

Analysis of Determinant Factors Performance of Alliance Strategy: Empirical Study in Learning Guidance in DKI Jakarta

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Abstract— The alliance strategy is one solution to face the speed of competition in the business world or business. Strategic alliances are cooperative strategies in the form of partnerships that help bring together the strengths of each party in order to benefit each other in the form of long-term benefits and competitiveness in the market. The Alliance strategy can be judged successful or not by measuring the performance of the strategic alliance, because the most commonly used alliance measure is performance. So that a healthy alliance strategy implemented by a company is to see and evaluate the performance of the company's alliance strategy. This research was conducted with a non-sampling method or census of 132 (one hundred thirty-two) branches in DKI Jakarta in one of the companies in the field of education originating from Japan and developing an alliance strategy in Indonesia. Data collection is done by questionnaire and meet with the owners or branch leaders directly. From this study it was concluded that Goodwill trust, Competence Trust and Tangible & Intangible Resources Sharing had a positive influence on the performance of the alliance's strategy. Besides Tangible & Intangible Resources Sharing as an intervening variable is able to mediate the relationship of Goodwill trust and Competence Trust on the performance of the alliance's strategy.

Keywords: Goodwill Trust, Competence Trust, Tangible & Intangible Resources Sharing. PLS (partial Least Square)

I. INTRODUCTION

Many of the firms that develops into multinational and international force companies to collaborate than compete with the works of the purpose of a far more significant. In addition according to mandal in Kinderis & Jucevičius, [1] the strategic alliance may be regarded ordinary, for some of us company is intention to plan future activities to achieve strategic objectives. The strategic alliance referring to partnership formed by a company to reach a joint purpose and hence indicative cooperation among participants. In addition Andrew C. Inkpen in Lasserre, [2] added that the target of a

collaborative is even more important in rivalry rapidly as this is the speed of .This indicates that the strategic alliance be an option business strategy that has its quickness in business competition. Given a choice between the development of internal and alliances, many select company of alliance as it enables the implementation of a strategy more quickly.

The formation of alliansi based on motive is the process of strategic consecutive includes business strategies and market research , of product portfolio assessment , evaluation strength and the company (partners) , preparation and the implementation of the market needs to satisfy the underlying corporate strength and opportunities in potential activities [1]. Alliansi can be assessed success or not by measuring the performance of the focus alliansi , according to jim bamford and david ernst in to get a grip on the performance of better, the company would have had to develop a more structured approach to evaluate them health alliance.

So that we can take a the understanding that alliansi good performance measurable through alliansi lucrative .For measuring success performance is not easy , it takes a factors that measures performance alliance .Although it is hard to to be measured and has several treatments conceptual , trust having become the core (Lasserre, [2]) . So that it can be said in measuring alliansi performance or strategic alliances strategic performances , trust be variable that can become an instrument for measuring the quality of success alliansi strategic performance .Although in general had become controversial that trust improve performance alliance , Yan & Gray, [3] suggested that performance may have an effect feedback on the trust .Poor performance can cause distrust of partner , which in turn leads to the long term alliance bad. We analyze belief in two dimensions - trust goodwill and trust competence [4].

The first in measuring the performance of the strategic alliance is the belief. According to [5] to research to the trust in the performance in the strategic alliance expanded the traditional and focus on the influence confidence in the performance of the needs of the strategic alliance that should be equipped with more explicit recognition and analysis about the role of the strategic alliance on performance developed by. Trust Where goodwill trust is rooted in emotional and affective conditions interested in welfare [6]. Competence and confidence is rational evaluation of the partners to [7].The previously said [8] research alliance and has been using unidimensional extent or size, global trust or emphasize dimensions goodwill trust only. While the competence of becomes a matter of faith not treated been disclosed in the research empirical wrapping up a friendly alliance or in other words multidimensional wrapping up a friendly alliance becomes a matter of faith has largely taken its ignore [4].

Then according to [5] that trust, environmental dynamism, size, strategic control and complementary influence on the performance of strategic alliances. In addition [5] added there are two directions, the causal relationship between trust and performance in strategic alliances (SA), that is, the level of trust in strategic alliances (SA) has a positive influence on the performance of strategic alliances (SA) and the level of performance Strategic alliances (SA) have a positive influence on the level of trust in strategic alliances (SA). Then it can be concluded in previous studies that trust is one of

the measuring tools for aligning the performance of strategic alliances. Then the second factor in measuring the performance of strategic alliances is a variety of resources (resource shared). Sharing resources (both tangible and intangible) from partners, contributes to the performance of a company's alliance with a focus on multiplying strategic opportunities and the value of synergies in building individuals, such as achieving greater scale and potential in order to be able to follow the development of knowledge and technology new [9].

