

**THE INFLUENCES OF ENTREPRENEURIAL ORIENTATION AND ALLIANCE
LEARNING PROCESS ON STRATEGIC ALLIANCE PERFORMANCE OF
INDONESIA CONSTRUCTION COMPANIES**

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Abstract

The aim of this study is to investigate the influences of learning process and entrepreneurial orientation of Indonesian construction companies that implement strategic alliances in their businesses. The results of this study are expected to be used to provide insights concerning the important role of learning process in strategic alliance, which is implemented in four processes, namely knowledge articulation, codification, sharing and internalization. This is to ensure that the purpose of alliance establishment can be achieved so that it will have an impact on the success rate of the alliances and gain a competitive advantage that is reflected on the company's performance. In addition, this study will also provide an overview of entrepreneurial orientation that is expected to change operation habits or routines that are so ingrained within the company as well as rigid structure, which can overcome the problem of inertia with building initiative, higher risk-taking and more proactive in entering the new market.

Keywords: *Strategic alliance, alliance learning process, entrepreneurial orientation, alliance performance.*

JEL Classifications: D74, L25

INTRODUCTION

The construction sector is a high-risk business because it involves large investment value with high safety standards. On the other hand, tight competition forces the business to



compete with low cost and new technology so that they can win the competition in various ways. One of the strategies to win the competition is through distribution of risks. Construction company may work together with several other companies in its supply chain, and make them as subcontractors (Chung and Ng, 2006).

Companies need a variety of resources and the ability to compete effectively. Resources and capabilities can be obtained through the acquisition, developed internally or by establishing cooperative relationships with other companies through strategic alliances (Mudambi & Tallman, 2010; Bierly & Gallagher, 2007).

Strategic Alliance has risen significantly over the last decade and is very effective in helping a company to maintain its competitive advantage in a dynamic environment. Alliances allow companies to focus on their core competencies, which is a combination of unique resource and capability to produce excellence and rely on major alliance partners to perform other tasks (Bierly & Gallagher, 2007). Alliances can also increase the company's strategic flexibility, because the company only needs to allocate fewer resources to a project and can allocate other resources in the different activities. In addition, the strategic alliance may provide sources of competitive advantage for the company, such as access to complementary technologies, access to new markets and risk reduction (Bierly & Gallagher, 2007).

In the resource-based view theory, Barney (1991) explains that the company's resources include all assets, capabilities, processes that occur within the organization, the company attributes, information, knowledge, that can be controlled by the company to be used as a strategy to achieve efficiency and organizational effectiveness. Furthermore, Barney (1991) states that the resource is the company's power that can be used to understand and implement corporate strategies, including strategic alliances. Resources are classified by Barney into three categories: 1) physical capital, which includes the technology that is used by the company, plant and equipment, geographical location, and access to raw materials; 2) human capital, which includes training, experience, intelligence decisions, and relationship; 3) organizational capital which includes the formal reporting structure built by the company, corporate planning (both formal and informal), coordination and control system, and company's networking relationships.



By integrating the perspective of resource-based view (Barney, 1991; Dierickx and Cool, 1989) with the perspective of economic transaction costs (Williamson, 1989), dynamic capabilities (Teece, Pisano, and Shuen, 1997; Zollo and Winter, 2002; Eisenhardt and Martin, 2000; Helfat, 2007) and organizational learning theory (Huber, 1991), as well as the knowledge-based view of the firm (Kogut & Zander, 1992; Nonaka, 1994; Grant, 1996), researchers in the field of strategic management start to develop the concept of strategic alliance (Dyer, Kale & Singh, 2001; Flatten, Isabell, Brettel, 2011; Chen & Chen, 2002; Kale and Singh, 2007, Das, Sen and Sengupta, 1998, Mudambi & Tallman, 2010; Emden, Yaprak & Cavusgil, 2005).

Strategic Alliance is a relationship that is deliberately constructed between two or more independent companies with activities involving exchange, sharing, or co-development of the resources or capabilities to achieve mutual benefits (Gulati, 1995). A strategic alliance can be formed by developing one or more value chains, and has a variety of configuration organizations that are based on the inclusion of equity in the relationship, such as a joint venture which is one kind of partnership based on equity-based or investment (Kale & Singh, 2009).

However, according to Yoshino & Rangan (1995), an alliance does not only include the cooperation based on equity but can also be based on contractual arrangements, such as cooperation in research and development of a product, the cooperation within the supply chain in manufacturing, the cooperation in the field of marketing, or mutually beneficial cooperation for the complementary assets or complementary expertise in a particular project.

One basic premise of the strategic alliance is that firms should concentrate on internal strategic activities that are important to them, and the things in which they are able to generate a sustainable competitive advantage; while other activities can be outsourced to companies with specific expertise or a company that has a focus on these activities, which can offer the economic of scale, as well as the benefits of a wider organizational learning (Venkatesan, 1992). This premise refers to the viewpoint of economic transaction costs (Williamson, 1989), whereby the company uses alliances to reduce the risks and costs (Franco & Haase, 2015).



