The Success of MSMEs in Palm Oil Plantation Partnership Programs: A Case Study of PT "XYZ"

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Abstract. This research aims to uncover the factors contributing to the success of Micro, Small, and Medium Enterprises (MSMEs) within partnership programs. The study focuses on a population of MSMEs affiliated with PT XYZ, where 243 businesses were identified as successful in MSMEs development. Employing a saturated sampling method, the study's sample size consisted of 243 MSMEs. Data collection utilized tailored questionnaires for each variable indicator. The data analysis was performed using Partial Least Squares with Smart PLS 4. Based on the analysis results, it can be concluded that Partnership Attributes have a significant direct effect on Partnership Programs ($\beta = 0.954$, $p = 0.000$) and Partnership Success ($\beta = 0.436$, $p = 0.000$). Additionally, Partnership Programs significantly directly affect Partnership Success ($\beta = 0.363$, $p = 0.001$). Apart from the direct impact, it was also found that the interaction between Partnership Attributes and Partnership Programs significantly moderates Partnership Success ($\beta = -0.075$, $p = 0.011$). This means that Partnership Programs can moderate the relationship between Partnership Attributes and Partnership Success, although with a negative direction. These findings indicate that an effective partnership in terms of attributes and programs contributes to business success. However, their interaction must be well managed to prevent any negative impact on partnership success. This research contributes to entrepreneurship and partnership management by providing empirical evidence of the effects of Partnership Attributes and Partnership Programs on Partnership Success in the context of MSMEs. The study highlights the significance of coordination, trust, and mutual benefits in fostering successful business partnerships. Additionally, the moderating role of Partnership Programs offers insights into how structured support mechanisms influence business outcomes. For further research, it is suggested that longitudinal studies be explored to assess the sustainability of partnership success over time. Future studies could also incorporate external factors such as market dynamics, digital transformation, and policy interventions to comprehensively understand MSME partnerships. Additionally, expanding the research scope to different industries and geographic locations would enhance the generalizability of the findings.

Keywords: MSMEs performance; partnership attributes; partnership success; partial least square

INTRODUCTION

The utilization of partnership programs emerges as a potential solution to address the challenges faced by Micro, Small, and Medium Enterprises (MSMEs). Partnership programs can serve as catalysts for the advancement of MSMEs, enabling them to enhance business development through avenues like market expansion, technology access, and capital infusion. Kurniasari (2015) echoes this sentiment, highlighting that partnership models are instrumental in tackling the issues that MSMEs encounter. Furthermore, as emphasized in Law Number 20 of 2008, the Government recognizes the necessity of a partnership framework to propel MSMEs' growth. Mcdowell & Harris (2009) emphasize that partnerships play a

pivotal role in augmenting MSMEs' roles, encompassing strategies such as joint ventures, strategic alliances, and diverse partnership paradigms.

Suparnyo (2016) proposes that economic collaborations between companies and communities should ideally be reciprocal, based on interdependence. Furthermore, public and private sector partnerships often face obstacles and setbacks, mainly due to their foundation in infrastructure-focused cooperation models. This setup can lead to conflicts of interest and misalignments in achieving program or community objectives (Haris et al., 2023).

The complexities of partnership-based MSMEs initiatives are apparent in Ghassani (2015) findings, indicating instances of

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partnership program failures. These failures stem from frailties in partnership relationships, differences in attitudes, ethical considerations, and even organizational cultural disparities.

Since 2002, PT. Perkebunan Nusantara III has taken on the role of spearheading the Partnership Program, as mandated by the Minister of State-Owned Companies. This initiative has been extended across North Sumatra, where PT. Perkebunan Nusantara III lent its support to local small businesses from 2002 to 2011. While the Partnership Program was envisioned as a powerhouse propelling the microeconomy, practical outcomes have fallen short of expectations. However, there's an optimistic outlook on the horizon, with MSMEs' performance under PTPN III's wing poised to grow and adapt amid the prevailing competition (Junaidi et al., 2023a).

Based on the data found by the researcher, from 2018 to 2020, the number of SMEs experiencing difficulties, particularly in repaying the assistance program, continued to increase. The following is data on PT's partnership program. Perkebunan Nusantara III for MSMEs in Medan City.

