

# Uncertain Supply Chain Management

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## Supply chain and digital marketing in increasing the acceleration of repositioning in the millennial generation and the implications for cooperative sustainability

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### ABSTRACT

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The aim of this research is to analyze the influence of supply chain and digital marketing in increasing the acceleration of repositioning in the Millennial Generation and its implications for the sustainability of cooperatives in the city of Palangka Raya where the study was executed. The sample in this study was 250 respondents consisting of the millennial generation (born 1981-1996) and Generation Z (born 1997-2012), using the Stratified random sampling technique. Data collected through questionnaires was then analyzed using SEM-PLS. The findings of the research and data analysis indicate that: Supply Chain and Digital Marketing directly have a positive and significant effect on the Acceleration of Repositioning in the Millennial Generation in Palangka Raya City; Apart from that, Supply Chain, Digital Marketing and Accelerated Repositioning to the Millennial Generation directly have a positive and significant impact on the Sustainability of Cooperatives in the City of Palangka Raya; Accelerating Repositioning in the Millennial Generation was able to partially mediate Supply Chain and Digital Marketing towards Cooperative Sustainability in Palangka Raya City, Central Kalimantan Province, Indonesia. So, it can be concluded that to improve Cooperative Sustainability among the Millennial Generation in Indonesia, important factors that must be improved include Supply Chain, Digital Marketing, and Accelerated Repositioning.

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### 1. Introduction

The explanation of article 33 of the 1945 Constitution clearly states that cooperatives are business institutions that are suitable for the Indonesian economy (Sakai, 2010). Juridically, as long as the 1945 Constitution is Indonesia's structural foundation, the Indonesian government and citizens must maintain the existence and develop cooperatives into a strong economic sector so that they are able to become economic pillars in Indonesia, so that they can prosper their members and society (Yuliando et al., 2015). The reality is that there is still not much to be proud of, on the contrary, there are still many complaints, such as the low quality of cooperative human resources, cases of fraud, the less than optimal role of supervisors causing the cooperative's performance to decline so that the community is traumatized and has a negative perception of the cooperative (Maskur, 2016). The government has taken strategic steps with “total cooperative reform” which is explained through the stages of reorientation, rehabilitation and development (Subki, 2008). The existence of national cooperatives after total reform, based on statistical data from the Ministry of Cooperatives and SMEs, in 2019 the number of active cooperatives fell to 123,048 units, the number of members was 22,463,738 people (Puspawati et al., 2019). Cooperatives have registered with Cooperative Identification Numbers (NIK) as many as 35,760 units (Priandika & Setiawansyah, 2023). Nationally, only 45,490 cooperative units (37%) hold annual member meetings (RAT) regularly. Asset ownership is close to Rp. 152.11 trillion, turnover Rp. 154.72 trillion and remaining operating results (SHU) of IDR. 6.27 trillion (Wadu et al., 2020). What is

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encouraging is that cooperatives have succeeded in increasing their contribution to National GDP from 1.71% in 2014, increasing sharply to 4.48% in 2017, and in 2019 to 5.1% (Yun & Kurniawan, 2017). The increase in GDP contribution has indicated an impact on improving the welfare of members and society as well as equalizing national economic development, but the amount is still considered very small (Kusmiati et al., 2023).

The condition of national cooperatives still faces fundamental weaknesses such as: 1) most cooperative businesses are still below the economic scale; 2) weak in business aspects starting from capital, management, market access; 3) difficult access to financial institutions; 4) professionalism of cooperative human resources is still low; and 5) it is difficult to compete in the market (Hamidy, 2016; Shofiyuddin & Taruna, 2020; Wadu et al., 2020). The image of cooperatives has also not improved, many cooperatives are just nameplates, which exist just to take advantage of the ease of requirements, many fraudulent cooperatives are detrimental to the community, so that cooperatives have not made the community prosperous (Hendriani, 2018). Cooperatives as teachers of the national economy are required to be able to adapt to the increasingly challenging developments in the current era (Wijers, 2019). The younger generation, especially generation Z, tends to view cooperatives as something “old school” and old-fashioned. In fact, history proves that cooperative organizations are one of the sectors driving the economic progress of Indonesian society (Sakai, 2014).

The development of cooperatives has experienced ups and downs due to the limited ability of human resources in managing cooperatives, this is the reason why cooperatives seem to be organizations that are slow to develop because not everyone who has the ability and knowledge wants to work with cooperatives, especially the younger generation (Colombijn & Morbidini, 2017). The “old-fashioned” image of cooperatives is considered unattractive to them, even though if seen from the competency perspective, the younger generation has enormous potential to advance cooperatives (Taniu et al., 2024). Data shows that in 2030 Indonesia will face a demographic bonus where the number of people of productive age will exceed the number of elderly and children (Central Statistics Agency, 2021). This of course leads to the question of what the fate of cooperatives will be in the future, whether they will grow or be eroded, if the next generation is not moved to advance cooperatives because the current younger generation's understanding of cooperatives can be categorized as quite low (Piccoli et al., 2021).

However, having such large assets and members does not guarantee that the cooperative will continue to exist among young people as successors to cooperative members in the future, especially young people in the generation Z era (Fiore et al., 2020). Based on this, researchers are interested in identifying and exploring further how Generation Z views the cooperative organization itself and the extent of their interest or interest in cooperating within the organization so that they are able to maintain the sustainability of the cooperative movement in the future (Lemos Lourenço & Neres Lourenço, 2016). Bearing in mind that several previous studies, especially in Kalimantan, only examined the factors that influence cooperative member satisfaction, as well as the role of the organization and cooperative members in society from the members' perceptions (Sakai, 2014; Subki, 2008). However, no one has researched how society itself, especially generation Z, perceives cooperatives in the current era of revolution. Perceptions of those who are not cooperative members or who have never joined a cooperative organization (Hendriani, 2018).

