.350
15	Curugbitung	1.755
16	Gunungkencana	1.809
17	Kalanganyar	2.014
18	Lebakgedong	644
19	Leuwidamar	1.667
20	Maja	3.002
21	Malingping	6.238
22	Muncang	602
23	Sajira	562
24	Rangkasbitung	8.442
25	Panggarangan	1.793
26	Sobang	1.412
27	Wanassalam	4.268
28	Warunggunung	3.045
Total UMKM Kabupaten Lebak		**72.485**

Source: Office of Cooperatives and MSMEs, Lebak Regency, 2024

Table 2 illustrates the distribution of MSMEs in Lebak Regency in 2024 by business category, where the largest portion, 60,702 MSMEs, falls under the 'Other' category, reflecting a majority reliance on natural resources due to the agricultural and plantation-dominated economy in Lebak.

Table 2. Number of MSMEs in Lebak Regency by Business Category in 2024

No	Business Category	Number
1	Food Stalls/Culinary	10.112
2	Fashion	904
3	Crafts	740
4	Services	4
5	Digital	23
6	Others	60.702
Jumlah Total		**72.485**

Source: Office of Cooperatives and MSMEs, Lebak Regency, 2024

One of the growing MSMEs in Lebak Regency is the aren sugar MSME. The production centers are spread across 15 sub-districts. Sari et al. (2020) states that Sobang sub-district is the largest producer, with annual production reaching 12,505.3 tons. According to the Department of Industry and Trade of Lebak Regency (2023), aren sugar production in Lebak reaches 360 tons per month, averaging 12 tons per day, totaling over 4,000 tons annually.

The raw material for aren sugar MSMEs, sap, is sourced from the male flower clusters of the aren palm (Arenga pinnata Merr). This raw material's availability must be ensured as demand for aren sugar is high nationally and internationally. Lebak's aren sugar is particularly valued for its organic qualities, being free from chemical fertilizers, and its unique aroma and sweetness, although with low sugar content, making it naturally preservable.

One of the largest aren sugar producers in Sobang sub-district, UMKM Mitra Mandala, collaborates with 148 farmers over 147.2 hectares, though exact figures on aren trees are not documented (UMKM Mitra Mandala, 2024). Demand for aren sugar at UMKM Mitra Mandala has grown since mid-2023, reaching 28 tons per month, with daily production ranging from 400 to 500 kg without overtime, and up to 20 tons per day with full overtime (UMKM Mitra Mandala, 2024).

A reliable raw material supply chain is essential for aren sugar production to avoid delays that can disrupt production and incur losses. Establishing a supply chain management (SCM) system ensures efficient collaboration among stakeholders, particularly farmers and aren sugar producers, improving product quality and operational efficiency.

Supply chain management (SCM) involves coordinating, planning, and managing the flow of products, information, and resources from suppliers to end customers. (Widyanti et al., 2024) describe SCM as an interconnected set of processes designed to plan, execute, control, and monitor the flow of goods and information from the initial to final stages. The goal of SCM is to ensure that goods or services are available on time, in the correct quantity, at the lowest cost, thereby enhancing customer satisfaction.

An MSME's performance can be improved through regular supply chain performance evaluations, identifying specific needs and improving supply chain efficiency. Factors like information sharing, trust, long-term relationships, and collaboration significantly affect MSME performance.

Information sharing within SCM is crucial for transparency, accuracy, and timeliness, enhancing supply chain efficiency and operational effectiveness, as shown by (Permana, 2023). Trust among supply chain partners creates effective collaboration, reducing conflict risks and fostering commitment (Mulyana et al., 2021). Long-term relationships contribute to cost reductions through better pricing negotiations and discounts (Rakhman et al., 2022). Collaboration improves business performance by enhancing efficiency, problem-solving, and sometimes even fostering innovation (Setiawan & Soelaiman, 2021).

Based on the above, this study, titled "Analysis of the Influence of Raw Material Supply Chain Management on the Performance of Aren Sugar MSMEs in Lebak Regency," addresses the need for SCM at UMKM Mitra Mandala to improve coordination and ensure a steady raw material supply.

