

Organizational Form, Managerial Strategic, And Market Engangement In Relationship Between Alliance Strategic to Improve Performance

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Abstract: This paper aims to explain how strategic alliances affect Organizational Form, Managerial Strategic, Market Engagement, and Performance and how these variables interact to become mutually beneficial partnerships. This research is explanatory research. The method of analysis of this research is quantitative. The location of this study is in Indonesia, especially on Java, to parties related to the alliance strategy between PT Transportation Jogja and bus operators in investment and management of busways in DIY Yogyakarta. The population in this study are institutions / companies related to Government Cooperation with Business Entities in investment and management of busways in DIY Yogyakarta. Respondents of the population, as well as samples are taken, are leaders of institutions involved in the process of Government Cooperation with Business Entities in Busway Investment and Management in DIY Yogyakarta. Strategic alliances have significant and positive effect on organizational form, performance, managerial strategic, and market engagement. Organizational form has significant and positive effect on managerial strategic and performance. Managerial strategic and market engagement and have significant and positive effect on performance. The relationship of market engagement and performance is a new research approach because it uses different research objects from previous research. This research is also expected to be able to answer the difference between theory and the results of research on the relationship between organizational forms and managerial strategies. This theory states a significant relationship between organizational forms and managerial strategies, while empirical results indicate that the relationship is not significant.

Keywords: *Strategic Alliances, Organizational Form, Managerial Strategies, Performance*

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I. Introduction

Poor infrastructure will affect a country's economic growth and global competitiveness. Infrastructure is a physical system that provides transportation, irrigation, drainage, buildings, and public facilities to meet the basic social and economic needs of the community (Grigg, 1988). The availability of limited infrastructure will be the main cause of the decreasing quality of life, illness, and even death (Willoughby, 2004). The physical infrastructure needed to

drive economic growth including facilities such as roads, urban transportation, railways, clean water, airports, canals, reservoirs, sewage treatment, electricity, telecommunications, and ports. Other forms of infrastructure are social infrastructure that is used to support education, health, and safety such as schools, hospitals, and military facilities.

Government settings represent a good example of organizations where pathological patterns of learning will be preminent (Limba,

et al., 2019). To accelerate infrastructure development, the collaboration between government and investors through mutually beneficial alliances, known as Public-Private Partnerships (PPP), is needed. This partnership is expected to be a mutually beneficial strategy for the government and the business sector so that services to the public can be further improved. The development of the PPP concept in Indonesia has been greatly influenced by the economic crisis around 1997 to 1998 (Carnis and Yuliawati, 2013). Like other countries in the East Asia and Pacific region, the economic crisis has affected the ability of government funding to develop infrastructure in Indonesia.

To maintain service levels, PT Transportation Jogja, as a Regionally Owned Enterprise, aside from being the party that will oversee and cooperate with bus operators, also operates their buses in their independent units. Through existing regulations, PT Transportation Jogjais assigned to regulate all city buses that operate in Jogja. Through this, a mass transit system can be established to provide the best services for urban communities in DIY Yogyakarta. All bus operators must be selected and meet the requirements set by PT Transportation Jogjaor its representative institutions, including the fare, through an auction mechanism.

A theoretical approach that views the importance of the relationship between Strategic Alliances and Organizational Forms was revealed by McQuaid (2000), Wheelen and Hunger (2012), Ireland, et al. (2013), and Gomes-Casseres (2015), that a successful strategic alliance requires a level of trust between allied parties, one of which is marked by a negotiation process and ultimately leads to an organizational form between them. The form of organization chosen to manage relations between the parties can be loose for stringent arrangements depending on how the parties value the partnership. Several empirical studies examining the relationship between strategic alliances and organizational forms

were carried out by Klijn and Teisman (2003), Todeva and Knoke (2005), Steijn, Klijn, and Edelenbos (2011), Kort and Klijn (2011), and Kort, Verweij, and Klijn (2015).

Research that measures the performance of strategic alliances is relatively small and presents significant challenges for researchers (Zollo, Reuer, and Singh, 2002). The relationship between Strategic Alliance and Performance has been theoretically revealed by authors such as Kaplan and Norton (1996), McQuiad (2000), Wheelen and Hunger (2012), Ireland, Hoskisson, and Hitt (2013), and Gomes-Casseres (2015). Empirically this relationship has also been proven by several researchers such as Zollo, Reuer, and Singh (2002), Klijn and Teisman (2003), Todevaet. al (2005), Hansen et al., (2010), Hussain., et al. (2011), Steijn., et al. (2011), Kort and Klijn (2011), and Kort., et al. (2015).