Generation Z was mostly born during the economic crisis, generation Z is the generation born from 1996 to 2010 (Fromm & Read, 2018). Being born and growing up during the economic crisis has made generation Z, including Indonesia, think more realistically, especially in looking for work that is expected to have adequate stability and security (Dwidienawati & Gandasari, 2018). The development of cooperatives to date is still dominated by savings and loan cooperatives with relatively high loan interest rates, while real sector cooperatives have not shown significant development, even though these cooperatives are expected to produce large added value (Marwa & Aziakpono, 2015).

For sustainability, to increase the role of cooperatives in Indonesia, cooperatives need to involve the millennial generation to play a greater role in cooperatives (Colombijn & Morbidini, 2017; Sakai, 2010; Wijers, 2019). The cooperative sector has a big challenge to optimize the potential of the millennial generation in Indonesia (Kusmiati et al., 2023). Still many millennial generation who are not yet familiar with the world of cooperatives. Some of them consider cooperatives to be old-fashioned and out-of-date organizations, and feel that their limited knowledge about cooperatives means they are not interested in joining a cooperative (Yun & Kurniawan, 2017).

The next challenge is that Indonesia will enter a demographic bonus period during the 2020-2035 period, which will reach its peak in 2030 (Lemos Lourenço & Neres Lourenço, 2016). In this period, the composition of Indonesia's population will be dominated by the productive age group (Dwidienawati & Gandasari, 2018). Cooperatives also have challenges in utilizing digital technology in business management (Piccoli et al., 2021). This aims to increase efficiency and effectiveness in service to members as well as to attract the millennial generation. So cooperatives must be able to reposition as a modern future economic system. Based on several expert opinions and gap phenomena that have been found, researchers are interested in reviewing this research with the theme Supply Chain and Digital Marketing in Increasing the Acceleration of Repositioning in the Millennial Generation and the Implications for the Sustainability of Cooperatives in the City of Palangka Raya.

## 2. Literature review

### 2.1 Supply chain relationship to accelerated repositioning

Repositioning is a management function that not only carries out administrative tasks but the HRM function must be directed at making the organization more competitive and effective (Kiburu & Mungai, 2022). Changes in the business environment have had a significant impact on the Company's organization (Chini et al., 2021). HR has also experienced a change from being partial to something that is integrated and strategic (Karatas-Ozkan et al., 2023). Repositioning is also a source of competitive advantage that provides value to customers at different stages of marketing and at different touch points (Lindberg-Repo, 2017). Repositioning is closely related to good supply chain inventory (Alqudsi, 2014; Yaacob et al., 2023). Where in a repositioning of course management must prepare all the facilities and infrastructure to support the programs or plans that have been made for management to support maximum implementation (Rahman & Razimi, 2023). Therefore, in an effort to increase the acceleration of repositioning, the supply chain must be carefully considered for the smooth operation of the institution or company (Kurniawati & Cakravastia, 2023; Rejeb et al., 2021). In accelerating repositioning, of course the important role that must be paid attention to is the supply chain, this is very crucial because to accelerate repositioning, balanced supply chain management is needed. This is confirmed by research conducted by Eckstein et al., (2015); Flint (2004); McAdam & McCormack (2001); Notteboom & Rodrigue (2008); Rodrigue & Notteboom (2009); Sebastian Mohr & Omera Khan (2015) which states that Supply Chain is able to significantly influence the Acceleration of Repositioning. However, it is different from research conducted by Bhattacharjya et al., (2022); and Penttinen & Palmer (2007), which states that Supply Chain is unable to significantly influence the Acceleration of Repositioning

**H<sub>1</sub>:** *Supply chain influences the acceleration of repositioning.*

### 2.2 The relationship of digital marketing to accelerating repositioning

Digital marketing is the process of marketing and promoting a brand, product or service which is carried out through digital media and requires an internet network for its activities (Jadhav et al., 2023; Mkwizu, 2020). Currently, digital marketing is a new way for companies to reach consumers (Amiri et al., 2023; Dunakhe & Panse, 2022). Digital marketing is one of the factors in repositioning a company (Apasrawirote et al., 2022; Bu et al., 2021). In order to increase the acceleration of repositioning, of course digital marketing support in the current era is very necessary (Dunakhe & Panse, 2022). In accelerating repositioning, of course the important role that must be paid close attention to is digital marketing, this is very crucial because to accelerate repositioning, digital marketing management is needed which is of course in accordance with the current era of digitalization. This is confirmed by research conducted by Avlonitis & Karayanni (2000); Burhanudin et al., (2022); Contractor et al., (2010); Evans (2019); Nanda et al., (2021); Wang & Sun (2010) which states that digital marketing is able to significantly influence the acceleration of repositioning. However, this is different from research conducted by Kang et al., (2021); and Ketter & Avraham (2021), who stated that digital marketing was unable to significantly influence the acceleration of repositioning.

