

The Influence of Collaboration Management, Leadership and Decision Making on Intensity Performance of Fostered Partners Through Personal Commitment of Cement Factory Pt Solusi Bangun Andalas (SBA)

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ABSTRACT

This study aims to analyze the effect of management collaboration, leadership and decision making on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. Sampling used a census technique, with a sample size of 127 respondents. Data analysis in the study used partial least squares-structural equation modeling (PLS-SEM) with the help of the SmartPLS program. The results showed that management collaboration, leadership and decision making had a positive and significant direct effect on the intensity of partner performance. Management collaboration and decision making had a positive and significant direct effect on personal commitment, and personal commitment had a very significant effect on the intensity of partner performance, but leadership had no effect on personal commitment. Our indirect analysis found that personal commitment partially mediated the effect of management collaboration on the intensity of partner performance and personal commitment partially mediated the effect of decision making on the intensity of partner performance, but personal commitment did not fully mediate the effect of leadership on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. Personal commitment is proven to be able to significantly moderate the relationship between management collaboration and decision making on the intensity of partner performance. This means that personal commitment can strengthen the positive influence of management collaboration and decision making on the performance of fostered partners. These results provide implications that PT SBA Aceh Besar needs to improve management collaboration, leadership, and decision making to improve the performance of fostered partners. Building and improving personal commitment of fostered partners. Strengthening communication and collaboration with fostered partners. Fostered partners of PT SBA Aceh Besar need to improve their personal commitment to achieve common goals. Actively communicating and collaborating with PT SBA. Providing input and suggestions to PT SBA to improve the effectiveness of management collaboration, leadership, and decision making.

Keywords: Management collaboration, Leadership, Decision Making, Personal Commitment and Work Intensity of Partners.

INTRODUCTION

The development of the cement industry has the potential to have a negative impact in the form of increasing pressure on the environment. This occurs because development that does not pay attention to the carrying capacity and capacity of the local environment, which ultimately increases environmental pollution and damage. Environmental pollution and damage become a social burden, which ultimately requires the community and government to bear the cost of recovery. If this is allowed to continue, it will result in increasingly complex and difficult to handle problems. Industrial development has contributed greatly to the economic progress and development of the country, including in Indonesia. However, one of the negative impacts of industrial development is environmental degradation that can threaten human health and the sustainability of the ecosystem. One of the industrial sectors that has a major impact on the environment is the

cement industry. Collaborative management in environmental management is very important to realize an environmentally friendly cement factory. Collaboration must be carried out between all parties involved in environmental management, namely the government, companies, communities, and other parties. Here are some things that can be done in collaborative management to realize an environmentally friendly cement factory (Wildan Rayadi, 2020). In collaborative management, all parties work together to achieve the same goal in environmental management. Good collaboration will ensure that the cement factory can operate effectively and produce quality products, while still protecting the environment (Syamsul Arifin & Utami Dewi, 2018).

The Corporate Social Responsibility (CSR) Committee emerged due to the modernization of society that already understands that activities carried out by companies can have a negative impact on their environment. Moreover, this is very close to the activities carried out by manufacturing companies because manufacturing companies are the companies that interact the most with the community. In the production process, manufacturing companies will inevitably produce production waste, which is very closely related to the problem of environmental pollution. The production process carried out also requires it to have production workers so that work safety issues must also be considered (Ambarwati, TA 2020). On the other hand, manufacturing companies are companies that sell products to consumers so that product safety and security issues are important to be disclosed to the public. Therefore, with the many problems that occur, it is highly expected that each company will increase awareness of its social responsibility by paying attention to and considering the consequences of its operational activities (Adi, FS 2020). Social responsibility must receive serious attention from the business world. Society has become increasingly critical and capable of carrying out social control over the business world. This requires business actors to run their businesses more responsibly.

Business actors are not only required to gain profits from their business fields, but they are also asked to make positive contributions to their social environment. Changes in the level of public awareness have given rise to a new awareness of the importance of implementing CSR. This understanding provides a guideline that companies are not only entities that prioritize themselves to gain profits, but companies are entities that are required to carry out social and environmental responsibilities (Kunyanti, S A., & Mujiono, M. 2021). Based on the author's interview with the chairman of the Corporate Social Responsibility (CSR) committee and preliminary data obtained by the author from the PT SBA Aceh Besar Cement Factory.

The data shows that the number of fostered partners managed by PT SBA is 815 members consisting of 150 financing members and 253 cooperative members. The CRS Fostered Unit of PT SBA Aceh Besar Cement Factory consists of 4 fostered categories, namely; Smart SBA (Andalas Cement Scholarship, School Bus Operations, Computer Lab, Quran Memorization Program, and Procurement of Computer and Printer Facilities), Healthy SBA (Kopsyah BUMG Economic Program, Salt Cultivation BUMG Economic Program, Doorsmeer Kueh BUMG Economic Program, Ice Crystal BUMG Economic Program), Care SBA (Assistance for Social Activities and Strengthening Relations with Stakeholders, Cement Assistance for stakeholder infrastructure programs, Operational support and strengthening the capacity of the CD committee, Support for coaching and development of the Persiraja Team, Assistance for Handling Covid-19 prevention, Disinfectant assistance for handling the impact of Covid-19, Involvement of the village community around the factory to make cloth masks, and the Tarhib Ramadhan Program), and Independent SBA (Improving drainage and greening the environment of the community closest to the plant). Based on the background above, the formulation of the problem of this study is whether collaboration management, leadership, decision making have an effect on personal commitment mediated by the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.