A positive and significant relationship between Strategic Alliance and Managerial Strategy is theoretically expressed by McQuaid (2000), Agranoff and McGuire (2001), Wheelen and Hunger (2012), and Ireland, Hoskisson, and Hitt (2013), Todeva and Knoke (2005) , Steijn, Klijn, and Edelenbos (2011), Kort and Klijn (2011), and Kort, Verweij, and Klijn (2015).

In the researcher's view, previous studies as a reference for this research still focus on organizational forms and managerial strategies in evaluating the relationship between strategic alliances and performance; both variables are important, but the process is more the regulatory and managerial interaction between the individuals within it and less consideration of market readiness and efforts to get the right partners in the alliance. Strategic alliances in the form of cooperation between the government and business entities are generally preceded by an auction process by the government or a representative company. The auction will help select appropriate business entities, who can meet administrative

and technical requirements and comply with the contract or form of arrangement to be agreed.

Research that examines the influence of strategic alliances on market engagement, on the writer's knowledge, has never existed even though it was needed in the success of strategic alliances. This study is needed because it combines practical and theoretical elements about the importance of market engagement in strategic alliances in the form of partnerships between government and business entities. Besides, limited research related to market engagement makes this study feasible. Through research, there is hope to show the importance of market engagement to find the right private or investor as a partner in a strategic alliance.

The relationship between organizational forms and managerial strategies is theoretically stated by McQuaid (2000) and Wheelen and Hunger (2012), which shows that structural changes affect individual interactions within them. Empirical research on the relationship between these two variables was carried out by Todeva and Knoke (2005) and Steijn, Klijn, and Edelenbos (2011). If McQuaid (2000) and Wheelen and Hunger (2012) state theoretically that organizational forms affect managerial strategies and the results of Todeva and Knoke's research (2005) are similar to theoretical approaches, Steijn, Klijn and Edelenbos (2011) show different results, namely that the form of the organization does not affect managerial strategies. Thus, this study aims to clarify differences.

The influence of organizational forms on performance is theoretically stated by Williamson (1996) and McQuaid (2000). Williamson (1996) states that a stronger form of organization will provide better performance. A strict form of organization is sometimes chosen as an effort to avoid the party seeking to profit from leaving the other party in trouble because of opportunistic behavior. Although many researchers see the

importance of organizational forms in strategic alliances, there is no best choice on organizational forms, whether it has to be formal or informal.

A theoretical approach to the relationship between managerial strategy and performance was revealed by McQuaid (2000), Agranoff and McGuire (2001), and Ireland, Hoskisson, and Hitt (2013), while the related research was carried out by Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011), Kort and Klijn (2011), and Kort, Verweij, and Klijn (2015). The importance of managerial efforts in this research which is marked by the interaction of individuals in the alliance will eliminate organizational barriers which will ultimately have an impact on the speed of problem solving, better learning, decision making, and improving the performance of strategic alliances.

Strategic alliances generally involve complex decision-making processes reflected in the form of organization chosen and the managerial strategies of the actors involved. Decisions made, in addition to influencing the performance of the alliance, will also have a wide impact on society as users of products or services through alliances between governments and business entities. The question that must be answered through this research is which of these two variables (organizational form or managerial strategy) has a greater influence on the performance of the alliance.

The originality of this study is that market engagement variables are examined by looking at the relationship between strategic alliances and market engagement, managerial strategies and market engagement, and market engagement and performance. The relationship of market engagement and performance is a new research approach because it uses different research objects from previous research. Based on the background and considering the parties involved in investment cooperation and

management of Trans Jogja, this study examines whether strategic alliances affect Organizational Forms, Managerial Strategies, Market Engagement, and Performance and how these variables interact to become one another.