Table 1. Assisted partners receiving assistance from PT. Perkebunan Nusantara III

No	Year	Smooth	Less Smooth	Total
1	2019	812 (60.59%)	528 (39.41%)	1340
2	2020	784 (57.77%)	573 (42.23%)	1357
3	2021	772 (56.27%)	600 (43.73%)	1372

Source: PT. Perkebunan Nusantara III (2021)

Based on Table 1.1 above, the performance of MSMEs under the guidance of PT. Perkebunan Nusantara III is considered less than optimal. The percentage of successful recipients of the partnership assistance program has shown a declining trend. In 2019, the success rate of partners was 60.59%, decreasing to 57.77% in 2020 and further dropping to 56.27% in 2021. If this trend continues, it may negatively impact the success of MSMEs in improving their performance.

As a participant in PTPN III, you'll be at the helm of the partnership program. MSMEs' success metrics encompass boosting current sales, annual profits, capital influx, customer numbers, goal attainment, and meeting existing demands. The underlying aim of the PTPN III partnership program is to infuse funds for business expansion, ultimately sharpening the edge of micro, small, and medium-sized enterprises in the competitive landscape (Junaidi et al., 2023b).

On the flip side, the current partnership framework might lead to challenges for partners in meeting their stipulated payments.

The nurtured partners have yet to exhibit steadfast commitment to honoring established agreements. In many cases, these partners perceive loans as benevolent offerings without the obligation of repayment. Interestingly, these partners seem more inclined to make payments only when PTPN III personnel visit their premises to collect monthly dues.

PTPN III views this collaborative endeavor as a supportive gesture extended to those affiliated with MSMEs, a gesture that aims to uplift and empower this vital sector. This pattern of partnership is one way to enhance the performance of MSMEs (Nadapdap, 2020). The partnership program is a factor that determines the success of MSMEs. Two programs comprise the collaboration and community development program. The first initiative is a collaboration program with small firms that aims to increase their capacity to become strong and independent via the use of SOE revenues. The second program is the environmental development program, which utilizes SOE earnings to improve the social situation of the

neighborhood (Islachudin et al., 2024). Two per cent of net profit is the maximum profit allowed for program financing for partnership programs and environmental development initiatives, respectively (Prajwalita & Tarmizi, 2017).

The partnership program aims to distribute funds precisely as planned, ensuring they match the proposed amount and are distributed on schedule. Additionally, the program aims to provide effective coaching, coaching routines, and proper loan repayment management. However, there's a challenge where some small and medium enterprises (SMEs) perceive the partnership program solely as free community assistance from the company (Ortt, 2018).

Partnerships are built through activities and regulations aimed at enhancing capabilities across various fields (Khuzaeni, 2018). This capacity-building drive is geared toward improving the community's quality of life. The intent is that by fulfilling social responsibilities through ongoing partnership programs, companies not only focus on short-term profits but also contribute to the long-term welfare and quality of life for the community and its environment.

The partnership program is designed to empower small businesses by utilizing funds from state-owned enterprises (BUMN) profit sharing (Prajwalita & Tarmizi, 2017). The main objective of this program is to boost the competence of small businesses, making them more resilient and self-reliant. This is achieved through capital infusion and comprehensive human resource training, resulting in improved marketing strategies and sustained business growth (Baroncelli, 2020).

A partnership can also be described as a collaboration between two or more parties that establish a cooperative relationship based on mutual needs, aiming to enhance income, business continuity, production quantity, and production quality. This collaboration also strives to elevate the quality of partner groups and enhance their business independence (Nadadap, 2020). Partnerships are often

formalized through cooperative agreements between companies and partners (Chinomona, 2019). Moreover, Wibisono (2019) outlines three key principles of partnerships: first, equity, which is founded on respect, mutual benefit, and trust; second, transparency to eliminate suspicion and ensure clear financial and information management; and third, mutual benefit, where partnerships should be advantageous for all involved parties.

The partnership program is among the initiatives undertaken by state-owned companies (Jurana, 2016). This program encompasses the provision of revolving funds, which involve additional capital support for SMEs, following terms, methods, and repayment timelines agreed upon by all parties (Couturiere, 2019). The SME Partnership Program, run by state-owned enterprises, reflects their concern and responsibility towards the community (Ghoniyah, 2019).