The success of alliances of construction companies may also be affected by entrepreneurial orientation that can change habits in running operations, and minimizing organization inertia by building initiative, increasing the willingness to take risks and be more proactive (Siren et al., 2016). A common problem of the alliance in the construction sector is the slow work that results in rising costs. This happens because there are many companies involved in the construction project with lack of coordination. Beside coordination problem, errors are often repeated from one project to another.

The alliance is a reliable strategy to achieve competitive advantage in a dynamic environment (Bierly & Gallaher, 2007), however it is not easy to have a successful alliance. For that purpose, we need to understand how learning occurs in a successful alliance and how entrepreneurial orientation will address the problem of inertia so that routine that is so embedded in the company as well as a rigid structure will not hinder the learning process.

Previous research find that the alliance experience and dedicated function alliance are the factors that influence the success of the alliance, as well as the learning process of articulation, codification, sharing knowledge and internalization (Kale & Singh, 2007). This research focuses on the influence of learning process on the success of the alliance. Other studies on alliances also find that to reduce the influence of inertia in the process of learning, the alliances should also pay attention to entrepreneurial orientation to optimize the company's ability.

The remainder of the paper is organized as follows. Literature review is presented in Section 2, research methodology is Section 3, results and discussion in Section 4, and conclusions in Section 5.

LITERATURE REVIEW

Strategic Alliance

According to Yoshino & Rangan (1995), strategic alliance is a trading partnership that can enhance the effectiveness of the competitive strategies of the participating companies in cooperation, mutually beneficial trade for technology development by making use of the skills or products owned. Yoshino & Rangan (1995) also provides an overview of the various



kinds of relationships among companies that can be categorized based on contractual agreements into two broad categories, namely traditional contract (contract of sale, franchising, licensing, cross-licensing) and non-traditional contract partnership (joint R & D, joint manufacturing, joint marketing, mutually complementary assets and skills). The second category is based on equity agreement which can be divided into no creation of a new firm (minority equity investment, equity swaps) and the creation of separate entity (a joint venture, a 50-50 joint venture, unequal joint venture), and the dissolution of the entity (merger or acquisition). The diagram is attached in Appendix 1.

The structure of an organization that uses its bilateral alliances and settings can be viewed in two perspectives. First as a structural relationship (business transactions), and second as hierarchical relationships between the companies involved in the supply chain. By using the alliance, companies can reduce the costs associated with the negotiation, coordination, and monitoring of inter-company transactions and corporate governance (Williamson, 1989).

The Alliance will add values in the long term (cannot be expected to provide benefits in the short term). Kogut (1988) and Jarillo (1989) show that companies enter alliance cooperation arrangements for long-term strategic considerations, without taking into account the costs that results in the short term. However, this long-term strategic advantage should create value for shareholders that are readable by stock market participants. Thus, investors will react positively to the announcement of the strategic alliance undertaken.

Alliance Learning Process

Research with an emphasis on the role of learning process to build alliance capability is carried out by Kale and Singh (2007). This study is based on a perspective view of a company's knowledge base, indicating that organizations can improve their skills in managing tasks assigned to gather and apply knowledge that is relevant to the task. Here, the company conducts alliance learning process by applying four process (the articulation of knowledge, codification of knowledge, sharing of knowledge and the internalization of knowledge). With these activities, the company studies, accumulates and spreads the



influence of alliance management knowledge gained through experience of their own alliance, as well as from others.

In this concept, the manager of the company in alliance serves as a main storage of important experiences of alliance management as well as knowledge gained from the experience of previous alliances or alliances that are being made at that time. Companies can take measurement to help individual managers in alliance to articulate their knowledge of alliance management. Thus, the company capture and externalize the necessary alliance knowledge, so that other managers in the company can learn from these experiences (Kale & Singh, 2009).

A company can go a step further by arranging the accumulated knowledge of alliance management in the form of knowledge object that can be used also by others, such as alliance management guidelines, checklists, and manuals, which incorporate best practices for managing different phases and decisions in alliance life cycle. Hewlett-Packard and Eli Lilly are some companies that adopt this mechanism; they develop codification tools and templates to help managers assessing the suitability of a prospective alliance partners, developing an alliance agreement, assessing the performance of the alliance, etc. Codification process of alliances facilitate the replication and transfer of best practice within the company by creating a toolkit for managers.

It is important to note, that it is not impossible to perform articulation or codification of the entire know-how, especially knowledge that are tacit (not explicit) or personal in nature (Winter, 1987). Companies can affect the alliance know-how by conducting the process of knowledge sharing to exchange tacit knowledge and individual knowledge (possessed by each manager in the alliance) so that they can be spread throughout the organization. They can be in the form of group or personal interactions in the alliance committee, task forces or a special forum for the exchange of experience and best practice among managers in the alliance (Draulans, fever, and Volberda, 2003; Kale and Singh, 2007; Kale & Singh, 2009).