II. Literature Review

This study is based on efforts to understand the application of strategic alliances in government cooperation with business entities or Public Private Partnerships (PPP) in Indonesia with specificity in the transportation and management of Trans Jogja, known as Busway, industry. Strategic alliances are generally carried out by two (2) or more companies in the form of joint ventures, capital-based alliances, or non-capital alliances. The motive is resources, where working alone means that a party must have substantial resources, even though it is only limited. Other considerations are such as joint product development, technology development, expanding market access, accelerating competition, and accelerating services to customers or the public.

Journals as a reference for this research come from field research in several countries as well as literature research in the form of non-PPP and PPP. Based on an analysis of various research models, underlying theoretical considerations, and factors that influence PPP in investment cooperation and Busway management with all dynamics, this study tries to develop a more comprehensive conceptual framework that represents a strategic alliance in PPP with performance as shown in Figure 1

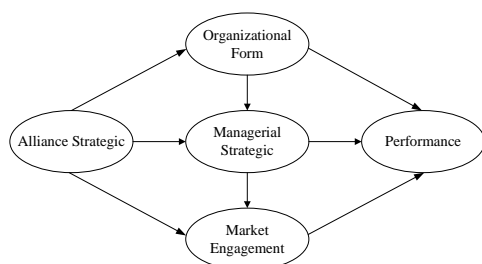


Fig.1. Conceptual Framework

As far as researchers know, research related to strategic alliances in PPP places more emphasis on the role of organizational forms and managerial strategies for achieving performance (some of which are by Todeva and Knoke, 2005; Steijn, Klijn, and Edelenbos, 2011; Kort and Klijn, 2011; Kort, Verweij, and Klijn, 2015). Studies involving market engagement factors in getting the right private partners concerning strategic alliances and performance have never been conducted.

This study will also examine differences (gaps) on the influence of organizational forms on performance, where Steijn, Klijn and Edelenbos (2011) and Kort and Klijn (2011) show that organizational forms do not have a significant effect on performance while Kort, Verweij, and Klijn (2015) shows that organizational form has a significant effect on performance. This research is also expected to answer differences in the theory presented by McQuaid (2000) and Wheelen and Hunger (2012) with the empirical results of Steijn, Klijn, and Edelenbos (2011) on the relationship between organizational forms and managerial strategies. The theory states a significant relationship, while the results of the study indicate that the relationship is not significant.

In addition to the novelty of market engagement, research gaps, and differences between theory and research results, this study will also use the balanced scorecard (BSC) approach as a performance measurement tool. BSC tests on the relationship between strategic alliances in the form of PPP and performance are relatively limited. This research hypothesis builds on theoretical and empirical studies as presented in Table 1.

Table 1. Research Hypothesis

NO	Hypothesis	Previous Studies
1.	H1: Alliance Strategic has significant	Ireland, Hoskisson, and Hitt (2013: 218,

	effect on Organizational Form	237) Gomes-Casseres (2015: 85, 102) Wheelen and Hunger (2012: 279) McQuaid (2000: 28) Klijn and Teisman (2003) Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011) Kort and Klijn (2011) Kort, Verweij, and Klijn (2015)
2.	H2: Alliance Strategic has significant effect on Managerial Strategic	Agranoff and McGuire (2001: 302) McQuaid (2000: 28) Ireland, Hoskisson, and Hitt (2013: 218, 235) Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011) Kort and Klijn (2011) Kort, Verweij, and Klijn (2015)
3.	H3: Alliance Strategic has significant	Semple (2015: 2-4)

	effect on Market Engagement	
4.	H4: Organizational Form has significant effect on Managerial Strategic	McQuaid (2000: 10) Wheelen and Hunger (2012: 279, 281) Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011)
5.	H5: Managerial Strategic has significant effect on Market Engagement	Semple (2015: 2-4)
6.	H6: Organizational Form has significant effect on Performance	Williamson (1996: 325-328) McQuaid (2000: 28) Klijn and Teisman (2003) Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011) Kort and Klijn (2011) Kort, Verweij, and Klijn (2015)
7.	H7: Managerial Strategic has significant effect on Performance	Agranoff and McGuire (2001: 302-305) McQuaid (2000: 28) Ireland, Hoskisson, and Hitt

		(2013: 218, 235) Todeva and Knoke (2005) Steijn, Klijn, and Edelenbos (2011) Kort and Klijn (2011) Kort, Verweij, and Klijn (2015)
8.	H8: Market Engagement has significant effect on Performance	Semple (2015: 2-4) Van Meerveld, Nauta, and Whyles (2015)