Based on previous research, it can be concluded that in measuring the performance of strategic alliances or strategic alliances performances, it can use resource sharing or tangible & intangible resource sharing. This shows that in previous studies resource sharing was a factor in measuring the success of strategic alliance performance. Through various efforts, this research is based on previous research where this research tried to contribute to the scientific literature related to three things, the first thing how Goodwill trust is able to influence the strategic performance of the alliance, secondly how Competence trust influences the strategic performance of the alliance and thirdly how tangible & intangible influences the performance of the alliance as well as being a mediator that reinforces the influence of Goodwill trust and Competence trust on the Alliance's performance.

II. METHOD

This research was conducted on companies in the field of services or more educational institutions in the Jakarta area with non-sampling methods or censuses totaling 132 (one hundred thirty-two) branches in Jakarta, so the research analysis used the Partial Least Square (PLS) model which is one of the alternative methods from Structural Equation Modeling (SEM). The research method used in this research is quantitative research. This research is a research that uses primary data which presents hypothesized relationships between existing constructs, so that it is able to explain a causality, including tiered causality that exists in the mechanism of the model. Specifically, this study is also a correlational study that aims to look at the symptoms of the relationship and the degree of relationship between two or more variables.

Causality effects in this study are the relationship between goodwill trust and alliances performance, the relationship between competence trust and alliances performance, the relationship between resource sharing (Tangible and Intangible) with alliances performance, the relationship between Resources Sharing as a mediating variable between goodwill trust and competence trust towards alliances performance. Because this study uses primary data where data collection is done using instruments, the technical data collection is done by conducting interviews with several combinations, both using the face-to-face approach, filling out questionnaires.

PLS analysis has advantages in terms of criteria and more flexible statistical interpretations, such as not emphasizing certain assumptions, being able to predict

models based on theories that are not too solid, being able to estimate parameters with a consistent increase in accordance with the number of samples, being able to process data that are less than ideal in terms of classical assumption tests (data need not be normally distributed because PLS is characterized by nonparametric characteristics, problems related to multicollinearity and auto correlational), can process small sample data, is able to increase statistical strength through more data convergence, analyze models with high complexity and construct testing reflective and formative Sarstedt, . With this flexibility, [10] state that PLS is a soft modeling technique (Soft - Modeling Technique). Then the evaluation of the model in PLS, is done by evaluating the Outer model and the inner model.

III. RESULTS AND DISCUSSION

This research researchers used Partial Least Square Modeling (PLS Modeling), whereas in the process of data analysis using the First Order Analysis (FOA) approach. In some of the literature on relevant research many use the approach (FOA) by blending each sub-dimension and indicator in it into one dimension / construct of measurement

FOA modeling is shown in the figure below. In the figure after the validity test has been done on the model, it appears that the alliances performance variable is measured by 7 (seven) items, Variable Goodwill Trust is measured by 4 (four) items, competence trust variable is measured by 4 (four) items, variables tangible & intangible shared resources are measured by 9 (nine).

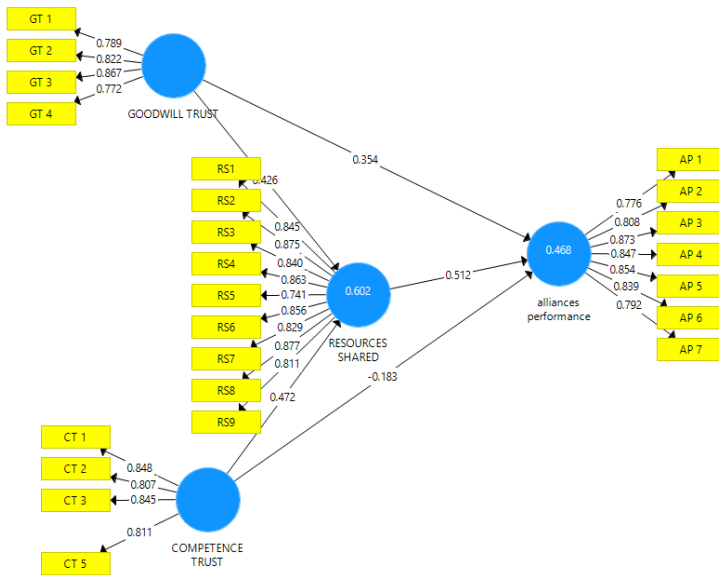


Figure 2

Structural Equation Model Research - First Order (Full Model)