**H<sub>2</sub>:** *Digital marketing influences the acceleration of repositioning.*

### 2.3 Supply chain relationship to cooperative sustainability

Supply chain is an activity to use resources effectively throughout the supply chain starting from raw materials to final products until they reach consumers to ensure food safety in the supply chain (Ahmad & Shariff, 2016; Ngah et al., 2014). Supply chain is very important in efforts to increase the sustainability of a company or institution (Ali et al., 2021). If a company's supply chain can be controlled and implemented well, then the company's operations can be carried out well (Ali & Suleiman, 2018). Of course, this is a reference for the company in improving the company's sustainability (Fiore et al., 2020; Lemos Lourenço & Neres Lourenço, 2016). Sustainable business will be a focus in the next few years, because from the customer and product user side awareness is also starting to increase (Piccoli et al., 2021). The market is starting to place 'demands' for a production process that is more environmentally conscious, along with the distribution process (Fiore et al., 2020). This certainly suggests a relationship between the supply chain and the sustainability of a company. In improving the sustainability of cooperatives, of course the important role that must be paid attention to is the supply chain, this is very crucial because to ensure cooperative sustainability requires balanced supply chain management. This is confirmed by research conducted by Amiri-Pebdani et al., (2022); Fang et al., (2024); Hafezalkotob et al., (2023); Huang et al., (2024); Jin et al., (2018); Kang et al., (2019); Perdana et al., (2023); Rodríguez et al., (2016); Rout et al., (2020); Xie (2016) which states that the Supply Chain is able to significantly influence the Sustainability of Cooperatives. However, this is different from research conducted by Ki Fiona Cheung & Rowlinson (2011); and Sharfman et al., (2009), which states that Supply Chain is unable to significantly influence Cooperative Sustainability.

**H<sub>3</sub>:** *Supply chain influences cooperative sustainability.*

#### 2.4 *The relationship of digital marketing to cooperative sustainability*

Sustainable business can be interpreted as a business that is sustainable, both in producing short-term and long-term benefits (Marwa & Aziakpono, 2015). A new business can be said to be sustainable if the company is able to achieve its business goals, increase value in the long term and is consistently able to maintain all of this (Abdelkafi & Täuscher, 2015). In order to continue doing business, companies must also take part in the current era of globalization, in which they run their business (Abdul Aris et al., 2018). This is where the idea of sustainable business originates (Fiore et al., 2020). Sustainable business encourages companies to make efforts that can maintain business continuity in the long term (Ullah Khan et al., 2023). This could include adopting better systems, new technology or recycling waste. When companies improve themselves by adopting better systems or more environmentally friendly technology (Gerpott et al., 2001). From this statement we can understand that in an effort to increase the sustainability of a company, we must follow the demands of the times in today's digital era. By improving digital marketing, a company will be able to support itself in competing with other companies, thereby resulting in sustainable company performance (Dangelico & Vocalelli, 2017; Jiménez-Jiménez & Cegarra-Navarro, 2007). In the sustainability of cooperatives, of course, an important role that must be paid close attention to is digital marketing, this is very crucial because to ensure cooperative sustainability, digital marketing management is needed which is of course in accordance with the current era of digitalization. This is confirmed by research conducted by Alalwan et al., (2021); Almeida et al., (2023); Bagherian et al., (2024); Bäumle et al., (2023); Hidalgo et al., (2023); Lin & Fan (2024); Maina et al., (2023); Nayal et al., (2023); Pesci et al., (2023); Santos et al., (2024); Yang et al., (2024) which states that digital marketing can significantly influence the sustainability of cooperatives. However, this is different from research conducted by Diez-Martin et al., (2019); and Korucuk et al., (2022), which states that digital marketing is unable to significantly influence the sustainability of cooperatives.

**H4:** *digital marketing influences cooperative sustainability.*

#### 2.5 *The relationship between accelerated repositioning and cooperative sustainability*

Strategic and innovative steps with continuous repositioning and transformation with the aim of being effective and efficient and with the implementation of good corporate governance, to strengthen the foundation in preparation for the future (Chini et al., 2021; García-Canal et al., 2002; Karatas-Ozkan et al., 2023). The results achieved are a form of the Company's commitment and consistency to provide the best to stakeholders and play an active role in the economy of a region (Chisholm, 2019; Menon, 2021). Continuous repositioning and transformation steps are needed to respond to the dynamics of the financial industry which is increasingly varied and continues to develop from time to time (Karatas-Ozkan et al., 2023), is a commitment that continues to be carried out and is accompanied by synergy support within the company, developed for future generations of Indonesians (Hendriani, 2018; Subki, 2008; Taniu et al., 2024).

In the sustainability of cooperatives, of course, an important role that must be paid close attention is the acceleration of repositioning, this is very crucial because to carry out cooperative sustainability, it is necessary to accelerate repositioning in order to stabilize the goals to be achieved. This is confirmed by research conducted by Bateman (2007); Caveney (2010); Hoolohan et al., (2019); Kuzmicz & Pesch (2019); Lukkarinen et al., (2022); Ogaboh et al., (2022) which states that accelerating repositioning can significantly influence the sustainability of cooperatives. However, this is different from research conducted by Burton & Wilson (2012); and Spreckelmeyer (1993), who stated that accelerated repositioning was unable to significantly influence the sustainability of cooperatives.

**H5:** *Accelerated repositioning of cooperative sustainability.*

#### 2.6 *Supply chain relationship to cooperative sustainability through accelerated repositioning*

According to research findings conducted by Avlonitis & Karayanni (2000); Burhanudin et al., (2022); Contractor et al., (2010); Evans (2019); Nanda et al., (2021); Wang & Sun (2010) stated that digital marketing can significantly influence the acceleration of repositioning. However, this is different from research conducted by Kang et al., (2021); and Ketter & Avraham (2021), who stated that digital marketing was unable to significantly influence the acceleration of repositioning. We can see that there is still a gap between researchers, resulting in a research gap in research. Therefore, researchers added accelerated repositioning to mediate between Supply Chain and Cooperative Sustainability.