The fourth process that needs to be done in this learning process is to internalize and absorb the relevant knowledge of alliance management in various parts of the company through formal and informal means. This internalization process emphasizes on whether tasks



are associated with a particular alliance, and the process of apprenticeship, where a new manager will work with an experienced manager in the alliance to gain useful knowledge. Alternatively, the companies send their managers to a formal alliance training program conducted by the company internally or by external parties (Kale & Singh, 2009).

Siren et al. (2016) propose the concept that is in line with the concept of alliance learning process of Kale & Sing (2007) that associates the success of alliances with strategic learning, which is adaptive, long term, that allows organizations to break the bond of the strategic path that they usually have and by renewing their core capability. Strategic learning is not just learning from other companies' mistakes (Anderson et al., 2009; Covin et al., 2006; Green et al., 2008 ; Mueller et al., 2012), but also by building a model of strategic learning (Crossan et al., 1999; Kuwada, 1998; Thomas et al., 2001). They suggest that learning is based on four strategic set of capabilities that support an enterprise by making strategic adjustments through knowledge creation, knowledge dissemination, knowledge interpretation and knowledge implementation.

Furthermore, Siren et al. (2016) explain that the strategic acquisition of knowledge is a process of exploration that allows individuals within an organization to gather strategic information from their environment to expand their current knowledge. Processes performed by the individual and his/her group provide knowledge of new markets to the company as a fuel for the process of knowledge creation and increase the stock of existing knowledge. They also encourage knowledge creation and the company's ability to understand and anticipate external changes and to develop the knowledge base necessary to advance strategic change.

According to Siren et al., 2016, strategic knowledge dissemination is a social exchange process which refers to the sharing of strategic knowledge through interaction within and between organizational units in order to ensure that new ideas can permeate the entire organization. Dissemination of knowledge can take place both formally and informally and horizontally (between departments) and vertically (cross-functional) in the company. This process encourages and facilitates the transfer of knowledge within the enterprise and in the sub-units to maintain the diversity of views and to foster confidence in the company's internal and understanding among all functional areas, to orient them towards coordinated



innovation efforts. Meanwhile, in the process of interpretation, strategic knowledge organization members interpret new information about the potential opportunities through a process of mutual interaction in an open dialogue with people from different backgrounds and perspectives (Siren et al., 2016). In the process, companies need to consider the possibility of conflict of assumptions and different interpretations of the submitted information, so companies need to provide guidance in interpreting the information. Interpretation of knowledge enables the company to identify fragments of meaningful information and acts to find an alternative strategy. Siren et al., (2016) describes the implementation of the concept of strategic knowledge as a formal process to institute a new strategic knowledge of the aspects of human resources outside the organization, such as organizational systems, organizational structures, procedures, and routines. This concept is collectively referred as the organizational memory or storage system knowledge. In the knowledge implementation process, a variety of departments, groups and teams in organizations test the implementation of strategic initiatives. The most feasible initiative eventually becomes a formal strategy and generate new products, new services, or new processes.

Entrepreneurial Orientation (EO)

In the literature, Entrepreneurial Orientation (EO) is defined as the strategic posture of the company, which is an approach used by corporate leaders to implement power in the businesses to meet market needs today and for the future, which shows the innovativeness, risk-taking and proactiveness (Miller, 1983; Covin & Slevin, 1989). In particular, innovativeness is a tendency to create and introduce new products, new production processes, or new organizational system. Risk-taking is the tendency of companies to take a higher level of risk to try and venturing into previously unknown areas with a strong commitment, while proactiveness is the involvement in an opportunistic expansion to seize the opportunities for entering new markets and dealing with competitors (Li et al., 2017).

Literature of RBV find that internal resources of the company is the basis of competitive advantage (Barney, 1991), which in most studies, these resources are associated with Entrepreneurial Orientation (EO), and can be regarded as intangible resources embedded



in organization's routines and is spread among members of the organization (Hughes & Morgan, 2007; Lisbon, Skarmeas, and Saridakis, 2016, Li et al., 2017). Furthermore, the company cannot purchase EO from the market, but they have to invest a lot of time to cultivate the culture so that EO can be a source of sustainable competitive advantage (Lee, Lee, & Pennings, 2001; Li et al., 2017).

The level of entrepreneurial orientation (EO) is higher when companies are more open to interact with the external environment, thereby improving the ability to obtain knowledge-based resources that leads to a higher level of learning. Likewise, the tendency of companies showing a higher level of EO is to experiment with combining new resources, thereby facilitating the internalization of knowledge-based resources that will result in increased level of experiential learning (Kreiser, 2011).

Companies can increase the level of EO to produce high performance when they are involved in the alliances. When a company enters into a certain alliance, EO will help the alliance to understand the learning process and opportunities to look for resources in collaboration (Sarkar et al., 2001; Teng, 2007; Li et al., 2017).