This study aims to analyze the impact of information sharing, trust, long-term relationships, and collaboration on the performance of Mitra Mandala MSMEs. The research will benefit MSME actors, providing insights for strategic supplier selection, contributing practical knowledge to the Agribusiness Department at Universitas Sultan Ageng Tirtayasa, and offering the government valuable insights for MSME-related policy formulation, specifically regarding aren sugar supply chains in Lebak Regency.

LITERATURE RIVIEW

Theoretical Framework

a. Definition of MSMEs

Micro, Small, and Medium Enterprises (MSMEs) contribute significantly to a country's economy. (Mutrofin & Muhammad, 2021) define MSMEs as businesses operated by individuals, groups, small business entities, or households. MSMEs create numerous job opportunities and play a crucial role in income distribution. They also help the government improve public welfare. (Al Farisi & Fasa, 2022) assert that MSMEs can endure various conditions to achieve societal welfare.

b. Aren Sugar

Aren sugar is an agricultural product made by tapping sap from aren palm trees and reducing its water content to create a concentrated liquid. (Darma et al., 2023) describe aren sugar as a sweetener used in food and drinks, often substituting cane sugar. It is generally available in two forms: molded aren sugar and powdered aren sugar.

Figure 1. Process of Water Reduction in Aren Sap
(Source: Preliminary Research)

The process of producing aren sugar is complex yet relatively affordable. According to observations, aren sugar production begins by inhibiting the blooming of the palm flowers by tying the unopened flower base. (Sariyoga & Anggraeni, 2011) explain that fresh sap is tapped as a raw material for aren sugar. This process encourages the secretion of sap, which can be collected once swelling is complete. The collected sap is then heated continuously until it thickens, resulting in concentrated aren sugar. This thick liquid can be cooled and molded or processed into other products as needed.

The production of molded aren sugar involves sap collection, filtration, and cooking in a wok for 1.2 to 2 hours to form a light syrup. It is then cooked for an additional 3 to 4 hours, locally known as peueut ngora, followed by another 45 minutes on low heat, called *peueut kolot*. Cooling in cold water helps test the sap’s crystallization. The final steps include cooling, molding, and packaging the aren sugar (Hutami et al., 2023).

c. Concept and Definition of Supply Chain Management (SCM)

Supply Chain Management (SCM) is a series of processes and activities that plan, control, execute, and monitor the flow of goods, services, and information from raw materials to finished products reaching consumers. SCM aims for optimal operational performance, minimal costs, customer satisfaction, and competitive advantage.

(Hermalena et al., 2022) describe SCM as a discipline that encompasses planning and managing supplier selection, procurement, and logistics activities.

In Supply Chain Management in Construction, (Sholeh, 2020) describes the key roles in the supply chain, including supplier, manufacturer, distributor, retailer, and customer. Potential interactions in the supply chain include :

Chain 1: Supplier

Suppliers provide raw materials, which may include raw materials, auxiliary materials, goods for sale, parts, etc.

Chain 1-2: Supplier - Producer

Producers manufacture, assemble, fabricate, or process raw materials into final products. The link between suppliers and producers aims to achieve cost savings.

Chain 1-2-3: Supplier – Producer - Distributor

Distributors deliver the final product from the producer to consumers. They typically store large quantities in warehouses and deliver smaller amounts to retailers.

Chain 1-2-3-4: Supplier – Producer – Distributor - Retailer

Wholesale traders in the supply chain have facilities to store products before distribution to retailers, enabling efficiency.

Chain 1-2-3-4-5: Supplier – Producer – Distributor – Retailer – Consumer

Retailers offer products to consumers. The supply chain often ends here, though some buyers may resell products to end consumers.

Effective SCM is closely linked to corporate performance, as noted by (Permana, 2023), who highlights that SCM impacts relationships among suppliers, the company, and customers. SCM also affects supply chain performance through elements such as information sharing, trust, long-term relationships, and collaboration.