**H6:** *Supply chain influences cooperative sustainability through accelerated repositioning.*

#### 2.7 *The relationship of digital marketing to cooperative sustainability through accelerated repositioning*

Based on findings study by Alalwan et al., (2021); Almeida et al., (2023); Bagherian et al., (2024); Bäumle et al., (2023); Hidalgo et al., (2023); Lin & Fan (2024); Maina et al., (2023); Nayal et al., (2023); Pesci et al., (2023); Santos et al., (2024); Yang et al., (2024) stated that digital marketing can significantly influence the sustainability of cooperatives. However, this is different from research conducted by Diez-Martin et al., (2019); and Korucuk et al., (2022), who stated that digital marketing is not able to significantly influence the sustainability of cooperatives. We can see that there is still a gap between researchers, resulting in a research gap in research. Therefore, researchers added accelerated repositioning to mediate between Digital Marketing and Cooperative Sustainability.

**H7:** *Digital marketing influences cooperative sustainability through accelerated repositioning.*

### 3. Method

#### 3.1 Research design

The research method uses associative quantitative research methods by looking for relationships between variables, data collection is carried out using survey techniques using questionnaires distributed to respondents.

#### 3.2 Types of research

The type of research used in this research is causality research, namely research that seeks explanations in the form of cause-effect relationships between several concepts or several variables or several strategies developed in management (Sugiyono, 2015). This research is directed at describing the existence of a causal relationship between several situations described in the variables, and on that basis a general conclusion is drawn (Ferdinand, 2014).

#### 3.3 Place and time of research

The location of the research was Palangka Raya City, Central Kalimantan Province. The research was conducted over a period of 3 months, starting from October to December 2023.

#### 3.4 Population and Sample

Population is a combination of all elements in the form of events, things or people who have similar characteristics which is the center of attention of a researcher because it is seen as a research universe (Ferdinand, 2014). The population in this study is the millennial generation (born 1981-1996) and Generation Z (born 1997-2012) (Basuki, 2021). A sample is a subset of a population, consisting of several members of the population (Moleong, 2021). This subset is taken because in many cases it is impossible for us to examine all members of the population, therefore we form a representative population called a sample (Ferdinand, 2014). The method for ascertaining the quantity of samples pertains to the viewpoint of Ferdinand (2014), Specifically, a minimum of 10 times the quantity of indications. There are a total of 26 indicators for the 4 variables, resulting in a sample size of 260 respondents. The sampling technique used is purposive sampling, namely sampling of population members is carried out randomly taking into account the conditions that exist in the population to be studied, each population has the same opportunity as the others to be selected as members of the sample (Ferdinand, 2014).

#### 3.5 Data Collection Instrument (Grid)

**Table 1**  
Research Instruments

No	Variables	Indicators	Item No
1	Cooperative Sustainability is a step for cooperatives to become an institution that can help the economy of its members and society in general on an ongoing and sustainable basis.	Financial performance	CS1
		Growth and Development	CS2
		Effective Management	CS3
		Member Trust	CS4
		Compliance with Laws and Standards	CS5
2	Repositioning is a management function that does not only carry out administrative tasks but the HRM function must be directed at making the organization more competitive and effective.	Temporary Transfers	AR1
		Job Rotation	AR2
		Production Transfer	AR3
		Replacement Transfers	AR4
		Transfer Versatility	AR5
		Personnel Transfers	AR6
3	The supply chain is a process that optimises the utilisation of resources from the initial raw materials to the end products, ensuring the safety of food across the entire supply chain till it reaches consumers.	Interoperability	SC1
		Perceived advantages	SC2
		Executive endorsement	SC3
		Preparedness of the organisation	SC4
		Comprehending the methodologies	SC5
		Consciousness Honesty	SC6
		Anticipated Business Advantages	SC7
		Assistance from the government and influence from consumers	SC8
		Interoperability	SC9
4	Digital Marketing refers to the strategic efforts undertaken to advertise and promote a brand, product, or service using digital media platforms, which necessitate an internet connection.	Accessibility	DM1
		Interactivity	DM2
		Entertainment	DM3
		Credibility	DM4
		Irritation	DM5
		Informativeness	DM6

#### 3.5 Method of collecting data

This research utilises both secondary and primary data sources. Secondary data was taken from statistical data from BPS Central Kalimantan Province and the Ministry of Cooperatives and SMEs, and data from trusted sources. The research theory study was also taken from several references from relevant previous research, from electronic data references and from library references (Ghozali, 2015). Meanwhile, the primary research data uses data obtained from questionnaire data. The method for collecting data is to use accidental sampling techniques (Ghozali, 2018).

### 3.6 Data analysis method

The data analysis used in this research is quantitative analysis (Ghozali, 2016). Quantitative analysis is used to answer problems using Partial Least Square (PLS) analysis (Hair et al., 2017). PLS as an alternative to Structural Equation Modeling, which has a weak theoretical basis, can be used as theory confirmation (Hair et al., 2017). PLS is a method that uses the SEM (Structural Equation Modeling) model which is used to overcome the problem of relationships between complex variables but the data sample size is small (Hair et al., 2017). The SEM method has a minimum data sample size of 100 (Ghozali & Latan, 2017).