III. Research Method

This study was conducted in Indonesia, especially in Java, to parties related to the strategic alliance between PT Transportation Jogja and bus operators in Busway investment and management in DIY Yogyakarta. The parties include PT Transportation Jogja as a locally owned company of the DIY Yogyakarta regional government, LKPP (Government Goods / Services Procurement Policy Agency), DIY Yogyakarta Transportation Agency, DIY Yogyakarta Transportation Council, private bus operators (BUMN, self-managed, and Cooperatives), Trademark Agents at bus chassis providers, coach companies, AC supply companies and transmission supply companies.

The population in this study are institutions / organizations / business entities / companies related to PPP in the investment and management of Busway in DIY Yogyakarta. Efforts are made as much as possible for those who are willing to become respondents, at least 30 (thirty) respondents. Respondents in the population will also be sampled; they are the leaders of institutions / companies involved in

the PPP process. Meanwhile, variables used in this study include Strategic Alliances, Organizational Forms, Managerial Strategies, and Market Engagement, and Performance. Strategic alliance is a cooperative strategy between PT Transportation Jogja and business entities in Busway investment and management in DKI Jogja; organizational form is a form of arrangement that accommodates cooperation between PT Transportasi Jogja and bus operators for a certain period; managerial strategies are efforts and managerial interactions carried out during strategic alliances in the form of individual interactions from allied parties; market engagement in Busway investment and management refers to the efforts of PT Transportation Jogja in particular and LKPP as the agency responsible for the auction in providing initial information regarding Busway management plans, requirements, contracts and procurement, which will involve bus investment from private parties / business entities before the official auction; performance is the result obtained by companies / institutions that work together on investment and management of Busway during the period of cooperation and the processes that precede it.

IV. Discussions

The first stage of this research is looking at the value of goodness of fit.

Table 2. Goodness of Fit

No	Fit Index	Value	Result
1	GFI	0.968	<i>Good Fit</i>
2	SRMR	0.118	<i>Marginal Fit</i>

Table 2 shows that this study will use basic assessments which means that the overall model of this study is good and can be explained by existing latent variables.

Table 3. Structural Model Test

Hypothesis	Variables	Estimate	P-Value	Result
H1	Alliance Strategic	0.792	0.000	Significant

Hypothesis	Variables	Estimate	P-Value	Result
	→ Organizational Form			
H2	Alliance Strategic → Managerial Strategic	0.680	0.000	Significant
H3	Alliance Strategic → Market Engagement	0.6665	0.000	Significant
H4	Organizational Form → Managerial Strategic	0.591	0.030	Significant
H5	Managerial Strategic → Market Engagement	0.620	0.000	Significant
H6	Organizational Form → Performance	0.872	0.000	Significant
H7	Managerial Strategic → Performance	0.623	0.000	Significant
H8	Market Engagement → Performance	0.574	0.000	Significant

The results of the structural model test are shown in Table 3. There are no hypotheses rejected at $\alpha = 5\%$.

4.1. Strategic Alliance on Organizational Forms

Strategic alliances and organizational forms in this study are very relevant to the conditions on the ground because strategic alliances are accompanied by various rules and regulations to be followed, strict procedures, and most importantly are government subsidies that must be protected in their use to avoid further legal problems. An important product in this strategic alliance is the signing of a cooperation agreement between PT Transportation Jogja and the bus operator supported by APM, the trainer company, and other related parties. The cooperation agreement is a form of regulation between PT Transport Jogja and the bus operator for a certain period. If related to the results of this study, the strategic alliance is followed by the organizational form of the cooperation agreement governing the rights and obligations of the allied parties. The results of this study support the concept of Gomes-Casseres (2015) that to realize the value of togetherness in a collaboration, effective arrangements must be made for each business combination undertaken. The arrangements here relate to how resources are managed in collaboration. The results of this study are consistent with the current condition in which the strategic alliance of investment and management of Busway between PT Transportation Jogja and bus operators is followed by an organizational form of cooperation agreement governing the rights and obligations of allied parties including the rules and regulations that accompany it.