1. Information Sharing

   Information sharing is essential for strategic goals. (Al Kiramy et al., 2024) identify information as a valuable resource for producers. (Muhammad, 2019) emphasizes that trust is foundational for sustainable collaboration in the supply chain.

2. Long-Term Relationships

   Long-term relationships between suppliers and companies are the strongest collaborative process in SCM.

3. Previous Research

   Research by (Pakpahan, 2023), titled “The Influence of Trust, Commitment, and Supply Chain Integration on Operational Performance in Food Companies in Jakarta,” used a quantitative method with 140 respondents through purposive sampling. Structural Equation Modeling (SEM) with AMOS revealed that trust positively impacts supply chain integration, which in turn positively affects operational performance.

(Muhammad, 2019) in “Analysis of the Influence of Information Sharing, Trust, Long-Term Relationships, and Collaboration on Supply Chain Management Performance (a study on MSMEs in Dinoyo Ceramic Village, Malang),” used explanatory research and a quantitative approach with 60 respondents through total sampling. Multiple linear regression with SPSS showed that supply chain management performance is directly influenced by trust, long-term relationships, and collaboration, while information sharing had no significant effect.

(Yoga et al., 2022), in "Analysis of Supply Chain Practices and Integration on Operational Performance of Agroindustry SMEs in Malang," used an explanatory approach and purposive sampling for 100 samples meeting SCM criteria. Descriptive and multiple regression tests showed that SCM practices significantly impact operational success in SMEs.

This research differs from prior studies in its focus on the supply chain of aren sugar MSME Mitra Mandala, the largest in Sobang, Lebak Regency. Similar to previous research, this study examines information sharing, trust, long-term relationships, and collaboration as variables hypothesized to have a positive, significant impact on Mitra Mandala's supply chain performance.

METHOD

Type, Location, and Timing of the Research

This research is descriptive in nature, where the author aims to comprehensively and thoroughly explain supply chain management elements that may impact the supply chain performance of MSME Mitra Mandala. According to (Ramdhan, 2021), descriptive research aims to provide explanation and validation of the phenomenon being studied, with issues that are worth addressing, scientifically valuable, and not overly broad in scope.

The research location was purposefully selected, focusing on MSME Mitra Mandala, as it is the largest aren sugar producer compared to other production areas in Lebak Regency. MSME Mitra Mandala is located in Hariang Village, Sobang Sub-district, Lebak Regency. Although this MSME has the highest production volume, it faces challenges related to raw material availability. MSME Mitra Mandala has encountered supply shortages of aren sap, necessitating the implementation of supply chain management.

The research was conducted over three months, starting from the third week of October to the second week of December 2024.

Data Collection and Processing Methods

Data collection was carried out using interview and direct observation methods. The data used in this research is divided into primary and secondary data. Primary data is obtained from direct field observations, both during observation and through respondents filling out questionnaires. Secondary data is gathered through literature studies from various sources, such as the internet and institutions like the Central Bureau of Statistics (BPS)..

RESULTS AND DISCUSSION

General Condition of the Research Location

Sobang Sub-district is located in Lebak Regency, Banten Province. Topographically, Sobang is situated on the southern side of Mount Endut and consists of highland and mountainous areas. It covers an area of 116.69 km², with elevations ranging from 307 to 612 meters above sea level. Geographically, Sobang is located in the northern part of Lebak Regency, approximately 68 km from the regency's capital. Sobang Sub-district has a population of 33,215, with 17,406 males and 16,169 females (DISDUKCAPIL Lebak Regency, 2023).

The boundaries of Sobang Sub-district are as follows:
North: Cipanas and Muncang Sub-districts
East: Lebak Gedong Sub-district
South: Cibeber and Cigemblong Sub-districts
West: Leuwidamar and Muncang Sub-districts

Sobang is divided into 10 villages, including Ciparasi, Cirompang, Hariang, Majasari, Sinarjaya, Sindanglaya, Sobang, Sukajaya, Sukamaju, and Sukaresmi. Hariang Village is a notable production center for quality aren sugar in Sobang, Lebak Regency, Banten. According to data from the Central Bureau of Statistics (2023), Hariang Village spans 13.82 km², covering 13.06% of Sobang's total area. Located 60 km from the regency's capital and 5 km from the sub-district capital, Hariang Village has a population of 5,084, with 2,596 males and 2,488 females. The village is organized into 30 neighborhood units (RT) and 5 community units (RW).