## 4. Results

### 4.1 Outer Model Testing

The PLS analysis carried out begins with the Outer Model which measures the validity test with loading factors (Hair & Brunsveld, 2019). For indicators of each variable that are less than 0.6, the loading factor value will be dropped from the model (Hair et al., 2014). The table below displays the outcomes of the convergent validity test after removing the faulty indicators from the whole model:

**Table 2**  
Outer Model

	Accelerated Repositioning	Cooperative Sustainability	Digital Marketing	Supply Chain
AR1	0.790			
AR2	0.813			
AR3	0.770			
AR4	0.895			
AR5	0.860			
AR6	0.829			
CS1		0.860		
CS2		0.884		
CS3		0.919		
CS4		0.924		
CS5		0.845		
DM1			0.868	
DM2			0.875	
DM3			0.832	
DM4			0.893	
DM5			0.812	
SC1				0.853
SC2				0.805
SC3				0.737
SC4				0.747
SC5				0.864
SC6				0.861
SC7				0.864
SC8				0.873
SC9				0.863

Then a discriminant validity test was carried out. The Accelerated Repositioning value was 0.907, Cooperative Sustainability was 0.932, Digital Marketing was 0.909, and Supply Chain was 0.944. Therefore, it can be inferred that the model has indeed demonstrated discriminant validity.

**Table 3**  
Construct Validity and Reliability

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Accelerated Repositioning	0.907	0.910	0.928	0.684
Cooperative Sustainability	0.932	0.933	0.949	0.787
Digital Marketing	0.909	0.913	0.932	0.734
Supply Chain	0.944	0.948	0.953	0.691

Based on the table, it can be seen that the Cronbach's Alpha value for all constructs is  $> 0.6$ , where the acceptable limit value for Cronbach's alpha is greater than 0.6 (Hair et al, 2011). Thus, all constructs have met construct reliability.

### 4.2 Inner Model Testing

*Inner model* describes the relationship between latent variables based on substantive theory (Hair et al., 2014). In assessing the model with PLS, start by looking at the R-squares for each dependent latent variable (Hair et al., 2014). The results of

inner model testing can see the relationship between constructs by comparing the significance and R-square values of the research model (Ghozali & Latan, 2017).

**Table 4**

**R-Squares Value**

Endogenous Variables	R-Square
Accelerated Repositioning	0.835
Cooperative Sustainability	0.811

Source: Processed data, 2023.

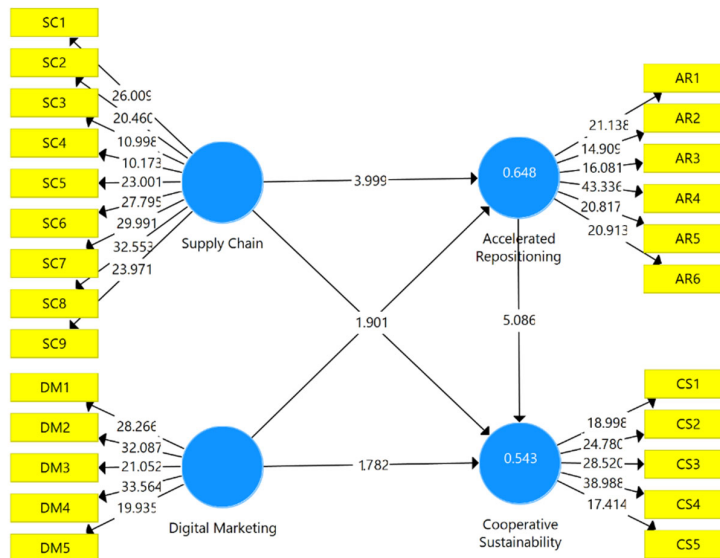
The R-square value of the Repositioning Acceleration variable in Table 1 is 0.835, indicating that 83.5 percent of the variability in the Repositioning Acceleration variable can be accounted for by the Supply Chain and Digital Marketing variables. The remaining 16.5 percent of the variability is attributed to factors that are not included in the model. The Cooperative Sustainability variable has an R-Square value of 0.811, indicating that 81.1 percent of the variability can be accounted for by the Supply Chain, Digital Marketing, and Repositioning Acceleration variables. The remaining 18.9 percent of the variability is attributed to factors not included in the model. The R-square values displayed in Table 1 are 0.835 and 0.811, indicating a reasonable level of correlation. The  $Q^2$  value of structural model testing is determined by assessing its predictive relevance. The formula to calculate  $Q^2$  is as follows:

$$Q^2 = 1 - (1-R12) (1-R22) = 1 - (1-0.835) (1-0.811) = 0.968$$

The results of  $Q^2$  calculations show that the  $Q^2$  value is 0.968. According to Hair et al., (2012), the  $Q^2$  value can be used to measure how good the observation values produced by the model and its parameter estimates are. The  $Q^2$  value > 0 (zero) indicates that the model is said to be good enough, while the  $Q^2$  value < 0 (zero) indicates that the model lacks predictive relevance (Ghozali & Latan, 2017). In this research model, the construct or endogenous latent variable has a value of  $Q^2$  > 0 (zero) so that the predictions made by the model are considered relevant (Ghozali & Latan, 2017).

#### 4.3 Direct Effect Testing

The figure, labelled as Fig. 1, presents the hypothesis testing related to the impact of Supply Chain factors, Digital Marketing, Accelerated Repositioning, and Cooperative Sustainability.



