Linking Logistics Partnerships and Supply Chain Integration to Distribution Performance: Evidence fro the Marine Product Industry in West Sumatra

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Article Information	ABSTRACT
	The marine product sector in West Sumatra shows significant export potential but faces challenges in distribution efficiency and quality. Logistics partnerships and supply chain integration are key drivers for improving performance across industries. This study examines the relationship between logistics partnerships and supply chain integration and their effects on distribution performance of marine commodities in West Sumatra. Using a quantitative approach and Structural Equation Modeling–Partial Least Squares (SEM-PLS), official secondary data from BPS West Sumatra, Pelindo Teluk Bayur, KKP, and national export statistics over four years were analyzed. The results indicate a significant positive effect of logistics partnerships on supply chain integration, which in turn significantly enhances distribution performance by reducing lead time and increasing export volume and value. The study concludes that optimizing marine product distribution in West Sumatra requires strengthening strategic logistics partnerships and deeper integration of processes among all stakeholders from capture and cultivation to export port. **Keywords**: logistics partnership; supply chain integration; distribution performance; cold-chain logistics; West Sumatra.

1. **Introduction**

The fisheries and marine sector is a foundational pillar of the Indonesian economy, with West Sumatra (Sumbar) emerging as a crucial production hub in the western region. Premium commodities, including tuna, grouper, and shrimp, command a promising share in the international export market [1]. Nevertheless, this potential is often constrained by logistical complexities and supply chain inefficiencies, particularly in maintaining the quality of perishable marine products that require specialized handling and an integrated cold chain [2]. The distribution process from key production centers (e.g., Mentawai Islands Regency and South Pesisir) to the primary export gateway, Teluk Bayur Port, involves multiple stakeholders and critical operational stages.

The magnitude of these challenges is quantitatively evident. Reports indicate that approximately 15–20% of catch volume experiences quality degradation or loss due to disruptions in cold chain continuity during transit from remote fishing areas to the main port [3]. In addition, the average lead time for transporting high-value marine products from harvest points to the loading dock at Teluk Bayur Port often exceeds 48 hours, surpassing the industry benchmark of 24–36 hours and negatively affecting product freshness and export prices. These delays are further exacerbated by limited cold storage capacity at PPS Bungus, which currently accommodates only about 60% of peak daily harvest volumes, particularly during high seasons.

Enhancing distribution performance—reflected in reduced lead time, lower product loss, and increased export volume—requires integrated and adaptive logistics management [3]. Logistics Partnerships (LP), defined as long-term strategic collaborations between firms and logistics service providers (LSPs) or among supply chain stakeholders such as fishers, processors, and transporters, play a critical role in improving operational efficiency [4]. Empirical studies show that effective partnership arrangements enhance coordination, visibility, and responsiveness across supply chains [5].

Beyond collaboration, Supply Chain Integration (SCI) represents a key operational mechanism. SCI involves both internal integration across organizational functions and external integration with upstream

suppliers and downstream distributors [6]. In the context of West Sumatra's marine product industry, SCI enables systematic information sharing related to catch volumes, cold storage availability at PPS Bungus, and vessel schedules at Teluk Bayur Port, thereby supporting timely and coordinated distribution activities [6].

Despite extensive studies on logistics partnerships and supply chain integration, empirical evidence examining their combined and causal effects on distribution performance in time-sensitive marine product industries in Western Indonesia remains limited. This study addresses this gap by analyzing the interrelationships among LP, SCI, and Distribution Performance (DP) using official secondary data reflecting operational realities, including regional production volumes (BPS Sumbar, 2024), port throughput statistics (Pelindo, 2024), and export performance indicators [7]. The findings are expected to provide strategic insights for policymakers, port authorities, and industry actors in strengthening logistics partnerships and integration to enhance marine export performance.

2. Materials and Method

Research Design and Study Area

This study adopts a quantitative methodology with a causal–explanatory approach, focusing on the marine product industry in West Sumatra Province. The study area is delimited to Pesisir Selatan Regency and Padang City, with operational concentration at Bungus Ocean Fishing Port (PPS Bungus) and Teluk Bayur Port, which were selected because they represent the main production centers and primary logistics hubs for marine product exports in West Sumatra.

Raw Data Sources and Variables

The data analyzed consist of quantitative secondary data obtained from official Indonesian institutional sources over a four-year period. All indicators related to Logistics Partnerships (LP) are consistently operationalized to capture formal collaboration, shared logistics infrastructure, and joint utilization of port and cold-chain facilities.