Partnership success can be defined as a collaborative arrangement between two or more entities, driven by shared objectives and aimed at enhancing various aspects such as income generation, business continuity, production quantity, production quality, improved partner group quality, and the overall advancement of independent partner groups (Nadapdap, 2020). According to Suryana (2014), the assessment of successful partnerships involves four key indicators: access to capital, coaching, management linkages, and the establishment of mutually beneficial business interactions. Moreover, Azizah and Maftukhah (2017) adds to this understanding by highlighting trust, cooperation, and dependence as integral components of these indicators. These facets collectively contribute to fostering effective partnership dynamics.

The performance of MSMEs has not, however, been as anticipated. At PT. Perkebunan Nusantara III's current partnership program, the increasing number of partners who are unable to pay payments is an issue. It is established that supported

partners do not own social networks exclusively. The current partnership program is limited to the supply of loan funding and does not involve the mentoring of the fostered partners. Thus this has an effect on the performance of MSMEs, particularly in enhancing their business development success.

The case study on PT. Perkebunan Nusantara III introduces tangible and specific challenges in MSME partnerships, highlighting the perceptual issues surrounding loan repayments, the need for mentoring in partnerships, and the tangible outcomes when there is a lack of partnership success. This provides a fresh perspective on the practicalities of alliances, which augments the broader discussions provided by earlier research.

The findings in this case study provide a strong foundation for formulating hypotheses regarding the factors influencing the success of MSME partnerships with PT. Perkebunan Nusantara III. By considering the tangible challenges faced, such as perceptions of loan repayments, the need for mentoring, and the consequences of unsuccessful partnerships, this study examines the relationship between partnership attributes, partnership programs, and their impact on partnership success (Figure 1). Based on this framework, the hypotheses proposed in this study are as follows:

H1: Partnership attributes have a significant direct effect on partnership programs
H2: Partnership attributes have a significant indirect effect on partnership success
H3: Partnership programs have a significant indirect effect on partnership success
H4: The interaction between partnership attributes and partnership programs has a significant moderating effect on partnership success.
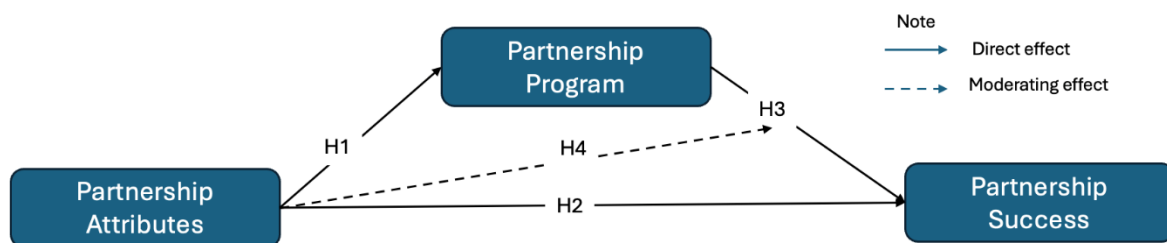

Figure 1. Conceptual Framework

METHODS

Data Source

Data, or information gathered directly from respondents via questionnaires or surveys, are the most authoritative. Initially, indicators for each independent, dependent, and intervening variable were incorporated into the questionnaire for the research. This study's secondary data is a report on the partnership program's assessment outcomes and PT. Perkebunan Nusantara III's organizational structure.

Sampling Method

As Lubis (2021) explained, sampling refers to selecting a smaller group from a larger population to represent that population. This helps in gathering insights without examining every individual. One approach to sampling is purposive random sampling. This method involves carefully selecting participants based on specific criteria, while still introducing an element of randomness in the selection process (Sugiyono, 2010). The reason for opting for purposive random sampling in this study is to concentrate on Small and Medium-sized Enterprises (SMEs) that consistently meet their payment commitments. Consequently, the research chose a sample of 243 SMEs business operators who have a proven track record of

making regular installment payments. This way, the study hones in on a specific group while maintaining some randomness in the selection, ensuring the findings reflect the larger population.