LITERATURE REVIEW

Collaboration Management

Collaboration is a complex and diverse interaction process, involving several people or several institutions to work together by continuously combining various thoughts in responding to something where each party involved is interdependent. There are 3 main variables in viewing collaboration, namely; first, the variable of division of labor between institutions, second the variable of institutional structure, and third the variable of

coordination (operational interaction). Furthermore, the success of the collaboration is determined by 3 main factors, namely the lead agency factor, the service delivery factor, and the infrastructure factor (resources) (Sari, Meika Permata, 2019). Collaborative Management is a management concept that carries the idea that to achieve success in managing a project or program, cooperation between several individuals or groups is needed. Collaborative management involves not only the organization's internal team, but also business partners, government, and related communities. Collaborative management in environmental management aims to identify environmental problems faced, determine the best solutions, and implement sustainable environmental management programs. In the context of a cement factory, collaborative management involves cooperation between internal teams, local government, surrounding communities, and various business partners in the cement industry to achieve predetermined environmental goals (Agranoff, Robert. 2012).

Leadership

According to Fahmi (2016), "Leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks according to planned orders". According to Andarias & Anugrah Lutfi (2021), "Leadership is how a leader influences the behavior of subordinates, so that they are willing to work productively to achieve organizational goals. Meanwhile, according to Nugraha, Eri (2017), leadership is the ability to move, motivate and influence people to be willing to take actions that are directed at achieving goals through the courage to make decisions about activities that must be carried out.

Deciosion Making

Decision making, the process of choosing between options, is a fundamental human behavior. Decision making is the process of describing alternative circumstances, taking into account various events and occurrences, and aims to choose and realize the best alternative in relation to the lifestyle and personal values of humans (Nofriansyah and S. Defit, 2017).

Personal Commitment

Work Rewards that are in accordance with needs. Work performance assessment is very useful for the development of human resources and improving organizational performance in general because work performance assessment is used as a tool for making decisions for employees. Work Rewards that are in accordance with needs (Lissy. T. A and J. Venkatesh, 2014).

Partner Work Intensity

The company's commitment in the form of social and environmental responsibility or what is called Corporate Social Responsibility can be implemented both within the company (internal) and outside the company (external). Another opinion was put forward by Riza Primahendra in the Corporate Social Responsibility Seminar entitled *The Secret of CSR: Concept and Application In Business*, which stated, "Corporate Social Responsibility's Definition is Responsibility of an organization for the impacts of its decision and activities on society and the environment, through transparent and ethical behaviour that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norm of behaviour; and is integrated throughout the organization" (Kunyanti, S. A., & Mujiono, M. 2021). According to Mao, C.-W. (2018), Corporate Social Responsibility is an impact or consequence of a company's activities, either directly or indirectly, that have an impact on people's lives. Corporate Social Responsibility activities are open activities, have values that uphold ethics and aim not only to maintain the sustainability of the company, but also to develop society into a prosperous society. The definition of Corporate Social Responsibility is also stated in the laws and regulations of the Republic of Indonesia, namely in Law Number 40 of 2007 concerning Limited Liability Companies, State Gazette of the Republic of Indonesia 2007 Number 106, Article 74 which states

RESEARCH METHODS

Types and Approaches of Research

This type of research is quantitative research. From the results of quantitative data analysis, results are obtained which are then analyzed using qualitative data. In this study, the quantitative data is the result of analysis testing on the variables of management collaboration, leadership, decision making, partner performance intensity and personal commitment. Primary data was obtained directly from the original source (without going through intermediaries) using a survey method, namely a questionnaire distributed to partners of the PT SBA Aceh Besar Cement Factory. While secondary data is obtained indirectly through intermediary media (obtained and recorded by other parties). Secondary data in this study: data obtained from the head of personnel and CSR of the PT SBA Aceh Besar Cement Factory

Data Analysis

The data analysis technique used in this study is quantitative data analysis. The research results obtained from the field are processed using statistical calculations using PLS (Partial Least Square). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to Ghazali & Latan (2015), the purpose of PLS-SEM is to develop theory or build theory (prediction orientation). PLS is used to explain whether or not there is a relationship between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale of measurement, a small sample size (Ghozali, 2011).

RESULTS AND DISCUSSION

Respondent Characteristics

Of the 127 respondents studied, the number of male respondents was 62.6%. The dominant age of respondents was 40-49 years old, 41.7%. The education level of respondents was dominated by high school graduates, 57 people (44.9%). While the period of being a partner for more than 5 years was 72 people (56.7%).

Evaluation of Measurement Model (Outer Model)

Measurement model testing will be conducted to show the results of validity and reliability tests. In this study, validity testing is conducted to determine whether the construct has met the requirements to be continued as research or not. In this validity test, there are two types of evaluations that will be conducted, namely:

Convergent Validity

Convergent Validity is a measurement model with items that have values based on the correlation between item scores and construct values. The convergent validity index is measured by AVE factors, composite reliability, R square, cronbach's alpha. The results of the AVE index, composite reliability, R square, and Cronbach's alpha can be seen in table 1.