Mitra Mandala MSME is a quality aren sugar producer in Hariang Village, offering products such as Original Aren Sugar, Red Ginger Aren Sugar, and Turmeric Ginger Aren Sugar, with a production capacity of 15-20 tons per month. Mitra Mandala employs 175 farmers, 17 workers, and 10 resellers or distributors.

Figure 2. Logo of Mitra Mandala MSME
(Source: CV. Mitra Mandala)

Respondent Profile

A total of 64 respondents, all members of Mitra Mandala MSME, participated in this study. Respondents' profiles include characteristics like gender, age, and education level to illustrate their relationship with or involvement in Mitra Mandala MSME.

a. Respondent Characteristics by Gender

Gender is closely related to the type of work one can perform. Male workers tend to take on physically demanding tasks. The gender distribution of respondents is shown in Table 3.

Table 3. Respondent Characteristics by Gender

No	Gender	Number of Respondents	Percentage (%)
1	Male	64	100
2	Female	-	-
Total		**64**	**100**

Source: Processed primary data, 2024

All respondents in this study are male, indicating that their work mainly involves physically intensive tasks, such as collecting aren sap, which is not typically performed by women.

b. Respondent Characteristics by Age

Age influences respondents' ability to perform work tasks. Generally, as people age, their physical strength declines, affecting productivity. The age distribution is shown in Table 4.

Table 4. Respondent Characteristics by Age

No	Age (Years)	Number of Respondents	Percentage (%)
1	26-30	7	10
2	31-35	13	19
3	36-40	11	17
4	41-45	13	19
5	46-50	5	7
6	51-55	5	7
7	56-60	8	12
8	61-65	6	9
Total		**64**	**100**

Source: Processed primary data, 2024

The majority of respondents in Mitra Mandala MSME are aged 31-35 and 41-45, each accounting for 19% of the sample.

c. Respondent Characteristics by Education Level

Education level relates to one's skills for performing tasks. Higher education broadens the skills one can apply. The education level distribution is shown in Table 5.

Table 5. Respondent Characteristics by Education Level

No	Education Level	Number of Respondents	Percentage (%)
1	Primary School	56	87
2	Junior High School	7	11
3	Senior High School	1	2
Total		**64**	**100**

Source : Processed primary data, 2024

Most respondents have a primary school education, comprising 87% of the sample, indicating a generally low education level.

Descriptive Analysis of Variables

Descriptive analysis of variables is used to determine the accuracy of the variables employed. The mean values for each variable are calculated using a scale from 1 (minimum) to 5 (maximum). Using the following interval formula:

$$Ki = \frac{Xt - Xr}{K}$$

where:
Ki : Ki is the class interval,
Xt : Xt is the highest data point,
Xr : Xr is the lowest data point, and
K : is the number of classes.
Based on the formula, it can be applied to this study, and the interval calculation used can be mathematically written as follows:

$$Interval = \frac{maximum\ score - minimum\ score}{Number\ of\ class} = \frac{5-1}{5} = 0{,}8$$

Using the calculation above, the following categories can be established:
1 - 1.79 = Very Low
1.8 - 2.59 = Low
2.6 - 3.39 = Moderate

3.4 - 4.19 = High
4.2 - 5 = Very High
The tabulated data of the average (mean) score for each variable and its respective categories for 64 respondents can be seen in Table 6.