4.2. Strategic Alliance on Managerial Strategy

The results have the same approach from this study with previous studies by Todeva and Knoke (2005), Steijn, Klijn, and Edelenbos (2011), Kort and Klijn (2011), and Kort, Verweij, and Klijn (2015). The strategic

alliance in investment and management of Busway is an effort to change the pattern of mass transportation, which was previously dominated by business entities including state-owned, private, cooperative, and bus operators with different service standards; This alliance aims to create mass transportation with measurable service standards and subsidized tariffs to ease the burden on society. The alliance was made by creating a legal basis that made bus operators adjust their strategies by allying with PT Transportation Jogja, which is in a more dominant position. The results are also following the concept of Wheelen and Hunger (2012), which states the existence of a strategic hierarchy of corporate strategy, business strategy, and functional strategy. This study shows that the relationship of corporate strategy to strategic alliances in Busway management is accompanied by significant positive influences in managerial interactions at the level of functional strategies as measured in the form of managerial strategy variables.

4.3. Strategic Alliance on Market Engagement

The results of this study provide empirical evidence of the Semple concept (2015) which states that market engagement is a process carried out before the auction process to identify potential participants, building capacity in the market to meet requirements, and informing the design of the procurement process and its contracts. With an alliance in the form of PPP, which generally requires an auction process from the Cooperation Project Responsible Person (PJPK), in this case, PT Transportation Jogja accompanied by LKPP, there is hope to get business entities that are suitable and qualified in cooperation to create positive and significant relationships between strategic alliances and market engagement. The results of this study indicate that no findings from previous studies have been proven because this relationship has not been studied by previous researchers. Thus, it can be said that this research is preliminary and original in examining the relationship between strategic alliances and market engagement. The research

results become discoveries with significant and positive results in the overall research model as well as positive and strong direct correlation relationships without the influence of other variables.

4.4. Organizational Forms on Managerial Strategy

The results of this study support the concept by McQuaid (2000) that in addition to the formal organizational relationships of allies, there are also informal relationships in the form of individual interactions in the form of organizations agreed upon in PPP. Individual interactions within an agreed organizational form framework will have a significant impact on alliance operations, including in decision making. Practically, this is also evident in the investment cooperation and management of Busway, where after the signing of the cooperation agreement as an organizational form, the parties involved must still conduct intensive interaction so that all rights and obligations in the cooperation agreement can be fulfilled. Some activities require intensive managerial strategies among PT Transportation Jogja, bus operators, APM, AC and trainer companies, such as completing bus preparations to meet deadlines, licensing and licensing of bus operations, news on bus readiness and its support by PT. Transportation Jogja, get a bus operational plan, and other technical problems during operation, maintenance, reporting, to the billing of buses operated under the Busway scheme. According to Todeva and Knoke (2005), there is a positive influence of organizational forms on managerial interaction of employees involved in strategic alliances. The results of this study confirm it.

4.5. Managerial Strategy towards Market Engagement

Busway investment and management requires preparation of documents by the bus operator for auction or direct appointment by PT Transportation Jogja with assistance from LKPP. Market engagement as a stage before the auction process becomes an important stage

for bus operators to get complete information about the auction that will be conducted. The higher the implementation of open government information, the stronger the influence of the role of public leaders on the performance of public services (Fernandes, *et al.*, 2017). All requirements can only be obtained and prepared through the interaction of all parties involved in Busway investment and management. Bus operators must coordinate with external parties from PT Transportation Jogja, LKPP, APM, trainers, air-conditioning companies, DIY Yogyakarta Transportation Agency, and other relevant agencies in preparing documents and requirements. Managerial interactions including improvisation that occurs in the alliance process will be important points for successful collaboration, from agreement, implementation, to submission. Good individual interactions will support and assist in the market engagement process because there can be good communication about meeting administrative and technical requirements. The results of this study support the concept of Semple (2015), which states that market engagement requires a high process of interaction between the organizer and bidders to gain a comprehensive understanding of the requirements set by the auction organizer.