Table 1 Convergent Validity

Variables	AVE	Composite Reliability	Cronbach's Alpha
Collaboration Management (X1)	0.665	0.908	0.874
Leadership (X2)	0.687	0.897	0.847
Decision making (X3)	0.660	0.904	0.867

Personal commitment (Z)	0.831	0.907	0.796
Intensity partner performance (Y)	0.670	0.934	0.917

Validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. A variable is said to have high reliability if the composite reliability value is above 0.7 and AVE is above 0.5. Based on table 1, it is stated that four variables meet composite reliability because their values are above the recommended number, namely above 0.7, which meets the reliable criteria.

The following are the results of the outer model test which shows the outer loading value using the Smartpls v 3.2.7 analysis tool.

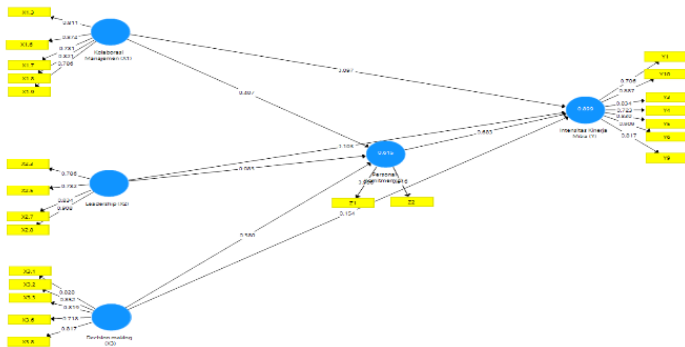


Figure 1 Outer Model Test Results

From the analysis results shown in Figure 1, it shows that all research variables have a loading factor value above 0.7. To see the loading factor value, all construct data can be seen in Table 2.

Table 2 Loading Factor Values of All Second Constructs

Construct	Code Item	Loading Factor
Collaboration Management (X1)	X1.3	0.811
	X1.6	0.874
	X1.7	0.781
	X1.8	0.821
	X1.9	0.786
Leadership (X2)	X2.3	0.786
	X2.5	0.782
	X2.7	0.834
	X2.8	0.908
Decision making (X3)	X3.1	0.828
	X3.2	0.852
	X3.3	0.819

	X3.6	0.718
	X3.8	0.817
Intensity partner performance (Y)	Y1	0.706
	Y10	0.887
	Y3	0.834
	Y4	0.723
	Y5	0.830
	Y6	0.909
	Y9	0.817
Personal commitment (Z)	Z1	0.906
	Z2	0.916

Discriminant Validity

The cross-loading factor value is useful for determining whether a construct has adequate discriminant, namely by comparing the loading value on the intended construct must be greater than the other values. With the standard value for each construct must be greater than 0.6. Table 3 shows the cross-loading value as follows:

Table 3 Cross Loading

	(X3)	(Y)	(X1)	(X2)	(Z)
X1.3	0.626	0.708	0.811	0.601	0.637
X1.6	0.569	0.673	0.874	0.628	0.648
X1.7	0.489	0.527	0.781	0.504	0.486
X1.8	0.597	0.612	0.821	0.548	0.585
X1.9	0.466	0.564	0.786	0.454	0.558
X2.3	0.537	0.477	0.447	0.786	0.410
X2.5	0.535	0.561	0.623	0.782	0.526
X2.7	0.571	0.637	0.610	0.834	0.572
X2.8	0.631	0.614	0.541	0.908	0.522
X3.1	0.828	0.617	0.566	0.614	0.623
X3.2	0.852	0.594	0.506	0.620	0.540
X3.3	0.819	0.712	0.646	0.627	0.645

X3.6	0.718	0.524	0.499	0.421	0.455
X3.8	0.817	0.669	0.511	0.475	0.589
Y1	0.651	0.706	0.507	0.515	0.563
Y10	0.649	0.887	0.680	0.582	0.915
Y3	0.578	0.834	0.643	0.574	0.695
Y4	0.504	0.723	0.628	0.615	0.579
Y5	0.654	0.830	0.665	0.561	0.881
Y6	0.677	0.909	0.699	0.602	0.893
Y9	0.746	0.817	0.531	0.568	0.680
Z1	0.647	0.817	0.641	0.527	0.906
Z2	0.653	0.870	0.672	0.600	0.916

Meanwhile, for the Fornell Larcker Criterion value can be seen in table 4 below:

Table 4 Fornell Larcker Criterion

Variable	Decision making (X3)	Intensity partner performance (Y)	Collaboration Management (X1)	Leadership (X2)	Personal commitment (Z)
Decision making (X3)	0.808				
Intensity partner performance (Y)	0.778	0.818			
Collaboration Management (X1)	0.679	0.763	0.815		
Leadership (X2)	0.687	0.697	0.676	0.829	
Personal commitment (Z)	0.713	0.927	0.721	0.619	0.911

Structural Model Evaluation (Inner Model)

Structural model evaluation aims to predict the relationship between latent variables based on the substantive theory of the structural model evaluated using R-square for the dependent construct.

R-Square (R²)

R-Square is used to measure the predictive power of a structural model. R-Squares explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence. R-squares values of 0.67, 0.33 and 0.19 indicate strong, moderate and weak models (Ghozali and Latan, 2015). Here is Table 5.

Table 5 R-Square

Item	R-Square	R-Square Adjusted
Personal commitment (Z)	0.615	0.606
Intensity partner performance (Y)	0.899	0.895

From the R-Squares results in Table 5, it shows that the R-Squares values are 0.615 and 0.899. These values indicate that the variables of Management Collaboration, Leadership, Decision making and Personal commitment as mediating variables have an effect on the Partner Performance Intensity variable by 83%. And the rest is influenced by other variables outside the variables in this study.