Compared to conservative firms, companies with high level of EO tend to have a better understanding of the importance of resources contributed by all alliance partners. The company may identify the entrepreneurial process and procedures that are effective to manage complex resource integration activities with uncertain outcomes (Li et al., 2017). They can also develop their superior resource management capabilities through the entrepreneurial learning process (Politis, 2005; Ravasia & Turati, 2005; Li et al., 2017), which will increase the yield of the alliance as a whole. In particular, corporate alliances with innovative ideas may have more insights into the creative aspect and can produce promising ideas and new ways of thinking (Avlonitis & Salavou, 2007). Innovative companies tend to favor the renewal, creation and introduction of appropriate cooperative mechanisms in the alliance, which facilitate more effective control over the process of resource integration. In this way, innovation achieves a competitive advantage for the formed alliance as well as for all companies involved (Lambe, Spekman, & Hunt, 2002; Schilke & Goerzen, 2010; Li et al., 2017).



Conversely, when a company with a low level of EO is involved in the alliance, they may be more concerned with protecting their own resources rather than to provide sufficient resources to share (Teng, 2007). This will hinder the opportunity to integrate resources in the alliance, which in turn can undermine its success (Li et al., 2017). Based on the resource-based arguments, we propose that a strong EO is positively associated with the success of the alliance.

According to Siren et al. (2016), entrepreneurial orientation is needed to overcome the problem of inertia, routines that are so ingrained in the company as well as a rigid structure which will cause a significant threat to the adaptability of the company in the long term. Companies that have high level of entrepreneurship are considered as better equipped to adapt to a dynamic competitive environment.

METHODOLOGY

Research Questions

As indicated in the introduction, we have three major research questions. First is to find out how far alliance learning process influences the alliance performance. Second, whether the entrepreneurial orientation also has a positive influence on alliance performance. Lastly, whether cooperation of the relationship improves the positive relationship between entrepreneurial orientation and alliance performance.

Research Model

This research model is an adaptation of the measurement of the effect of learning alliance performance against performance conducted by Kale & Sing (2007) and the measurement of the effect of entrepreneurial orientation on alliance performance conducted by Li et al. (2017). The proposed research model is depicted in Figure 1.