4.6. Organizational Form towards Performance

Through a form of organization that is getting stronger, it is hoped that all parties who are allied in investment and management of Busway can understand their rights and obligations well. They are also expected to be able to measure their performance, which in the cooperation agreement refers to the kilometers of vehicles they have to travel during the work period. A strong form of organization will also help avoid the opportunistic behavior of the parties in PPP - which means that those who get tangible and intangible benefits get the partners in trouble. The results of this study support Williamson's neo-institutional theory (1996), which shows that a strict organizational form will provide better performance

(Williamson, 1996: 325-328). Neil institutional theory Williamson (1996) assumes that each partner will invest capital, transaction costs, and resources into his alliance so that he will face obstacles if these resources will be used for other alliances. Under these conditions, a strict organizational form is needed to ensure that each party feels safe and this also minimizes the opportunity for one or more parties to transfer or use the existing resources to another party or other business goals. In this condition, the tighter the organizational form, which is marked by the level of dependence and tightness level, will produce better results (Williamson, 1996).

4.7. Managerial Strategy on Performance

Managerial interactions and activities referred to in this study as Managerial Strategy variables cannot be avoided; they must be given the best tools and be supported by Organizational Forms that can strengthen interactions for better performance. The results of this study support the concept of Agranoff and McGuire (2001), that managerial strategy as a terminology of social capital is an attempt to get the desired performance. This also supports the concept by McQuaid (2000) that one of the successes of strategic alliances is marked by clear lines of communication and decision making among partners; This will have a positive effect on performance.

4.8. Market Engagement on Performance

The relationship between market engagement and performance in this study is a new relationship that is attempted to be examined by extending the previous research from Van et. al, (2015) which states that market engagement positively influences procurement performance. The results of this study are applied to the influence of market engagement on performance in PPP strategic alliances, which are generally carried out through the auction stage in an effort to get private business entities. Novelty on the relationship between these two variables will theoretically and practically open the horizon, especially with empirical evidence about the influence of

market engagement on significant performance on Busway investment and management. The government, in this case PT Transportasi Jogja, has put maximum effort into disseminating information and communicating the Busway procurement auction stage to get the right partner. Although auctions always emphasize the lowest fares, which have an impact on the long-term concern of bus operators because they will experience difficulty in maintenance, this has been further enhanced in the next period. The strength of the relationship between the two variables, practically every auction operator, be it a government agency, a state-owned company or a local company, or a private party, can make more use of the market engagement stage through the auction process, because PPP is currently very common. On the other hand, based on Busway's procurement experience, choosing business entities that offer the lowest prices as auction winners, a detailed evaluation of the long-term basis must be carried out for the sustainability of the market engagement stage. The results of this study support the Semple (2015) concept that market engagement before the auction process will improve the performance of auction results. The results also support the research of Van et. al (2015) that market engagement positively influences procurement performance with different research objects.

V. Contributions and Recommendations

The results of this study are expected to contribute to the development of knowledge in the field of strategic management, especially strategic alliances and PPP. The practical contribution expected through this research is the Strategic Alliance, which in this study focuses on PPP, a strategy that must be considered by companies or business entities. This study and previous studies show that strategic alliances (for this research, judging by their total effect) have a positive effect on performance improvement. This improvement can be seen from the improvement in the performance of their own alliances and the improvement of the performance of the parties

involved in the strategic alliance. Through strategic alliances, acceleration occurs in companies or business entities in building skills or capital accumulation, both tangible and intangible by utilizing the resources of other parties rather than having to build their own trust which may take a long time.

This study was cross-sectional because it was conducted only once in a certain period of time. The weakness of this approach is that it cannot describe patterns, trends, comparisons of certain phenomena, or business development that is faster than the research process carried out. The saturated sample approach requires more time and higher costs because they have to meet or contact respondents individually, including the possibility of respondents not wanting to because of certain considerations. On the other hand, there is a possibility that the situation and condition of the respondent will change through time due to the time lag in obtaining a response from the respondent who received the questionnaire. This will be different if the approach is population and sample, where the questionnaire can be distributed once in one company or business group.

The results of this study open up the horizon for further research because there are things that need improvement or deeper analysis. Expansion of research objects in all PPP sectors in Indonesia, not just the public transportation sector. In addition, with adequate sample assumptions, the comparative analysis of respondents representing the interests of government and business entities and their combined results will enrich research perspectives related to PPP in Indonesia in particular and in the world, because there is relatively no research that highlights material. Equality, leadership style, long-term work plans or blueprints, consistency and fairness, and company culture can be considered as other variables included in the research model. Relationship patterns can be developed from a combination of practical phenomena, existing theoretical approaches, and previous research.

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