Hypothesis Test Results

Assess the significance of the influence between variables, a bootstrapping procedure is carried out. The bootstrap procedure uses the entire original sample and then resamples it again. In the bootstrap resampling method, the significance value used (two-tailed) t-value is 1.96 (significance level 5). Table 6 is the result of the t-statistic test to test the significance of the indicator on the latent variable in the second order construct.

Table 6 Total Effect

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Collaboration Management (X1) -> Intensity partner performance (Y)	0.375	0.367	0.089	4.217	0.000
Leadership (X2) -> Intensity partner performance (Y)	0.160	0.175	0.081	1.979	0.048
Decision making (X3) -> Intensity partner performance (Y)	0.413	0.408	0.092	4.481	0.000
Collaboration Management (X1) -> Personal commitment (Z)	0.407	0.402	0.099	4.111	0.000
Leadership (X2) -> Personal commitment (Z)	0.083	0.094	0.081	1.023	0.307
Decision making (X3) -> Personal commitment (Z)	0.380	0.375	0.098	3.870	0.000
Personal commitment (Z) -> Intensity partner performance (Y)	0.683	0.679	0.051	13.473	0.000

On the total effect results in Table 6, it shows that there are 7 paths that have a significant effect on the construct with a t-statistic value greater than 1.96 and a p-value less than 0.05, meaning that all paths have good significant values. Based on the description, to find out whether a hypothesis is accepted or rejected, it can be done by considering the significance value between constructs, t-statistics and p-value. Then the measurement estimate and standard error are no longer calculated with statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the t-value significance value is greater than 1.96 and/or the p-value is less than 0.05, then Ha is accepted and Ho is rejected and vice versa.

Based on Table 6, determining whether the hypothesis is accepted or rejected is explained as follows:

The construct of management collaboration has a t-statistic value of $4.217 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the first hypothesis stating that there is an influence of management collaboration on the intensity of partner performance is accepted and supported by the research data. The Leadership construct has a t-statistic value of $1.979 < 1.96$, and a p-value of $0.048 > 0.05$. Therefore, the third hypothesis stating that there is a very significant influence between Leadership and Partner Performance Intensity is accepted. The decision-making construct has a t-statistic value of $4.481 < 1.96$, and a p-value of $0.000 > 0.05$. Therefore, the fifth hypothesis stating that there is a very significant influence between Decision making and the Intensity of partner performance is accepted and supported by research data. The construct of management collaboration has a t-statistic value of $4.111 > 1.96$, and a p-value of $0.000 < 0.05$.

Therefore, the second hypothesis stating that there is a very significant influence between management collaboration and personal commitment is accepted and supported by the research data. Leadership construct t-statistic value of $1.023 > 1.96$, and p-value of $0.307 < 0.05$. Therefore, the fourth hypothesis stating that there is an influence of Leadership on personal commitment is rejected and not supported by research data. The construct of decision making has a t-statistic value of $3.870 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the sixth hypothesis stating that there is an influence of decision making on personal commitment is accepted and supported by the research data. The personal commitment construct has a t-statistic value of $13.473 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the seventh hypothesis stating that there is an influence of personal commitment on the intensity of partner performance is accepted and supported by the research data.

Testing the Mediation Effect

At this stage, the SmartPLS analysis with mediation effects will be discussed, namely the relationship between exogenous and endogenous constructs through connecting variables. In other words, the influence of exogenous variables on endogenous variables can be direct but also through connecting variables. There are three stages to test mediation, namely:

First Stage

Testing the influence of exogenous variables on endogenous variables and must be significant at a t-statistic value greater than 1.96.

Table 7 Total Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Collaboration Management (X1) -> Intensity partner performance (Y)	0.097	0.094	0.048	2.025	0.043
Leadership (X2) -> Intensity partner performance (Y)	0.103	0.111	0.050	2.045	0.041
Decision making (X3) -> Intensity partner performance (Y)	0.154	0.154	0.064	2.413	0.016

From Table 7 it can be seen that management collaboration has an effect on the Intensity of partner performance with a t-statistic value of $2.025 > 1.96$, Leadership has an effect on the Intensity of partner performance with a t-statistic value of $2.045 < 1.96$, and Decision making has an effect on the Intensity of partner performance with a t-statistic value of $2.413 < 1.96$. Based on the results of the analysis above, it shows that there is a good mediating role between management collaboration, Leadership and decision making on the Intensity of partner performance.

Second Stage

The second stage is testing the influence of exogenous variables on mediating variables and must be significant at a t-statistic value greater than 1.96.

Table 8 Total Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Collaboration Management (X1) -> Personal commitment (Z)	0.407	0.402	0.099	4.111	0.000
Leadership (X2) -> Personal commitment (Z)	0.083	0.094	0.081	1.023	0.307
Decision making (X3) -> Personal commitment (Z)	0.380	0.375	0.098	3.870	0.000

Table 8 it can be seen that management collaboration has an effect on personal commitment with a t-statistic value of $4.111 > 1.96$, Leadership has no effect on personal commitment with a t-statistic value of $1.023 > 1.96$, and decision making has a significant effect on personal commitment with a t-statistic value of $3.870 > 1.96$. Based on the results of the analysis above, it shows that there is a very good mediating role between management collaboration and decision making.