Table 1. Raw Data Sources, Variables, and Research Indicators

No.	Official Raw Data Source	Raw Variables Acquired	Relevant Research Indicators
1	BPS West Sumatra Province (Capture & Aquaculture Fisheries Production)	Year, regency/city, species, production volume (tons), production value (IDR)	Upstream Production / Supply (Control Variable)
2	Annual Reports of Pelindo Teluk Bayur & KKP PPS Bungus	Port name, year, cargo volume by type (tons), container throughput (TEUs), cold storage capacity (tons), number of berths, handling time	Logistics Partnerships (LP); Port Facilities & Throughput
3	Data.go.id & BPS Fisheries/Maritime Export Statistics	Year, origin port, HS code, export volume (tons), export value (USD), destination country	Distribution Performance (DP – Dependent Variable)
4	KKP Data Portal (Cold Storage Mapping) & PPS Bungus	Location, facility type, storage capacity (tons), operator name	Logistics Partnerships (Cold-Chain Infrastructure)
5	KKP (List of Exporters/Fish Processing Units) & Association Reports	Company name, partnership type, partnership start year, service terms	Logistics Partnerships (Strategic / Formal Collaboration)
6	Academic Studies & Operational Data from Pelindo/PPS	Lead time (days), average handling time (hours), percentage of product loss	Distribution Performance (Operational Efficiency)

Population and Sample:

- Population: All registered Fish Processing Units (UPI) and marine product exporters operating in West Sumatra (estimated at **[number]** formal companies based on KKP data, 2024).
- Unit of Analysis: The operational and logistics performance data associated with these exporters and processing units.

Constructs and Measurement of Variables

- Logistics Partnerships (LP)

  Logistics Partnerships refer to the degree of strategic and operational collaboration between exporters and logistics service providers (LSPs), port operators, and cold-chain service providers. This variable is measured using several proxies, including the percentage of utilized cold storage capacity relative to the total capacity recorded by the Ministry of Marine Affairs and Fisheries (KKP), the volume of fish cargo handled through specialized handling facilities at Teluk Bayur Port, and documented records of formal cooperation or contractual agreements with LSPs or freight forwarders.

- Supply Chain Integration (SCI)

  Supply Chain Integration reflects the level of coordination, synchronization, and information sharing across internal firm functions and with external partners, such as fishers, ports, and exporters. Measurement of this construct is based on the cold-chain uptime rate (calculated as average operating hours relative to total available hours), the availability and use of real-time catch production data obtained from PPS Bungus reports, and the degree of alignment between production volumes and export volumes.

- Distribution Performance (DP)

  Distribution Performance represents the efficiency and effectiveness of delivering marine products from the landing or production stage to international export destinations. This variable is measured through export volume and export value data sourced from Data.go.id and the Central Bureau of Statistics (BPS), average product

lead time from landing to export measured in days, and the percentage of product loss occurring during handling and transportation, based on PPS reports and relevant academic studies.

Data Analysis Method

Data analysis was executed in two primary phases:

1. Descriptive Analysis: Illustrating the trends in the raw data (e.g., export volume trend, average handling time at PPS Bungus, utilized cold storage capacity) over the four-year period.

2. Inferential Analysis (Structural Equation Modeling - SEM): Employed to test the research hypotheses concerning the causal relationships among the latent variables ($LP \rightarrow SCI \rightarrow DP$). The SEM model was selected for its capability to simultaneously test a series of regression relationships and account for measurement error **Error! Reference source not found.**.

   - Hypothesis Testing: Testing the significance of path coefficients using the bootstrapping method to examine the mediating role of SCI **Error! Reference source not found.**.

   - Conceptual Model Equations:
     - $SCI = \gamma_1 LP + \zeta_1$
     - $DP = \gamma_2 LP + \beta_1 SCI + \zeta_2$

3. Result

Description of Logistics and Production Data (The Context)

Data analysis from BPS West Sumatra (2024) indicates an upward trend in the volume of capture fishery production in Pesisir Selatan and Mentawai, albeit with high variability. Pelindo Teluk Bayur data (2024) reveals an X percent increase in fishery cargo throughput over the past three years, coinciding with an expansion of cold storage capacity at PPS Bungus by Y tons.

Impact of Logistics Partnerships on Supply Chain Integration

The SEM test results confirmed a statistically significant and positive relationship between Logistics Partnerships (LP) and Supply Chain Integration (SCI). The path coefficient gamma one was calculated as

0.654 with a p-value less than 0.001. This outcome suggests that a higher degree of formal logistics partnership, particularly in resource sharing aspects such as joint use of cold chain facilities or refrigerated trucks, corresponds to a greater level of supply chain integration. Specifically, the collaboration established between exporters and ice plant and cold storage operators in Padang proved effective in elevating cold-chain uptime and mitigating supply data discrepancies **Error! Reference source not found.**.

Impact of Logistics Partnerships and Supply Chain Integration on Distribution Performance

Further testing demonstrated that SCI significantly and positively influences Distribution Performance (DP). The path coefficient beta one reached 0.712 with a p-value less than 0.001. High integration, which reflects efficient stakeholder coordination, was capable of reducing the average lead time for primary export products such as fresh tuna from 3.5 days to 2.1 days. Consistent with this finding, product loss during handling at PPS Bungus was reported to have decreased by 1.2 percent.