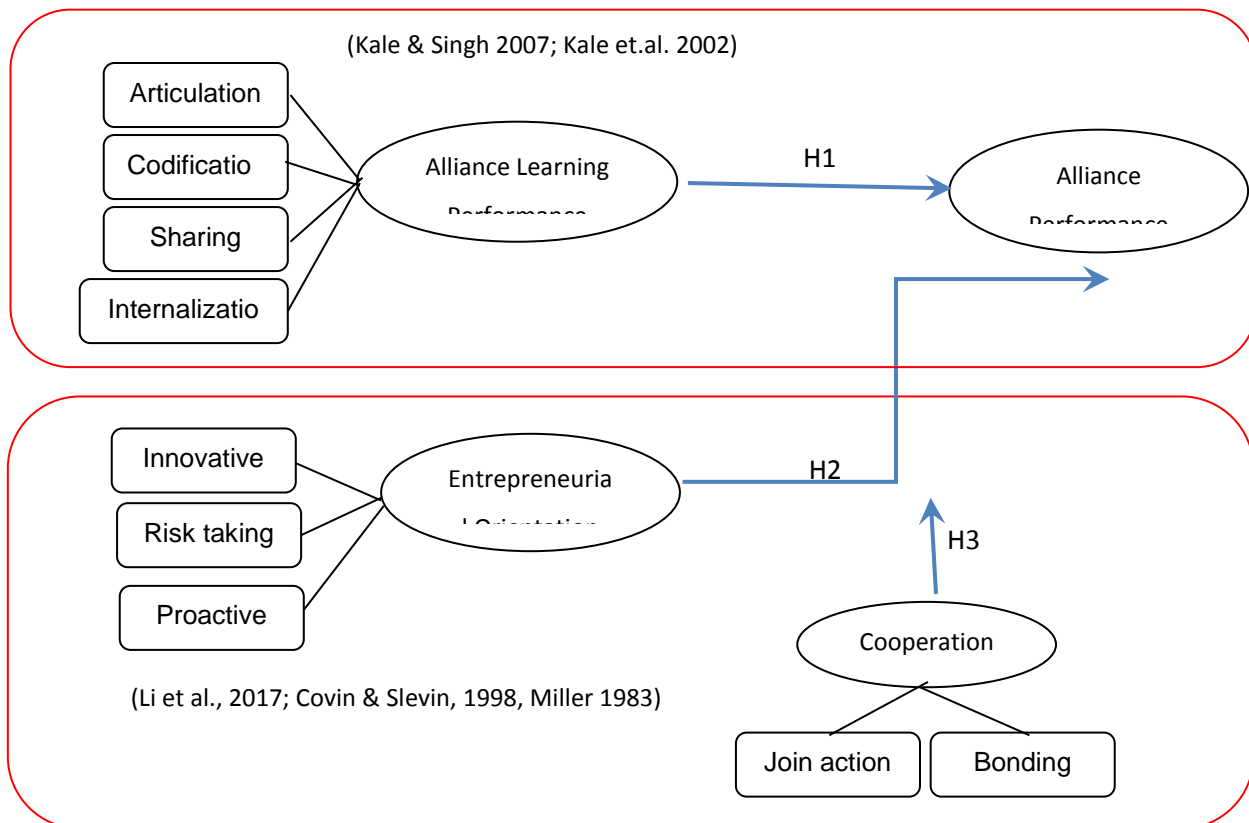


Figure 1. The proposed research model

Based on the explanation in Section2, we draw the following hypotheses:

H1: Alliance learning performance has a positive influence on alliance performance

H2: Entrepreneurial orientation has a positive influence on alliance performance

H3: Cooperation in the alliance moderate the relationship between entrepreneurial orientation and alliance performance.

Data

This paper presents is a preliminary stage of our research. This study use survey to gather primary data. In the pretest, questionnaires are distributed to 10 respondents with the same qualifications. We also interview all respondents to collect information on the issues of interest. This pretest is important for further research, to get feedback of questions posed in the questionnaire and to ensure that the respondents understand the questions as expected by the researchers.

In order to determine the sample in this study, we first identify Construction Company which has conducted strategic alliances in their businesses or cooperation with other companies in a specific time to work on a particular project. The objective of forming alliance may be varied, such as to obtain complementary expertise in marketing, distribution and production of raw materials. Then, we identify the right person for respondents based on two criteria: 1) the person must be responsible for the alliance management such as the project director, project manager, manager of corporate development, or team coordinator for certain alliance project and 2) the person has the ability to answer the questionnaire.

RESULTS AND DISCUSSION

Kale & Singh (2007) explain that each aspect of the alliance learning process is somewhat distinct, in terms of how it facilitates the learning and leveraging of alliance management know-how within a firm, and leads to greater alliance success. At the same time, each aspect is commonly directed toward the learning and accumulation of alliance management know-how. Hence, they are likely to be correlated with each other, and represent different facets of the alliance learning process. Thus, we used confirmatory factor analysis to estimate a second-order factor model that best represents these relationships. The four aspects of knowledge articulation, codification, sharing, and internalization represent first-order factors; and the alliance learning process represents the broader, second-order factor that commonly underlies all of them.

Our finding shows that construction companies in Indonesia that make alliances that they call consortium or join operation action, always have dedicated teams that monitor the projects day by day. This team consists of representatives from all companies involved in the alliance and lead by a consortium leader that is appointed by top management team of each company.

All respondents admit that their company's main reason to form alliances is to solve the problem of capital in the project as well as to obtain complementary capabilities. Thus, the company can expand by exploiting broader business opportunities through knowledge development, and increasing the capability of their experts. The company is also aware of potential conflict that can be occurred in the alliance, so that they anticipate the conflict by



preparing specific standard operating procedure and details of division tasks among companies in the consortium.

This finding provides useful implications for alliance managers regarding how to best utilize their entrepreneurial orientation and their relationships with partners to maximize the performance of the alliance. First, our findings indicate that companies can achieve success by adopting entrepreneurial orientation in alliance. Practitioners must recognize the importance of entrepreneurial orientation in managing alliances especially in breaking the routines in the company, so that they can expand broader business opportunities through proactiveness, risk taking and innovation.

The results of the study by Li et al. (2017) reinforce the belief that companies that have a strong entrepreneurial orientation tend to be better at finding opportunities through alliances. Therefore, to achieve superior performance of the alliance, the manager needs to take steps to encourage efforts to bring an entrepreneurial attitude in every action and develop entrepreneurial orientation to encourage companies to take action out of the routine and improve their innovative capabilities. Entrepreneurial orientation will also bring access to market, and thus, in the long term will increase the success of the alliance.

Understanding the value of contingent relationship between the alliance partners should help managers to better understand how to apply entrepreneurial behavior in their alliance partnerships. In particular, the joint action may be necessary for any company, but especially those with high entrepreneurial orientation in order to realize the success of the alliance by having diverse ideas, resources, and information provided by the collective activity. This means that the companies in the alliance should strengthen the level of joint action. For instance, they can foster an atmosphere that inspires a higher joint action through breeding expectancy greater continuity of future exchanges and encourages more specific investments (Heide and John, 1990). However, the company must be very careful not to rely on alliance bond as the bonding makes it more difficult for entrepreneurial orientation to develop and hence, may affect the success of the alliance. The close ties may lead to over-embedded and lock-in problem, and as a result, the relationship characterized by a high level of joint actions and bonding may hinder companies from pursuing entrepreneurial opportunities in the alliance.