Third Stage

The third stage is a simultaneous test of the influence of exogenous variables Management Collaboration, Leadership and Decision making on endogenous Partner Performance Intensity. In the last stage of testing if the influence of exogenous variables on endogenous is not significant while the influence of mediating variables on endogenous variables is significant. Thus, the mediating variables are proven to mediate the influence of exogenous variables on endogenous variables.

Table 9 Specific Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Collaboration Management (X1) -> Personal commitment (Z) -> Intensity partner performance (Y)	0.278	0.273	0.070	3.954	0.000
Leadership (X2) -> Personal commitment (Z) -> Intensity partner performance (Y)	0.057	0.064	0.056	1.011	0.313
Decision making (X3) -> Personal commitment (Z) -> Intensity partner performance (Y)	0.259	0.254	0.067	3.900	0.000

In table 6, the management collaboration variable has a significant influence on the Intensity of partner performance and in table 9 it can be seen that the influence of the management collaboration variable on personal commitment and on the Intensity of partner performance variable is significant. This means that the personal commitment variable is able to partially mediate the relationship between management collaboration and the Intensity of partner performance.

Table 6 shows that the influence of the Leadership variable on personal commitment and on the partner's performance intensity variable is not significant. This means that the personal commitment variable is not able

to partially mediate the relationship between leadership and partner performance intensity. In table 7, the decision-making variable has a significant influence on the Intensity of partner performance and in table 9 it can be seen that the influence of the decision-making variable on work to personal commitment and to the Intensity of partner performance variable is significant. This means that the personal commitment variable is able to partially mediate the relationship between decision making and the Intensity of partner performance.

DISCUSSION

The Influence of Management Collaboration on Partner Performance Intensity at the PT SBA Aceh Besar Cement Factory

The first hypothesis shows that there is an influence of management collaboration on the intensity of partner performance statistically, because the p value obtained is 0.000, t statistic is 4.217. Therefore, the p value <0.05 , the statistical value > 1.96 and the positive path coefficient, it can be concluded that management collaboration has an effect on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. This is in accordance with research conducted by Kurniawan & Kusumawardhani (2017) empirical results support the results of the hypothesis which shows that collaboration has a positive effect on supply chain performance. management performance. Research results of Riadini, Ichwan (2023) High commitment to the company can improve employee performance. By increasing employee commitment more optimally, it is expected to be able to improve employee performance significantly. Competence has a positive and significant influence on employee performance through organizational commitment. With mediation by employee commitment, personal competence can improve employee performance. Integrity has a positive and significant influence on employee performance through organizational commitment. Mediated by employee commitment to the organization, employee integrity can improve their performance. Meanwhile, the research results of Nurjanah, Mukhsin & Satyanegara (2023) show that integrated collaboration has a positive and significant effect on supply chain performance.

The Influence of Leadership on the Intensity of Partner Performance at the PT SBA Aceh Besar Cement Factory

The second hypothesis shows that there is an influence of leadership on the intensity of partner performance statistically, because the p value obtained is 0.048, t statistic is 1.979. Therefore, the p value <0.05 , the statistical value > 1.96 and the positive path coefficient, it can be concluded that leadership influences the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. This is in accordance with research conducted by Potu, (2013) empirical results support the results of the study, namely leadership, motivation and work environment have a positive and significant effect on employee performance. Improving leadership can be done by always providing guidance, input to subordinates, being able to overcome every problem at work, and also having an attitude and responsibility within the company.

The results of Febrianti et al.'s (2024) research show that leadership style has a positive effect on employee performance. These results provide insight for companies to improve leadership effectiveness and increase employee engagement to achieve optimal performance. The practical implications of this study will help companies develop management strategies that focus on improving leadership quality to support the achievement of company goals. The results of Hadiwijaya's research (2013) show the influence of work leadership style on employee performance and the influence of motivation on employee performance, it can be interpreted that the variables of leadership strength and motivation partially have a positive and significant effect on employee performance, as well as the influence of leadership style and motivation variables simultaneously on employee performance variables.

The Influence of Decision Making on the Intensity of Partner Performance at the PT SBA Aceh Besar Cement Factory

The third hypothesis shows that there is an influence of decision making on the intensity of partner performance statistically, because the p value obtained is 0.000, t statistic is 4.481. Therefore, the p value <0.05 , the statistical value > 1.96 and the path coefficient is positive, it can be concluded that decision making

has an effect on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. Based on the research results of Fakhry (2022), performance measurement with a balanced scorecard can make it easier for companies to see 4 measurement perspectives, namely financial, customer, internal business, and growth and learning. However, this model needs to be collaborated with decision-making analysis methods. The Analytic Network Process (ANP) method can provide solutions in determining prioritized alternatives for improvement by weighting each performance indicator.

There are 11 performance indicators identified and 3 alternatives for improvement, namely increasing the number of customers/partners, reducing operational costs, and reducing project duration. Based on the weighting results with the ANP method, the weight of the financial perspective was obtained at 0.8248, the customer perspective at 0.10734, the internal business perspective at 0.02803, and the growth and learning perspective at 0.03984. The selected alternative option is to increase the number of customers/partners with a score of 0.8142. As an alternative solution in increasing the number of customers/partners, the company needs to routinely ask for feedback from partners and be responsive in dealing with complaints experienced by partners.