**Fig. 1.** Statistical t value of the Path Analysis Model

Source: Processed data, 2024

Testing of hypotheses in the PLS method is carried out using simulations for each hypothesized relationship, in this case the bootstrap method is carried out on the sample (Ghozali & Latan, 2017). The bootstrap method also functions to minimize the problem of non-normality of the research data used. In this study, the T-table value with a significance of 5% was previously determined to be 1.650 (Processed Data, 2024). All path coefficients have statistical t values above 1.650.

**Table 5**  
Direct Effect

	Original Sample (O)	T Statistics	Significance
Accelerated Repositioning → Cooperative Sustainability	0.522	5,086	0,000
Digital Marketing → Accelerated Repositioning	0.405	4,335	0,000
Digital Marketing → Cooperative Sustainability	0.225	1,782	0,029
Supply Chain → Accelerated Repositioning	0.444	3,999	0,000
Supply Chain → Cooperative Sustainability	0.333	1,901	0,042

The results of the path coefficient obtained in the first hypothesis between Supply Chain and Reposition Acceleration are obtained *Original Sample (O)*/Path Coefficients 0.444 (positive value), meaning that if the Supply Chain increases by one unit, the Acceleration of Repositioning can increase by 44.4% and this effect is positive. TStatistics of  $3,999 \geq 1,650$  with a significant P-Value value of  $0.000 \leq 0.05$ , it is concluded that there is a significant influence between the Supply Chain on the Acceleration of Repositioning (Processed Data, 2024). A positive value on the path coefficient means that the better the Supply Chain, the better the Repositioning Acceleration.

The results of the path coefficient obtained in the second hypothesis between Digital Marketing and the Acceleration of Repositioning were obtained *Original Sample (O)*/Path Coefficients 0.405 (positive value), meaning that if Digital Marketing increases by one unit then the Repositioning Acceleration can increase by 40.5% and this influence is positive. TStatistics of  $4,335 \geq 1,650$  with a significant P-Value value of  $0.000 \leq 0.05$ , it is concluded that there is a significant influence between Digital Marketing on the Acceleration of Repositioning (Processed Data, 2024). A positive value on the path coefficient means that the better the Digital Marketing, the better the Repositioning Acceleration.

The path coefficient results obtained in the third hypothesis are between Supply Chain on Cooperative Sustainability obtained an Original Sample (O)/Path Coefficients value of 0.333 (positive value), meaning that if the Supply Chain increases by one unit then Cooperative Sustainability can increase by 33.3% and this influence is positive. TStatistics of  $1,901 \geq 1,650$  with a significant P-Value of  $0.042 \leq 0.05$ , it is concluded that there is a significant influence between Supply Chain and Cooperative Sustainability (Processed Data, 2024). A positive value on the path coefficient means that the better the Supply Chain, the better the Cooperative Sustainability.

The path coefficient results obtained in the fourth hypothesis between Digital Marketing and Cooperative Sustainability obtained Value *Original Sample (O)*/Path Coefficients 0.225 (positive value), meaning that if Digital Marketing increases by one unit, Cooperative Sustainability can increase by 22.5% and this influence is positive. TStatistics of  $1,782 \geq 1,650$  with a significant P-Value value of  $0.029 \leq 0.05$ , it is concluded that there is a significant influence between Digital Marketing and Cooperative Sustainability (Processed Data, 2024). A positive value on the path coefficient means that the better the Digital Marketing, the better the Cooperative Sustainability.

The results of the path coefficient obtained in the fifth hypothesis between the Acceleration of Repositioning and the Sustainability of Cooperatives obtained Value *Original Sample (O)*/Path Coefficients 0.522 (positive value), meaning that if the Acceleration of Repositioning increases by one unit, Cooperative Sustainability can increase by 5.22% and this effect is positive. TStatistics of  $5,086 \geq 1,650$  with a significant P-Value of  $0.000 \leq 0.05$ , it is concluded that there is a significant influence between the Acceleration of Repositioning on Cooperative Sustainability (Processed Data, 2024). A positive value on the path coefficient means that the better the acceleration of repositioning, the better the sustainability of the cooperative.

**Table 6**  
Direct Effect

	Original Sample (O)	T Statistics	Significance
Digital Marketing → Accelerated Repositioning → Cooperative Sustainability	0.211	3,602	0,000
Supply Chain → Accelerated Repositioning → Cooperative Sustainability	0.231	2,748	0,007

From the results of the analysis of Specific Indirect Effects in the sixth hypothesis using SmartPLSV.3.2.9 as in table 6 Specific Indirect Effects above, it was found that the Supply Chain Relationship to Cooperative Sustainability through the mediation of Reposition Acceleration obtained an Original Sample (O) value = 0.231, meaning that if the Supply Chain is not Directly by increasing the Reposition Acceleration by one unit, Cooperative Sustainability can increase by 23.1% and this influence is positive.  $T = 2,748 \geq 1,650$ , P-Value  $0.007 \leq 0.05$  is positive. A positive value on the path coefficient means that the better the Supply Chain, the better the Cooperative Sustainability through Accelerated Repositioning.

Apart from that, the results of the analysis of Specific Indirect Effects in the seventh hypothesis using SmartPLSV.3.2.9 as in table 6 Specific Indirect Effects above found that the relationship between Digital Marketing and Cooperative Sustainability through the mediation of Accelerated Repositioning obtained an Original Sample (O) value = 0.211, meaning that if Digital Marketing is Indirectly, by increasing the Reposition Acceleration by one unit, Cooperative Sustainability can increase by 21.1% and this influence is positive.  $T = 2,748 \geq 1,650$ , P-Value  $0.007 \leq 0.05$  is positive. A positive value on the path



coefficient means that the better the Digital Marketing, the better the Cooperative Sustainability through Accelerated Repositioning.