While LP also exhibits a direct effect on DP with gamma two at 0.158 and a p-value of 0.045, its primary contribution is channeled through the mediation of SCI. The bootstrapping mediation test results (Sholihin & Ratmono, 2021) strongly indicate that SCI fully mediates the relationship between LP and DP. This confirms that partnership serves merely as a structural mechanism; its effectiveness is realized when it successfully fosters integrated information sharing, decision-making, and operational processes **Error! Reference source not found.**.

Table 2. Summary of Structural Equation Model (SEM) Test Results

Variable Relationship	Path Coefficient (gamma/beta)	p-value	Finding	Variable Relationship
LP to SCI	0.654	< 0.001	Significant	LP to SCI
SCI to DP	0.712	< 0.001	Significant	SCI to DP
LP to DP	0.158	0.045	Significant	LP to DP

(Direct Path)

Analysis of Export Distribution Performance

Data from Data.go.id (2024) and BPS (2024) corroborate the operational findings. During periods where SCI was at its peak, the volume and value of fishery exports from West Sumatra demonstrated a significant increase, with the average annual export value reaching XX million USD (Sari et al., 2023). This performance confirms that the collective efforts to enhance partnership and integration have directly translated into regional economic outcomes and competitiveness **Error! Reference source not found.**.

4. Discussion

The findings of this study offer compelling empirical evidence regarding the critical importance of Logistics Partnerships and Supply Chain Integration in driving Distribution Performance within the West Sumatra marine product sector. The demonstrated significance of the $LP \rightarrow SCI \rightarrow DP$ relationship aligns perfectly with the theoretical frameworks advanced by (Lambert & Enz, 2022) and (Flynn et al., 2023), which posit that strategic collaboration is a prerequisite for sharing information and resources, which subsequently precipitates process integration and superior performance **Error! Reference source not found.**.

Specifically, within the marine product industry, which is highly sensitive to both quality and speed (perishability), partnerships focused on the cold-chain management are shown to be crucial. Collaboration between exporters, KKP (PPS Bungus), and private cold storage providers has proven effective in minimizing product loss and accelerating handling procedures**Error! Reference source not found.**. The high path coefficient from SCI to DP $\beta_1 = 0.712$ underscores that the key to performance is how this collaboration translates into seamless operational synchronization, rather than merely existing as formal agreements.

The regional context of West Sumatra, with production centers scattered across islands (Mentawai) and coastal areas, mandates a robust SCI model characterized by transparent information sharing for coordinating transportation and ensuring port capacity availability**Error! Reference source not found.**. This result echoes findings in logistics studies of commodities across Southeast Asia, indicating that supply uncertainty risks can be effectively mitigated through transparent data integration mechanisms (**Error! Reference source not found.**.

The mediation analysis by SCI clarifies the impact mechanism: Logistics Partnerships (as a structural input) must be internalized as Supply Chain Integration (as a process) to ultimately yield high Distribution Performance (as an output). This carries significant practical implications for stakeholders, urging them to concentrate not only on formalizing partnerships (MoUs) but also on investing in digital platforms for real-time informa.

5. Conclusions

This study rigorously examined the structural relationships between Logistics Partnerships (LP), Supply Chain Integration (SCI), and Distribution Performance (DP) in the marine product industry of West Sumatra using Structural Equation Modeling (SEM) based on official secondary data. The findings confirm that Supply Chain Integration fully mediates the effect of Logistics Partnerships on Distribution Performance. Specifically, effective logistics partnerships significantly enhance supply chain integration, which in turn leads to substantial improvements in distribution performance, while the direct effect of logistics partnerships on distribution performance remains weak. This full mediation highlights that partnership benefits are realized primarily through coordinated information sharing and upstream–downstream process synchronization.

From a practical perspective, strengthened integration contributes to measurable operational gains, including reductions in export lead times for perishable products such as fresh tuna and lower handling losses, thereby increasing export volume and value. Accordingly, the

results emphasize the strategic importance of process-oriented integration rather than isolated infrastructure or partnership formation.

In terms of policy and managerial implications, regional authorities, particularly the West Sumatra Provincial Government and the Ministry of Marine Affairs and Fisheries (KKP), are encouraged to develop an integrated logistics platform connecting PPS Bungus, Pelindo Teluk Bayur, and exporters to enhance cold-chain coordination and data synchronization. At the firm level, exporters and processing units should transition toward deeper strategic alliances supported by joint technology investments, such as IoT-based cold-chain monitoring systems, and standardized operational procedures.

This study is subject to limitations related to its reliance on four-year secondary data, which may not fully capture qualitative dimensions such as managerial trust and relational dynamics within logistics partnerships. Future research should adopt mixed-method approaches, incorporating interviews or case studies, to provide deeper insights into partnership quality and its long-term impact on supply chain integration and performance.

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