The Influence of Management Collaboration on Personal Commitment at the PT SBA Aceh Besar Cement Factory

The fourth hypothesis shows that there is an influence of management collaboration on personal commitment statistically, because the p value obtained is 0.000, t statistic is 4.111. Therefore, the p value <0.05 , the statistical value > 1.96 and the positive path coefficient, it can be concluded that management collaboration has an influence on personal commitment at the PT SBA Aceh Besar Cement Factory. Research results Riodini, Ichwan (2023) The findings of this study are that collaborative governance has a positive but insignificant effect on employee commitment. Collaboration that is not managed properly has an insignificant effect so that it is unable to increase employee commitment to the organization. Personal competence has a positive and significant effect on organizational commitment. Integrity has a positive and significant effect on organizational commitment.

Collaborative governance has a positive but insignificant effect on employee performance. Collaboration that is not managed well does not have a significant effect that can improve employee performance. Personal competence has a positive and significant effect on employee performance. Integrity has a positive and significant effect on employee performance. Organizational commitment with its indicators, namely pride, loyalty, concern for the company, inspiring work and career opportunities has a positive effect on employee performance. High commitment to the company can improve employee performance. By increasing employee commitment more optimally, it is expected to be able to improve employee performance significantly. Competence has a positive and significant influence on employee performance through organizational commitment. With mediation by employee commitment, personal competence can improve employee performance. Integrity has a positive and significant influence on employee performance through organizational commitment. Mediated by employee commitment to the organization, employee integrity can improve their performance.

The results of this study indicate that communication between individuals and institutions in the stakeholders involved can strengthen communication between stakeholders. Communication also plays a role in building trust and forming a shared understanding, namely sharing knowledge and experience. In addition, the shared goals and values adopted play a role in providing an outline and guidelines in the development of Balkondes Wanurejo, namely as a new economic center in the village with a village tourism base.

The Influence of Leadership on Personal Commitment at the PT SBA Aceh Besar Cement Factory

The fifth hypothesis shows that there is no influence of leadership on personal commitment statistically, because the p value obtained is 0.307, t statistic is 1.023. Therefore, the p value > 0.05 , the statistical value < 1.96 , it can be concluded that leadership does not affect personal commitment at the PT SBA Aceh Besar Cement Factory.

Based on various studies and literature, there is a significant relationship between leadership and personal commitment of employees in various industries, including cement factories. Here are some reasons why leadership influences personal commitment. Supportive Leadership Style: Transformational leadership that inspires and motivates employees to achieve common goals can increase their sense of belonging and commitment to the company. Authentic leadership demonstrated by honesty, transparency, and consistency can build trust and respect from employees, encouraging them to commit to the company's vision and values. Supportive leadership that provides direction, guidance, and support to employees can help them grow and reach their full potential, increasing job satisfaction and personal commitment.

Leadership Behaviors That Drive Commitment: Clear and open communication from leaders can help employees understand the company's goals, expectations of them, and their progress. This can increase their sense of engagement and commitment. Recognition and appreciation for employee accomplishments can motivate them to work harder and contribute more, increasing their personal commitment. Ongoing development and training demonstrate the company's commitment to employee growth, increasing job satisfaction and personal commitment. Building trust with employees creates a safe and supportive work environment where employees feel comfortable taking risks, contributing, and committing. Balancing work and life help employees avoid burnout and improves their well-being, which can increase personal commitment and employee retention.

Positive Impacts of Personal Commitment: Increased productivity: Committed employees are more motivated to work hard and achieve goals. Increased quality: Committed employees are more thorough and focused on the quality of their work. Increased innovation: Committed employees are more proactive and open to new ideas. Increased employee retention: Committed employees are less likely to leave the company. Improved company reputation: Committed employees can be positive company ambassadors and improve the company's reputation.

Many studies have shown a positive relationship between leadership and employee commitment in cement plants. A study published in the *Journal of Management* found that transformational leadership and authentic leadership were positively related to employee personal commitment in cement plants. Another study published in the *Human Resource Management Journal* found that supportive leadership behaviors, such as clear communication, recognition, and employee development, were positively related to employee personal commitment in cement plants. However, it is important to note that the relationship between leadership and personal commitment is not always simple. Other factors, such as organizational culture, job characteristics, and individual employee characteristics, can also influence the level of personal commitment. Leadership plays an important role in enhancing employee personal commitment in cement factories. By implementing supportive leadership styles and leadership behaviors that encourage commitment, companies can improve performance, increase profitability, and achieve sustainable success.

The Influence of Decision Making on Personal Commitment at the PT SBA Aceh Besar Cement Factory

The sixth hypothesis shows that there is an influence of decision making on personal commitment statistically, because the p value obtained is 0.000, t statistic is 3.870. Therefore, the p value <0.05 , the statistical value >1.96 and the path coefficient is positive, it can be concluded that decision making has an influence on personal commitment at the PT SBA Aceh Besar Cement Factory. Based on Haji's research, (2022) which examines the variables of decision making and personal commitment, it shows that work involvement has a direct positive effect on employee decision making, personality has a direct positive effect on employee decision making, personality has a direct positive effect on organizational commitment, work involvement has an indirect positive effect on employee decision making through organizational commitment, personality has an indirect positive effect on employee decision making through organizational commitment. So that employee decision making will be more targeted if influenced by high work involvement, good personality, and high employee organizational commitment. Meanwhile, according to Setiadi (2013), decision making is influenced by internal and external factors. These factors include internal factors including perception and motivation factors, while external factors include culture and family. Decision making plays an important role in forming personal commitment among employees at PT SBA Cement Factory. An effective decision-making process can foster a

sense of ownership, involvement, and loyalty among workers, leading to increased productivity, job satisfaction, and overall organizational success.