In PLS analysis, the discriminant validity test is performed by comparing the AVE roots of each construct with the other constructs in the tested model. A model is said to have sufficient discriminant validity if the roots of AVE for each other construct in the model [11]. In general, the validity test parameters in PLS measurements are shown in the table below [12]

Table 2

**Natural Validity Test Parameters PLS Measurement Model
(Chin, 1995 in Jogyanto and Abdillah, 2009)**

Uji Validitas	Parameter	Nilai
Konvergen	Faktor loading	Lebih dari 0.7
	Average Variance Extracted (AVE)	Lebih dari 0.5
	Communality	Lebih dari 0.5
Disriminan	Aksar AVE dan Korelasi Variabel Laten	AKar AVE > Korelasi Variabel Laten
	Cross Loading	Lebih dari 0.7 dalam satu variabel

Overall, two techniques in determining discriminant validity have given

results that meet the criteria for meeting discriminant validity criteria. Even so, there are statistical problems with the validity of convergence with item correlations, where there is a value of one item less than 0.7, so it is necessary to cut off a value that is still not acceptable.

In the picture above it is known that for competence trust items from 5 (five) items are removed to 4 (four) items. Thus affecting the assessment of the value of other correlations of each item. But overall for items on other variables is still not very influential, this is evidenced by the correlation value of each item at a value > 0.7. So that only 1 item is cut off because it has a value < 0.7.

Table 3
Evaluation of structural models - Interaction Effect path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
COMPETENCE TRUST -> RESOURCES SHARED	0,472	0,496	0,088	5,391	0,000
COMPETENCE TRUST -> ALLIANCES PERFORMANCE	-0,183	-0,186	0,092	1,990	0,047
GOODWILL TRUST -> RESOURCES SHARED	0,426	0,408	0,111	3,853	0,000
GOODWILL TRUST -> ALLIANCES PERFORMANCE	0,354	0,372	0,090	3,948	0,000
RESOURCES SHARED -> ALLIANCES PERFORMANCE	0,512	0,506	0,101	5,060	0,000

Goodwill trust in alliances performance where the value of T statistics is 3,948 and P values of 0,000 proves that the first hypothesis shows significant results. The first hypothesis test shows that the goodwill trust variable has a positive and significant influence. Thus it can be concluded that the research hypothesis H0 is accepted.

This condition is in accordance with in research in Chinese manufacturing companies that Goodwill trust tends to facilitate cooperative relations and thus directly improve the performance of the alliance. When perceiving a higher level of trust in goodwill, alliance companies are more likely to value interactions in partnership and interact more often. This is also reinforced by [13] that Goodwill trust tends to reduce the scope, intensity and frequency of dysfunctional conflicts, which in turn reduces compliance and cost coordination, ultimately increasing the alliance's performance.

Competence trust in Alliances Performance where the value of T statistics is 1.990 and P values is 0.047. The second hypothesis test shows that the competence trust variable has a positive and significant influence. Thus it can be concluded that the research hypothesis H0 is accepted. This is in line with research [14] that with trust alliances a high level of competence according to managers is to assume that partners are able to meet expectations and therefore the current poor performance of the alliance is more likely to be associated with exogenous anomaly conditions than to partners. To the extent that the manager views this exogenously as a temporary condition, he will believe that in joint efforts with competent partners and the goals of the alliance can be achieved.

Thus, although alliances can now appear below the aspirations of managers when the alliance starts, managers can quickly adjust their aspirations to the current low performance conditions and 'increase' what is believed to be a temporary decline in performance. The possibility that alliance managers decide to survive with poor alliance performance can increase with greater competence confidence. This shows that there is a relationship between Competence Trust and alliances performance.

Tangible & Intangible Resources Shared with Alliances Performance where the value of T statistics is 5.060 and the P value is 0.000, this proves that the third hypothesis shows significant results, because the P Value is smaller than 0.005 while the T statistic is greater than the standard deviation. According to [9] in research in Chinese manufacturing companies found that the division of (a) tangible and (b) intangible resources has a positive effect on the performance of the alliance. This is also reinforced by [15] that scholars utilize resource-based views and find that sharing resources between strategic business units (SBU) has a positive effect on company performance.