CONCLUSIONS AND RECOMMENDATIONS

This study presents the preliminary results with a very small sample size. Measurement model uses confirmatory factor analysis to assess validity and reliability of the scales that is used to measure the constructs, whereas the structural model estimates strength and direction of relationships between them (Hair et al., 1998)

Table 1. Result of Validity and Reliability test

	APL - A	APL - C	APL - S	APL - I	AP	EO	CO
Validity Test							
KMO	0,861	0,725	0,707	0,689	0,614	0,584	0,607
Barlett's Test - sign	0,000	0,000	0,001	0,000	0,001	0,000	0,005
Reliability Test							
Cronbach's Alpha	0,909	0,808	0,739	0,868	0,771	0,852	0,787

The results of validity and reliability test that is shown in table 1, give us information that this questioner valid and reliable to measure all variable and dimension in this study. Out of 40 question items, 9 items have a loading factor <0.5 . Thus we have to improve wording from those 9 question.

In the next step, we intend to increase the number of respondents to be close to 100 respondents. Thus, the analysis will be more meaningful and beneficial for the construction companies in Indonesia.

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Appendix 1

Scope of Inter-firm Relationship that can be categorized as strategic alliance (sumber: Yoshino & Rangan, 1995)

Appendix 2 – Research Questioners

Bapak/ Ibu Responden yang terhormat,

Perkenalkan saya Retno Handayani, mahasiswa pascasarjana Fakultas Ekonomi dan Bisnis Universitas Indonesia untuk Program Studi Corporate Strategic Management, yang sedang mengadakan penelitian tentang “Pengaruh dari entrepreneurial orientation dan alliance learning process terhadap kinerja aliansi perusahaan sektor konstruksi di Indonesia”.

Adapun yang kami maksud dengan aliansi disini adalah suatu hubungan yang sengaja dibangun antara dua atau lebih perusahaan independen dengan melibatkan kegiatan pertukaran untuk saling melengkapi, saling berbagi ataupun pengembangan bersama dari sumber daya (resource) ataupun kemampuan (capabilities) yang dimiliki untuk mencapai manfaat bersama.

Terkait dengan hal diatas, saya mohon kesediaan Bapak/ Ibu untuk berpartisipasi dalam survei yang dilakukan dengan menjawab pertanyaan kuesioner secara akurat dan sesuai pengalaman Bapak/ Ibu. Setiap informasi yang diperoleh dari kuesioner ini murni hanya akan digunakan untuk tujuan akademis dan tidak berpengaruh apapun terhadap responden. Kami menjamin kerahasiaan dari informasi yang diberikan.

Atas kesediaan Bapak/ Ibu, kami ucapkan terima kasih.

Hormat saya,

Retno Handayani

Pertanyaan Pendahuluan



A. Identitas Perusahaan

1. Nama Perusahaan _____
2. Usia perusahaan (pilih salah satu)
 - a. Dibawah 5 tahun
 - b. Antara 5 – 10 tahun
 - c. Antara 10 – 15 tahun
 - d. Antara 15 – 20 tahun
 - e. Antara 20 – 25 tahun
 - f. Lebih dari 25 tahun
3. Jenis perusahaan (pilih salah satu)
 - a. BUMN
 - b. Swasta Nasional
 - c. Swasta Asing
4. Ukuran perusahaan berdasarkan Kualifikasi usaha Jasa Konstruksi
 - a. K 1
 - b. K 2
 - c. K 3
 - d. M 1
 - e. M 2
 - f. B 1
 - g. B 2
5. Jumlah karyawan
 - a. Kurang dari 100 orang
 - b. Antara 100 – 300 orang
 - c. Lebih dari 300 orang



B. Identitas Responden

1. Initial responden _____
2. Jenis kelamin (pilih salah satu)
 - a. Laki-laki
 - b. Perempuan
3. Usia responden (pilih salah satu)
 - a. Dibawah 30 tahun
 - b. Antara 30 – 35 tahun
 - c. Antara 35 – 40 tahun
 - d. Antara 40 – 45 tahun
 - e. Antara 45 – 50 tahun
 - f. Antara 50 – 55 tahun
 - g. Antara 55 – 60 tahun
 - h. Lebih dari 60 tahun
4. Masa kerja responden (pilih salah satu)
 - a. Dibawah 5 tahun
 - b. Antara 5 – 10 tahun
 - c. Antara 10 – 15 tahun
 - d. Antara 15 – 20 tahun
 - e. Antara 20 – 25 tahun
 - f. Lebih dari 25 tahun
5. Jabatan fungsional responden _____



C. Pengalaman melakukan aliansi dalam proyek konstruksi

1. Apakah Anda pernah terlibat dalam Aliansi (suatu hubungan yang sengaja dibangun antara dua atau lebih perusahaan independen dengan melibatkan kegiatan pertukaran untuk saling melengkapi, saling berbagi ataupun pengembangan bersama dari sumber daya (resource) ataupun kemampuan (capabilities) yang dimiliki untuk mencapai manfaat bersama)? Ya / Tidak