According to Jessy. (2022) Key aspects of decision-making that influence personal commitment are: 1) Employee Involvement: When employees are actively involved in the decision-making process, they feel valued and respected, resulting in a stronger sense of commitment to the goals and objectives of the organization, 2) Transparency and Communication: Clear and transparent communication about decisions, including the reasons behind them, helps employees understand the direction of the company and builds trust in leadership, 3) Empowerment and Autonomy: Giving employees autonomy and decision-making authority will empower them to take ownership of their work and increase their sense of personal responsibility, 4) Feedback and Recognition: Providing regular feedback and recognition of employee contributions will reinforce positive behavior and encourage continued commitment. According to Maryuliana, Imam & Haviana (2016) Strategies to increase personal commitment through decision making such as Building a culture of collaborative decision making: Encouraging open communication, brainstorming sessions, and employee involvement in the decision-making process, Encouraging transparency and accountability: Sharing the reasons for decision making, providing regular updates, and holding leaders accountable for their decisions, Empowering employees to make decisions: Delegating authority to lower levels, encouraging problem solving, and providing training on effective decision-making skills.

The Influence of Personal Commitment on Partner Performance Intensity at the PT SBA Aceh Besar Cement Factory

The seventh hypothesis shows that there is a significant influence of personal commitment on the intensity of partner performance statistically, because the p value obtained is 0.000, t statistic is 13.473. Therefore, the p value <0.05 , the statistical value > 1.96 and the path coefficient is positive, it can be concluded that personal commitment has a very significant influence on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory. Personal commitment plays a significant role in influencing the intensity of work partner performance at PT SBA Cement Factory. When partners have a high commitment to the company and its goals, they will tend to show greater effort, dedication, and perseverance in their work, resulting in increased performance results. According to Malewa et al. (2021) Key Aspects of Personal Commitment that Influence Performance Intensity such as Shared Vision and Values, namely partners who are aligned with the vision, values, and goals of PT SBA Cement Factory will be more motivated and committed to achieving them. Strong Relationships and Trust, namely positive relationships and mutual trust between PT SBA Cement Factory and its partners foster mutual respect and collaboration, encouraging partners to work harder.

Effective Communication and Collaboration, namely open and transparent communication channels facilitate clear expectations, problem solving, and joint efforts towards common goals. Mutual Support and Recognition, namely providing support, resources, and recognition to partners for their contributions will increase their sense of value and motivate them to do their best. Meanwhile, according to Rachmawati, Nazaruddin, & Utami. (2022) Strategies to Increase Performance Intensity through Personal Commitment such as cultivating a shared vision and culture of values, namely clearly articulating the company's vision, values, and goals, and encouraging partners to align their aspirations with the organization's aspirations. build strong relationships and trust, meaning that investing in building genuine relationships with partners, demonstrating respect, empathy, and open communication. Promote effective communication and collaboration such as establishing clear communication channels, encouraging regular feedback, and encouraging collaboration in achieving common goals. Provide support and recognition of mutual respect, believe in offering partners the support, resources, and training needed, and recognize and reward their achievements to reinforce positive behavior.

The Role of Personal Commitment in Mediating the Influence of Management Collaboration on Partner Performance Intensity at the PT SBA Aceh Besar Cement Factory

The results of the analysis show that the variable of management collaboration has a significant influence on the intensity of partner performance and the results of the mediation role analysis show that the influence of the variable of management collaboration on personal commitment and on the variable of partner performance intensity is significant. This means that the variable of personal commitment is able to partially mediate the

relationship between management collaboration and partner performance intensity. Personal commitment plays an important role as a mediator in the relationship between management collaboration and partner performance intensity at PT SBA Cement Factory. When management collaboration is strong and personal commitment is high, partners tend to exhibit intense performance behavior, resulting in better results for the company. According to the research results of Shohib, Suhariadi, & Agustina, (2024) showed that understanding the mediating role of personal commitment such as strengthening the relationship between collaboration and performance, effective management collaboration fosters a supportive and collaborative environment, encouraging partners to feel valued, respected, and motivated to contribute their best efforts. Increasing partner engagement and commitment, when partners feel strong management collaboration, they tend to develop a sense of ownership and commitment to common goals, leading to increased performance intensity. Facilitating effective communication and problem solving, Collaborative management practices encourage open communication, knowledge sharing, and joint problem solving, allowing partners to effectively address challenges and achieve their performance targets.

Empirical evidence supporting the mediating role of research studies consistently shows the mediating role of personal commitment in the relationship between collaboration and performance. For example, a study conducted by Siraj et al. (2022) found that the positive impact of collaboration on employee performance would be stronger when employee commitment was high. Meanwhile, according to Zhang, Cao & Wang (2018) Strategies to enhance the mediation effect of personal commitment by fostering a culture of collaboration, encouraging open communication, joint decision-making, and joint problem solving between management and partners. Promote mutual respect and trust, build strong relationships based on mutual respect, trust, and open communication. Align goals and expectations, ensure clear alignment of goals and expectations between management and partners, foster a sense of shared purpose. Recognize and reward commitment, Recognize and reward the contributions of partners who demonstrate high levels of commitment.