Table 6. Descriptive Data of Research Variables

No	Variable	Number of Indicators	Total Indicator Score	Mean	Category
1	Information Sharing	4	16,86	4,2	Very High
2	Trust	4	16,84	4,21	Very High
3	Long-Term Relationship	4	16,91	4,22	Very High
4	Collaboration	4	16,84	4,21	Very High
5	Company Performance	4	16,86	4,21	Very High

Source: Processed primary data, 2024

Based on Table 6, the descriptive analysis for each research variable—information sharing, trust, long-term relationships, collaboration, and company performance—indicates a "very high" category. This category is achieved because all variables have an average score within the 4.2–5 range.

RESULTS AND DISCUSSION

The Influence of Information Sharing, Trust, Long-Term Relationships, and Collaboration

The influence of the independent variables on the dependent variable in this study can be analyzed through multiple linear regression. Primary data from respondents was tabulated using Microsoft Excel, generating total scores for each variable based on summed responses. The total scores for each research variable were analyzed using multiple linear regression in SPSS 21. The output of the regression analysis is shown in Table 7.

Table 7. Results of Multiple Regression Analysis

Variable	Koefisien Regresi	Standard Error
Constant	-0,487	2.896
Information Sharing	-0,428	0,405
Trust	0,692	0,416
Long-Term Relationship	0,059	0,095
Collaboration	0,707	0,092

Source: Processed primary data, 2024

Table 7 shows the regression coefficient values for each variable based on the multiple linear regression analysis using SPSS. The resulting regression equation model can be written as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y = \alpha + (-0{,}487) + (-0{,}428)X_1 + 0{,}692X_2 + 0{,}059X_3 + 0{,}707X_4 + e$$

Interpretation of the equation:

The intercept value of -0.487 represents the expected dependent variable value (Y) when all independent variables (X) are zero. In other words, if information sharing, trust, long-term relationships, and collaboration are zero, the performance value is -0.487.

Information Sharing (X1) has a negative regression coefficient of -0.428, indicating a negative relationship with performance. Thus, a one-unit increase in information sharing is associated with a -0.428 change in company performance, assuming other variables remain constant.

Trust (X2) has a positive regression coefficient of 0.692, indicating a positive influence on supply chain performance. For each one-unit increase in trust, supply chain performance improves by 0.692, assuming other variables are constant.

Long-Term Relationships (X3) has a regression coefficient of 0.059, indicating a positive impact on supply chain performance. Thus, a one-unit increase in long-term relationships leads to a 0.059 increase in supply chain performance, with other variables held constant.

Collaboration (X4) has a positive influence on supply chain performance, with a regression coefficient of 0.707. This suggests that a one-unit increase in collaboration results in a 0.707 increase in supply chain performance, assuming other variables remain constant.

Coefficient of Determination (R^2) Results

According to (Mardiatmoko, 2020), the coefficient of determination measures the extent to which variable X contributes to variable Y. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger effect of variable X on variable Y.

Table 8. Coefficient of Determination Results

No	Statistic Type	Symbol	Value
1	Coefficient of Determination	R^2	0,537
2	Correlation Coefficient	R	0,733

Source: Processed primary data, 2024

Table 8 shows an R^2 value of 0.537, indicating that the independent variables contribute 53.7% to supply chain performance, while the remaining 46.3% is influenced by factors outside the model. The correlation coefficient, R, is 0.733, indicating a strong and positive relationship among information sharing, trust, long-term relationships, and collaboration in influencing performance, making the research model effective.

Simultaneous Effect of Supply Chain Management (F-Test)

The F-test assesses how independent variables collectively affect the dependent variable. In this study, the impact of information sharing, trust, long-term relationships, and collaboration on performance was tested simultaneously. The test is conducted by comparing the calculated F-value with the F-table value. Independent variables are considered to significantly affect the dependent variable if the F-value is greater than the F-table value.

Table 9. F-Test Results

Model	df	F-Value	F-table	Significance
Regresi	4	27,286	2,528	0,000[b]
Residual	59			
Total	**63**			

Source: Processed primary data, 2024

Table 10 indicates that the calculated F-value is 27.286. With a significance level of 5% (α=0.05) and a confidence level of 95%, the comparison of F-value and F-table (27.286 > 2.528) leads to the rejection of H0. Additionally, a significance value of 0.00 < 0.05 confirms that all independent variables information sharing, trust, long-term relationships, and collaboration collectively have a significant impact on company performance.