2. Apakah ada tim khusus yang bertanggung jawab terhadap kerja sama yang dibuat dalam proyek Aliansi tersebut? Ya / Tidak

Pertanyaan Kuesioner

Seluruh pertanyaan dalam kuesioner ini menggunakan Skala Likert 1 sampai 5 dengan perincian sebagai berikut

1	Sangat tidak setuju (STS)
2	Tidak setuju (TS)
3	Agak tidak setuju (ATS)
4	Agak setuju (AS)
5	Setuju (S)
6	Sangat setuju (SS)

I. Alliance Learning Process

Sejauh mana Anda setuju atau tidak setuju dengan pernyataan yang berhubungan dengan praktik aliansi berikut ini

I. Alliance Learning Process (Kale & Singh, 2007) – Artikulasi Pengetahuan		STS	TS	ATS	AS	S	SS
1	Manajer yang terlibat dengan aliansi, secara teratur diminta perusahaan untuk melakukan presentasi dan sesi tanya jawab tentang pengalaman aliansi mereka yang masih berjalan saat itu ataupun yang sebelumnya.	1	2	3	4	5	6
2	Manajer yang bertanggung jawab terhadap aliansi perusahaan memiliki catatan (dalam bentuk memo, catatan, laporan, atau presentasi) dari semua insiden, keputusan, atau	1	2	3	4	5	6



	tindakan penting yang terkait dengan aliansi masing-masing.						
3	Manajer aliansi rutin melaporkan kemajuan dan kinerja aliansi masing-masing.	1	2	3	4	5	6
4	Perusahaan kami mempertahankan 'repositori' atau database yang berisi informasi faktual dari masing-masing aliansi-nya (misalnya, tanggal dan tujuan pembentukan aliansi, nama mitra aliansi, nama-nama manajer / eksekutif yang mengelola aliansi, dll).	1	2	3	4	5	6
5	Perusahaan kami menyimpan direktori atau 'daftar kontak' individu dari dalam perusahaan atau dari luar perusahaan yang berpotensi untuk dapat memberikan masukan atau bantuan terkait manajemen aliansi.	1	2	3	4	5	6

I. Alliance Learning Process (Kale & Singh, 2007) – Kodifikasi Pengetahuan		STS	TS	ATS	AS	S	SS
1	Manajer perusahaan mengikuti proses yang dipersiapkan dengan baik pada pembentukan manajemen aliansi.	1	2	3	4	5	6
2	Sumber daya seperti <i>check list</i> atau pedoman dikembangkan dan dimanfaatkan untuk membantu pengambilan keputusan dan tindakan manajerial ketika membentuk atau mengelola aliansi strategik.	1	2	3	4	5	6
3	Sumber daya seperti panduan/ manual aliansi (berisi peralatan, template, atau kerangka kerja) dikembangkan dan digunakan untuk membantu pengambilan keputusan dan / atau tindakan manajerial ketika membentuk atau mengelola aliansi.	1	2	3	4	5	6
4	Perusahaan kami terus memperbaharui <i>check list</i> , pedoman ataupun manual aliansi yang telah dikembangkan dan digunakan.	1	2	3	4	5	6

I. Alliance Learning Process (Kale & Singh, 2007) – Berbagi Pengetahuan		STS	TS	ATS	AS	S	SS
1	Manajemen perusahaan melakukan sebuah 'review kolektif' untuk menilai kemajuan dan kinerja aliansi strategik.	1	2	3	4	5	6
2	Manajer aliansi berpartisipasi dalam forum seperti komite atau gugus tugas (task force) untuk menginventarisir pengalaman dan manajemen aliansi.	1	2	3	4	5	6
3	Manajer perusahaan berpartisipasi dalam forum seperti rapat, seminar, atau retreat untuk saling bertukar informasi,	1	2	3	4	5	6



	pengalaman, ataupun cerita penting yang terkait aliansi.						
	I. Alliance Learning Process (Kale & Singh, 2007) – Berbagi Pengetahuan	STS	TS	ATS	AS	S	SS
4	Manajer perusahaan terlibat dalam kegiatan berbagi dan bertukar informasi ataupun pengetahuan yang terkait aliansi secara informal dengan rekan kerja maupun mitra kerja (partner) dalam organisasi aliansi.	1	2	3	4	5	6
5	Manajer dengan pengalaman substansial dalam mengelola aliansi sebelumnya biasanya dirotasi di beberapa aliansi utama perusahaan.	1	2	3	4	5	6
6	Insentif manajerial digunakan untuk mendorong manajer untuk berbagi pengalaman pribadi maupun pengetahuan implisit mereka yang terkait manajemen aliansi dengan manajer lain dalam perusahaan.	1	2	3	4	5	6