## 5. Discussion

### 5.1 *The Influence of Supply Chain on Accelerating Repositioning*

Based on the findings from the research results, the first hypothesis can be interpreted that Supply Chain can have a positive and significant influence on the Acceleration of Repositioning of the Millennial Generation in Cooperatives in Palangka Raya City. This means that the increasing supply chain will increase the acceleration of repositioning. This research is confirmed by research conducted by Eckstein et al., (2015); Flint (2004); McAdam & McCormack (2001); Notteboom & Rodrigue (2008); Rodrigue & Notteboom (2009); Sebastian Mohr & Omera Khan (2015) which states that Supply Chain is able to significantly influence the Acceleration of Repositioning.

Repositioning is a management function that not only carries out administrative tasks but the HRM function must be directed at making the organization more competitive and effective (Kiburu & Mungai, 2022). Changes in the business environment have had a significant impact on the Company's organization (Chini et al., 2021). HR has also experienced a change from being partial to something that is integrated and strategic (Karatas-Ozkan et al., 2023). Repositioning is also a source of competitive advantage that provides value to customers at different stages of marketing and at different touch points (Lindberg-Repo, 2017).

Repositioning is closely related to good supply chain inventory (Alqudsi, 2014; Yaacob et al., 2023). Where in a repositioning course management must prepare all the facilities and infrastructure to support the programs or plans that have been made for management to support maximum implementation (Rahman & Razimi, 2023). Therefore, in an effort to increase the acceleration of repositioning, the supply chain must be carefully considered for the smooth operation of the institution or company (Kurniawati & Cakravastia, 2023; Rejeb et al., 2021). This research means that in an effort to increase the acceleration of repositioning, it is also necessary to improve the company's supply chain. If the company's Supply Chain can be improved, it will have a significant impact on accelerating repositioning.

### 5.2 *The Influence of Digital Marketing on Accelerating Repositioning*

Based on the findings from the research results, the second hypothesis can be interpreted as saying that Digital Marketing can have a positive and significant influence on the Acceleration of Repositioning of the Millennial Generation in Cooperatives in Palangka Raya City. This means that the increasing digital marketing will increase the acceleration of repositioning. This research is confirmed by research conducted by Avlonitis & Karayanni (2000); Burhanudin et al., (2022); Contractor et al., (2010); Evans (2019); Nanda et al., (2021); Wang & Sun (2010) which states that Digital Marketing is able to significantly influence the Acceleration of Repositioning.

Digital marketing is the process of marketing and promoting a brand, product or service which is carried out through digital media and requires an internet network for its activities (Jadhav et al., 2023; Mkwizu, 2020). Currently, digital marketing is a new way for companies to reach consumers (Amiri et al., 2023; Dunakhe & Panse, 2022). Digital marketing is one of the factors in repositioning a company (Apasrawirote et al., 2022; Bu et al., 2021).

In order to increase the acceleration of repositioning, of course digital marketing support in the current era is very necessary (Dunakhe & Panse, 2022). This research means that in an effort to increase the acceleration of repositioning, it is also necessary to improve digital marketing in companies. If Digital Marketing in companies can be improved, it will have a significant impact on accelerating repositioning.

### 5.3 *The Influence of Supply Chain on Cooperative Sustainability*

Based on the findings from the research results, the fourth hypothesis means that Supply Chain can have a positive and significant influence on the Sustainability of Cooperatives in Palangka Raya City. This means that the increasing Supply Chain will increase the Sustainability of the Cooperative. This research is confirmed by research conducted by Amiri-Pebdani et al., (2022); Fang et al., (2024); Hafezalkotob et al., (2023); Huang et al., (2024); Jin et al., (2018); Kang et al., (2019); Perdana et al., (2023); Rodríguez et al., (2016); Rout et al., (2020); Xie (2016) which states that the Supply Chain is able to significantly influence the Sustainability of Cooperatives.

Supply chain is an activity to use resources effectively throughout the supply chain starting from raw materials to final products until they reach consumers to ensure food safety in the supply chain (Ahmad & Shariff, 2016; Ngah et al., 2014). Supply chain is very important in efforts to increase the sustainability of a company or institution (Ali et al., 2021). If a company's supply chain can be controlled and implemented well, then the company's operations can be carried out well (Ali

& Suleiman, 2018). Of course, this is a reference for the company in improving the company's sustainability (Fiore et al., 2020; Lemos Lourenço & Neres Lourenço, 2016).

Sustainable business will be a focus in the next few years, because from the customer and product user side awareness is also starting to increase (Piccoli et al., 2021). The market is starting to place 'demands' for a production process that is more environmentally conscious, along with the distribution process (Fiore et al., 2020). This certainly suggests a relationship between the supply chain and the sustainability of a company. This research means that in an effort to improve cooperative sustainability, it is also necessary to improve the company's supply chain. If the company's Supply Chain can be improved, it will have a significant impact on the Sustainability of the Cooperative.