Partial Effect of Supply Chain Management (t-Test)

The t-test, or partial test, examines the individual effect of each independent variable on the dependent variable. In this study, each independent variable—information sharing, trust,

long-term relationships, and collaboration—is tested to determine its effect on the supply chain performance of Mitra Mandala MSME.

The t-test also compares the t-value with the t-table value. An independent variable is considered to have a significant partial effect on the dependent variable if its t-value is greater than the t-table value.

Table 10. Partial t-Test Results

No	Variable	t-Value	t-table	Criteria
1	Information Sharing	1,056	2,001	Not significant
2	Trust	1,665	2,001	Not significant
3	Long-Term Relationship	0,616	2,001	Not significant
4	Collaboration	7,700	2,001	significant

Source: Processed primary data, 2024

Table 10 shows the t-values for each independent variable, with the highest t-value for collaboration (7.700) and the lowest for long-term relationships (0.616). The t-table value in this study is 2.001, based on a 5% significance level.

1. Information Sharing has a t-value less than the t-table (1.056 < 2.001), indicating a positive but not significant effect on supply chain performance. This may be due to the complex supply chain system at Mitra Mandala MSME, with interactions among various parties, such as farmers, employees, and distributors, which may bias the direct effect of information sharing.
2. Trust has a t-value of 1.665, which is lower than the t-table value of 2.001, indicating a positive but not significant effect on supply chain performance at Mitra Mandala MSME. Challenges in communication and understanding may limit the impact of trust among farmers, employees, and distributors on supply chain performance.
3. Long-Term Relationship has a t-value of 0.616, which is lower than the t-table value (2.001), indicating a positive but not significant effect on supply chain performance. This may be due to the focus on short-term outcomes to meet market demands for both imports and exports.
4. Collaboration has the highest t-value (7.700), which is greater than the t-table (2.001), indicating a significant positive effect on supply chain performance. This significant effect may result from effective collaboration among aren sap farmers, Mitra Mandala employees as producers, and suppliers, all working in a well-integrated supply chain to meet consumer expectations.

CONCLUSION

Based on the research conducted on the influence of raw material supply chain management on the performance of the aren sugar MSME at CV. Mitra Mandala, the following conclusions were obtained:

1. Information sharing in the raw material supply chain management with suppliers has a positive but not significant effect on the performance of Mitra Mandala MSME, as evidenced by a t-value of 1.056, which is lower than the t-table value of 2.001.
2. Trust in the raw material supply chain management with suppliers has a positive but not significant effect on the performance of Mitra Mandala MSME, as evidenced by a t-value of 1.665, which is lower than the t-table value of 2.001.
3. Long-term relationships in the raw material supply chain management with suppliers have a positive but not significant effect on the performance of Mitra Mandala MSME, as evidenced by a t-value of 0.616, which is lower than the t-table value of 2.001.
4. Collaboration in the raw material supply chain management with suppliers has a significant positive effect on the performance of Mitra Mandala MSME, as evidenced by a t-value of 7.700, which is higher than the t-table value of 2.001.

Recommendations

Based on the research findings on the impact of raw material supply chain management on the performance of the aren sugar MSME at CV. Mitra Mandala, the following recommendations are proposed:

1. Mitra Mandala MSME should optimize information-sharing processes in the supply chain management with suppliers through a targeted approach, ensuring that the information shared by suppliers, employees, and distributors is genuinely necessary. This can enhance supplier loyalty and significantly improve company performance.
2. Mitra Mandala MSME should enhance trust at every level of the supply chain by fostering a deep understanding of the importance of trust in every supply chain management process, which can positively impact company performance.
3. Mitra Mandala MSME should optimize existing relationships within the supply chain management, particularly with farmers as aren sap suppliers and distributors as product channels.
4. Mitra Mandala MSME should maintain the established collaboration within raw material supply chain management to sustain stable company performance.

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