Goodwill trust in tangible & intangible resources shared T statistics value of 3.853 and P values of 0.000 showed a significant value. The fourth hypothesis test shows that the Goodwill Trust variable has a positive and significant influence on Tangible & Intangible Resources Shared and Intangible Resources Shared. found evidence that good faith-based trust is positively related to increasing information sharing in supplier-buyer relations. Then according to [16] that relatively simple communication mechanisms involving written documents and personal conversations can be guaranteed by trust in goodwill is sufficient to share real resources. Thus, we argue that trust in goodwill will facilitate sharing of resources.

Competence trust on tangible & Intangible resources shared T statistics value of 5.014 and P value of 0.000 is a significant value so that shows that Competence Trust variable has a positive and significant influence on Tangible Resources Shared and Intangible Resources Shared. According to Krause, with a higher level of competence in trust, alliance companies are more likely to share useful resources with each other because they believe that their partners can utilize resources to create synergies. This was made clear by [9] that companies would expect that partners they believed to be competent were not only able to share useful resources effectively, they were also able to do so increasing shared resources to create shared value and improve the efficiency of the alliance . According to Jiang et al., [9] in research in Chinese manufacturing

companies found that the distribution of intangible resources is stronger with competence of trust than sharing tangible resources. This is made clear that trust competencies tend to be more effective for intangibles than intangible resource sharing. In particular, given its difficult to move nature, intangible resources appear to be more vulnerable to uncertainty and error when shared. Then [9] also explained more clearly that both interactions arise from competency trust and the ability-based nature of competency trust encourages the distribution of more intangible resources.

Table 4
Evaluation of structural models - Interaction Effect indirect path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
COMPETENCE TRUST -> RESOURCES SHARED -> ALLIANCES PERFORMANCE	0,242	0,253	0,075	3,229	0,001
GOODWILL TRUST -> RESOURCES SHARED -> ALLIANCES PERFORMANCE	0,218	0,203	0,063	3,487	0,001

Goodwill trust through Tangible & Intangible Resources Shared for all performance performance T statistics of 3.487 and P values of 0.001 indicate significant values. This is in line with Gulati & Singh's research in Krishnan, Rekha stating that the level of interdependence in alliances increases with the importance and breadth of the resources shared between partners and with overlapping resulting in the division of labor between them (eg, joint responsibility that results in a number of tasks) while the Alliance which is limited to sharing production facilities usually only has a weak interdependence effect.or in other words that the positive relationship between trust and performance of the alliance is more stronger in alliances with high levels of interdependence than alliances with low interdependencies so that we can conclude that the influence of trust on the performance of the sting alliance depends on the level of sharing resources done.

Competence trust through Tangible & Intangible Resources Shared on all performance performance T statistics of 3.229 and P values of 0.001 indicate significant values. In the seventh hypothesis test shows that the variable Competence trust gives a positive and significant influence through Tangible & Intangible Resources Shared on all performance performance, or in other words that Tangible & Intangible Resources Shared as a variable that mediates (intervening) is able to mediate between Competence trust and alliances performance.

According to [9] trust (good intentions and competencies) and resource sharing (tangible and intangible), as well as resource sharing and alliance performance. It can be concluded that the pathway of trust in the performance of the alliance may also be indirect. Specifically, trust only establishes the basis for superior alliance outcomes, meanwhile through sharing tangible and intangible resources that the value of trust can be fully realized for alliance companies.

I. CONCLUSION

Based on the results of data processing and analysis of the entire research data, the conclusion that can be obtained is that all hypotheses tested can be accepted. Goodwill trust gives a big influence on the performance of the strategic alliances (strategic alliances performance), so that if the trust in goodwill gets higher, the performance of the alliance strategy will be higher. Competence trust also has a major influence on the performance of alliance strategies. So that if competence confidence gets higher, the performance of the alliance strategy will be higher. Including tangible & intangible resource sharing has an influence on the performance of alliance strategies. As well as being able to mediate trust in goodwill and competence trust in the performance of the alliance strategy.

So it can be concluded that the strategic service company with the best performance of the alliance depends on the trust of goodwill, competence, tangible and intangible sharing resources. So to get a good strategic alliance performance the company must be able to ensure goodwill and competence trust with the partners is well maintained. At the same time the company must be able to share tangible & intangible resources with partners in accordance with needs and agreements in order to increase partner's trust in this alliance.

Based on the results of data processing and analysis of the entire research data, the advice that can be given from the results of this research is that research can be done by testing and adjusting the same model by conducting research on objects of research services or other real products. Conducting research with a broader scope not only in the Jakarta area, but can be done in other regions in Indonesia so that it can reflect the conditions of performance of other alliances, so that the best standards of performance of alliance strategies are met in each region.

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