#### *5.4 The Influence of Digital Marketing on Cooperative Sustainability*

Based on the findings from the research results, the fifth hypothesis means that Digital Marketing can have a positive and significant influence on the Sustainability of Cooperatives in Palangka Raya City. This means that the increasing digital marketing will increase the sustainability of cooperatives. This research is confirmed by research conducted by Alalwan et al., (2021); Almeida et al., (2023); Bagherian et al., (2024); Bäumle et al., (2023); Hidalgo et al., (2023); Lin & Fan (2024); Maina et al., (2023); Nayal et al., (2023); Pesci et al., (2023); Santos et al., (2024); Yang et al., (2024) which states that Digital Marketing is able to significantly influence the Sustainability of Cooperatives.

Sustainable business can be interpreted as a business that is sustainable, both in producing short-term and long-term benefits (Marwa & Aziakpono, 2015). A new business can be said to be sustainable if the company is able to achieve its business goals, increase value in the long term and is consistently able to maintain all of this (Abdelkafi & Täuscher, 2015). In order to continue doing business, companies must also take part in the current era of globalization, in which they run their business (Abdul Aris et al., 2018). This is where the idea of sustainable business originates (Fiore et al., 2020). Sustainable business encourages companies to make efforts that can maintain business continuity in the long term (Ullah Khan et al., 2023).

This could include adopting better systems, new technology or recycling waste. When companies improve themselves by adopting better systems or more environmentally friendly technology (Gerpott et al., 2001). From this statement we can understand that in an effort to increase the sustainability of a company, we must follow the demands of the times in today's digital era. By improving digital marketing, a company will be able to support itself in competing with other companies, thereby resulting in sustainable company performance (Dangelico & Vocalelli, 2017; Jiménez-Jiménez & Cegarra-Navarro, 2007). This research means that in an effort to improve cooperative sustainability, it is also necessary to improve digital marketing in companies. If Digital Marketing in companies can be improved, it will have a significant impact on Cooperative Sustainability.

#### *5.5 The Effect of Accelerated Repositioning on Cooperative Sustainability*

Based on the findings from the research results, the seventh hypothesis can be interpreted that the Acceleration of Repositioning can have a positive and significant influence on the Sustainability of Cooperatives in the City of Palangka Raya. This means that the increasing acceleration of repositioning will increase the sustainability of the cooperative. This research is confirmed by research conducted by Bateman (2007); Caveney (2010); Hoolohan et al., (2019); Kuzmich & Pesch (2019); Lukkarinen et al., (2022); Ogaboh et al., (2022) which states that the Acceleration of Repositioning can significantly influence the Sustainability of Cooperatives.

Strategic and innovative steps with continuous repositioning and transformation with the aim of being effective and efficient and with the implementation of good corporate governance, to strengthen the foundation in preparation for the future (Chini et al., 2021; García-Canal et al., 2002; Karatas-Ozkan et al., 2023). The results achieved are a form of the Company's commitment and consistency to provide the best to stakeholders and play an active role in the economy of a region (Chisholm, 2019; Menon, 2021).

Continuous repositioning and transformation steps are needed to respond to the dynamics of the financial industry which is increasingly varied and continues to develop from time to time (Karatas-Ozkan et al., 2023), is a commitment that continues to be carried out and is accompanied by synergy support within the company, developed for future generations of Indonesians (Hendriani, 2018; Subki, 2008; Taniu et al., 2024). This research means that in an effort to increase cooperative sustainability, it is also necessary to increase the acceleration of repositioning in companies. If the Accelerated Repositioning in the Millennial Generation in companies can be increased, it will have a significant impact on the Sustainability of the Cooperative.

#### *5.6 The Influence of Supply Chain and Digital Marketing on Cooperative Sustainability through Accelerated Repositioning*

Based on the findings from the research results, the sixth and seventh hypotheses can be interpreted that Supply Chain and Digital Marketing can have a positive and significant influence on Cooperative Sustainability through Accelerating Repositioning in the Millennial Generation. This means that through the mediation of Accelerated Repositioning to the

Millennial Generation, Supply Chain and Digital Marketing have had a fairly large positive impact on the Sustainability of Cooperatives in the City of Palangka Raya.

The findings of this research indicate that Accelerated Repositioning in the Millennial Generation significantly increases Cooperative Sustainability by moderating the relationship between Supply Chain and Digital Marketing on Cooperative Sustainability in Palangka Raya City. This also shows how the Acceleration of Repositioning in the Millennial Generation and the type of mediation carried out, namely partial mediation with competitive partial mediation, can have an impact both directly and indirectly on the Sustainability of Cooperatives in the City of Palangka Raya. This shows that the independent variable has a strong ability both directly and indirectly on the dependent variable, and competitive partial mediation occurs if the coefficient is positive.

## 6. Conclusion

The aim of this research is to analyze the Influence of Supply Chain and Digital Marketing on the Acceleration of Repositioning in the Millennial Generation and its impact on the Sustainability of Cooperatives in the City of Palangka Raya, Indonesia. Based on the discussion of the findings in this research, it can be concluded that Supply Chain and Digital Marketing directly have a positive and significant effect on the Acceleration of Repositioning in the Millennial Generation in Palangka Raya City; Apart from that, Supply Chain, Digital Marketing and Accelerated Repositioning to the Millennial Generation directly have a positive and significant impact on the Sustainability of Cooperatives in the City of Palangka Raya; Accelerating Repositioning in the Millennial Generation is able to partially mediate Supply Chain and Digital Marketing towards Cooperative Sustainability in Palangka Raya City, Central Kalimantan Province, Indonesia. So it can be concluded that in an effort to improve Cooperative Sustainability among the Millennial Generation in Indonesia, important factors that must be improved include Supply Chain, Digital Marketing, and Accelerated Repositioning.

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