The Role of Personal Commitment in Mediating the Influence of Leadership on Partner Performance Intensity at the PT SBA Aceh Besar Cement Factory

The results of the analysis show that the influence of the leadership variable on personal commitment and on the partner's performance intensity variable is not significant. This means that the personal commitment variable partially mediates the relationship between leadership and partner performance intensity. It is important to note that this study is different from previous studies, such as the study conducted by Rifti & Reza (2022), which specifically focused on the context of PT Semen Tonasa, a cement factory in South Sulawesi, Indonesia. Although these findings indicate a positive moderating effect of Personal Commitment on the relationship between Leadership and Partner Performance Intensity, the generalizability of these results to other contexts, including PT SBA Aceh Besar, must be approached with caution. Several factors contribute to this cautious approach: Contextual differences, each organization has unique characteristics, including leadership style, organizational culture, partner dynamics, and market conditions. These factors can significantly affect the interrelationships between leadership, personal commitment, and partner performance intensity. Sampling limitations, research conducted by Rifti & Reza (2022), using a specific sample, namely partners associated with PT Semen Tonasa. Generalization of findings to the wider partner population at PT SBA Aceh Besar cannot be determined with certainty without considering potential variations in individual and organizational characteristics.

Measurement considerations, operationalization and measurement of variables, such as leadership, personal commitment, and partner performance intensity, may vary across studies. Differences in measurement approaches may lead to inconsistencies in observed relationships. Therefore, while this study provides valuable insights into the potential moderating role of Personal Commitment, further research is needed to investigate this phenomenon in the specific context of PT SBA Aceh Besar. This requires a comprehensive study that takes into account contextual nuances, uses a representative sample of partners, and employs standardized measurement tools. Organizations should prioritize conducting their own internal assessments to understand the unique dynamics that influence partner performance in their specific environment. By carefully considering contextual factors, sampling limitations, and measurement considerations, organizations can make more informed decisions regarding the potential role of personal commitment in mediating the relationship between leadership and partner performance intensity in the context of PT SBA Aceh Besar.

The Role of Personal Commitment in Mediating the Influence of Decision Making on Partner Performance Intensity at the PT SBA Aceh Besar Cement Factory

The results of the analysis show that the decision-making variable has a significant influence on the Intensity of partner performance and the results of the mediation role analysis show that the influence of the decision-making variable on work to personal commitment and to the Intensity of partner performance variable is significant. This means that the personal commitment variable is able to partially mediate the relationship between decision making and the Intensity of partner performance. In the cement industry, the performance of fostered partners plays an important role in achieving company goals. One of the factors that can affect the performance of fostered partners is decision making carried out by the cement factory. The right and effective decisions can increase the efficiency, effectiveness, and productivity of fostered partners, thus having a positive impact on the intensity of their performance. However, the influence of decision making on the intensity of fostered partner performance does not always run smoothly. Personal commitment from fostered partners can be an important factor that mediates the relationship. Fostered partners with high personal commitment will be more motivated to implement decisions well and achieve the targets set. Several studies have been conducted to examine the effect of decision making on the intensity of the performance of fostered partners and the role of personal commitment in mediating the relationship. One study conducted by Rifti & Reza (2022) found that decision making and personal commitment have a significant positive effect on the intensity of the performance of fostered partners at PT Semen Tonasa. This study also shows that personal commitment can moderate the relationship between decision making and the intensity of the performance of fostered partners. Personal commitment can mediate the influence of decision making on the intensity of the performance of fostered partners through several mechanisms, namely: 1). Increasing motivation (Fostered partners with high personal commitment will be more motivated to implement decisions well because they feel they have a responsibility and commitment to achieve common goals). 2).

Increasing a sense of belonging (Fostered partners with high personal commitment will feel more ownership of the company and other fostered partners). This can increase their sense of responsibility and commitment to work together and achieve common goals. 3). Increasing trust (Fostered partners with high personal commitment will be more easily trusted by the cement factory). This can improve effective communication and collaboration between the two parties. B V The findings of this study have several important implications for cement factories and fostered partners, such as cement factories need to pay attention to the importance of effective decision making in increasing the intensity of fostered partner performance. Need to foster personal commitment of fostered partners through various programs and activities. Need to build effective communication and collaboration with fostered partners. Fostered partners need to increase their personal commitment to achieve common goals. Need to actively communicate and collaborate with cement factories. Need to provide input and suggestions to cement factories to increase the effectiveness of decision making.

CONCLUDING

CONCLUSION

Based on the results of the data analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

1. Management collaboration has a direct and significant influence on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
2. Leadership has a direct and significant influence on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
3. Decision making has a direct and significant influence on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
4. Management collaboration has a direct and significant influence on personal commitment at the PT SBA Aceh Besar Cement Factory.
5. Leadership does not have a direct influence on personal commitment at the PT SBA Aceh Besar Cement Factory.

6. Decision making has a direct and significant influence on personal commitment at the PT SBA Aceh Besar Cement Factory.
7. Personal commitment has a direct and very significant influence on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
8. Personal commitment partially mediates (Partial Mediation) the influence of management collaboration on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
9. Personal commitment does not partially mediate (Partial Mediation) the influence of Leadership on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.
10. Personal commitment partial mediation (Partial Mediation) the influence of decision making on the intensity of partner performance at the PT SBA Aceh Besar Cement Factory.

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