	I. Alliance Learning Process (Kale & Singh, 2007) – Internalisasi Pengetahuan	STS	TS	ATS	AS	S	SS
1	Manajer perusahaan menghadiri program pelatihan internal tentang manajemen aliansi setiap kali mereka ditugaskan untuk mengelola atau bekerja dengan suatu aliansi.	1	2	3	4	5	6
2	Manajer perusahaan menghadiri program pelatihan eksternal tentang manajemen aliansi setiap kali mereka ditugaskan untuk mengelola atau bekerja dengan aliansi tertentu.	1	2	3	4	5	6
3	Perusahaan kami memberikan kesempatan untuk pelatihan 'on-the-job' untuk individu yang relatif baru dalam mengelola aliansi (individu ditugaskan untuk bekerja di aliansi yang ada bersama dengan manajer yang telah memiliki pengalaman substansial dalam mengelola aliansi tersebut).	1	2	3	4	5	6
4	Perusahaan kami menyediakan akses kepada manajer untuk mendapatkan dokumen dan informasi yang telah dikodifikasi serta pengetahuan dari pengalaman aliansi sebelumnya maupun dari aliansi yang sedang berjalan.	1	2	3	4	5	6

II. Alliance Performance



II. Alliance Performance (Kale & Singh, 2007; Kale et al., 2002; Li et al., 2017)		STS	TS	ATS	AS	S	SS
1	Aliansi ini memiliki hubungan yang kuat dan harmonis antara mitra aliansi.	1	2	3	4	5	6
2	Perusahaan kami telah mencapai tujuan utamanya melalui pembentukan aliansi.	1	2	3	4	5	6
3	Posisi kompetitif perusahaan kami telah sangat meningkat karena adanya aliansi.	1	2	3	4	5	6
4	Perusahaan kami telah berhasil dalam mempelajari beberapa keterampilan ataupun kemampuan penting dari mitra aliansinya	1	2	3	4	5	6
5	Perusahaan kami puas dengan kinerja aliansi.	1	2	3	4	5	6



III. Entrepreneurial Orientation

Sejauh mana Anda setuju atau tidak setuju dengan pernyataan yang berhubungan dengan orientasi kewirausahaan dan kerjasama berikut ini

III. Entrepreneurial Orientation (Li et al. ,2017)		STS	TS	ATS	AS	S	SS
1	Secara umum, perusahaan kami lebih menekankan pada penelitian dan pengembangan, kemajuan teknologi, dan inovasi	1	2	3	4	5	6
2	Perusahaan kami menyukai prosedur, sistem, dan metode yang sudah teruji dan berhasil sebelumnya.	1	2	3	4	5	6
3	Perusahaan kami bersedia untuk mencoba cara-cara baru dalam melakukan sesuatu dan berusaha mencari solusi baru yang tidak biasa dilakukan.	1	2	3	4	5	6
4	Perusahaan kami termasuk di antara perusahaan yang pertama memperkenalkan produk atau jasa baru di industri ini	1	2	3	4	5	6
5	Perusahaan kamilah yang selalu menginisiasi tindakan terhadap pesaing, baru kemudian pesaing merespon	1	2	3	4	5	6
6	Dalam kondisi ketidakpastian, perusahaan kami selalu menerapkan sikap aktif dan berani bertualang untuk mencoba hal baru.	1	2	3	4	5	6
7	Perusahaan kami memiliki preferensi yang kuat untuk proyek-proyek berisiko tinggi (dengan kemungkinan hasil yang sangat tinggi)	1	2	3	4	5	6
8	Karena karakteristik dari lingkungan, bisnisnya, perusahaan kami cenderung mengambil tindakan strategik yang berani dan bervariasi daripada membuat perubahan taktis yang minor.	1	2	3	4	5	6
9	Ketika dihadapkan dengan keputusan yang melibatkan ketidakpastian, perusahaan kami selalu mengadopsi tindakan berani untuk memaksimalkan probabilitas eksploitasi	1	2	3	4	5	6

I. IV. Cooperation (join action & bonding)

IV. Cooperation (join action & bonding) - (Li et al., 2017)		STS	TS	ATS	AS	S	SS
1	Kami bekerja sama dengan mitra aliansi dalam pengembangan ataupun perbaikan kualitas produk	1	2	3	4	5	6
2	Perusahaan kami bekerja sama dengan mitra aliansi dalam pelaksanaan proyek	1	2	3	4	5	6



3	Perusahaan kami bekerja sama dengan mitra aliansi dalam hal aktivitas penjualan	1	2	3	4	5	6
4	Perusahaan kami bekerja sama dengan mitra aliansi dalam hal <i>maintenance & support</i>	1	2	3	4	5	6
5	Perusahaan kami memiliki ikatan yang erat dengan mitra aliansi.	1	2	3	4	5	6
6	Jika perusahaan kami memutuskan hubungan dengan mitra aliansi ini maka perusahaan akan kehilangan teman bisnis yang baik	1	2	3	4	5	6
7	Perusahaan kami memiliki hubungan sosial yang baik dengan mitra aliansi ini.	1	2	3	4	5	6