Partial Least Square Analysis

Partial Least Squares (PLS) is a versatile and powerful statistical technique as highlighted by Hair et al. (2017). It possesses a multitude of advantages that contribute to its widespread applicability. Notably, PLS excels in handling intricate models with a substantial number of dependent and independent variables, proving its competence in scenarios where complexity might otherwise pose a challenge. Its unique capability to address multicollinearity issues among independent variables further underscores its utility. PLS demonstrates robustness in the face of missing or aberrant data, yielding dependable outcomes. An intriguing aspect lies in its adaptability to both reflective and formative constructs, extending its relevance across diverse research contexts. Notably, PLS remains effective even with limited sample sizes and doesn't necessitate adherence to the assumption of normal data distribution. Furthermore, its flexibility extends to accommodating various scale types, encompassing nominal, ordinal, and continuous data. These attributes collectively establish PLS as a formidable analytical tool that can address multifaceted challenges across a spectrum of research domains.

A method called Partial Least Squares (PLS) can be used to analyse complex relationships between variables, often combined with regression and path analysis. PLS is particularly helpful for understanding both direct and indirect connections among variables in a single comprehensive analysis. The SMART PLS 4 software is an example of a tool suitable for conducting PLS analysis.

In PLS-SEM, the mathematical model consists of two main components: the measurement model (outer model) and the structural model (inner model). The measurement model defines the relationship between latent variables and their observed indicators. This relationship is typically represented as $X = \Lambda\xi + \epsilon$ and $Y = \Lambda\eta + \epsilon$, where X and Y represent the observed indicators of exogenous and endogenous latent variables, respectively. The matrix Λ denotes the loadings, which indicate how well each observed variable represents the latent construct, while ϵ represents measurement error.

Meanwhile, the structural model describes the relationships between latent variables and is formulated as $\eta = B\eta + \Gamma\xi + \zeta$. In this equation, B represents the path coefficients between endogenous latent variables, and Γ represents the relationships between exogenous and endogenous latent variables. The residual term ζ captures the unexplained variance in the model.

PLS-SEM estimates these relationships using an iterative algorithm that maximizes the explained variance R^2 in endogenous constructs. This approach makes PLS-SEM particularly useful for predictive modelling in various fields, including business, social sciences, and engineering research. Its ability to analyze both direct and indirect effects simultaneously provides deeper insights into complex variable relationships.

It's important to note that PLS and Structural Equation Modeling (SEM) have differences. PLS is more predictive in nature, whereas SEM typically focuses on testing theories. PLS includes both a measurement model and a structural model. The measurement model involves connections between observed variables and latent variables, while the structural model explains relationships between latent variables. Ensuring the validity and reliability of the measurement model is crucial, while the strength and significance of path coefficients are assessed in the structural model.

The analysis process begins with evaluating the outer reflective indicator model. This involves three main criteria: Convergent validity, Composite reliability, and Discriminant validity. Once these criteria are met, the analysis moves to the next step,

which is assessing the inner model. This step involves considering metrics such as R-square (measuring the impact of latent dependent variables), Q-square (evaluating model-generated observations), Goodness of Fit (GoF) (indicating structural model validity), and F-square (assessing the predictive relevance of endogenous constructs). These steps collectively help simplify the process of understanding and assessing complex relationships among variables in research analysis.

In addition to evaluating the measurement and structural models, hypothesis testing is a crucial part of the SEM-PLS analysis. Hypothesis testing is conducted by assessing the significance of path coefficients using statistical measures such as the t-statistic and p-value obtained through bootstrapping techniques. A hypothesis is considered supported if the t-value exceeds the critical value (e.g., 1.96 for a 5% significance level) and the p-value is below the threshold (typically 0.05). This testing process helps

determine whether the relationships between latent variables are statistically significant, thereby validating theoretical models empirically.

In line with this perspective, Mohr and Spekman (1994) emphasize several attributes pivotal for the achievement of a fruitful partnership. Among these attributes are commitment, coordination, interdependence, and trust (Figure 2). When cultivated within a partnership, these attributes enable a recognition of mutual interdependence, thus fueling a collective dedication to nurturing a profitable and enduring relationship. This highlights the significance of establishing a strong foundation based on commitment and trust, combined with effective coordination and the acknowledgment of shared interests. As such, successful partnerships emerge not only from synergizing needs and resources but also from fostering an environment of cooperation and reliability that propels all parties toward shared success (Siltaloppi et al., 2021).
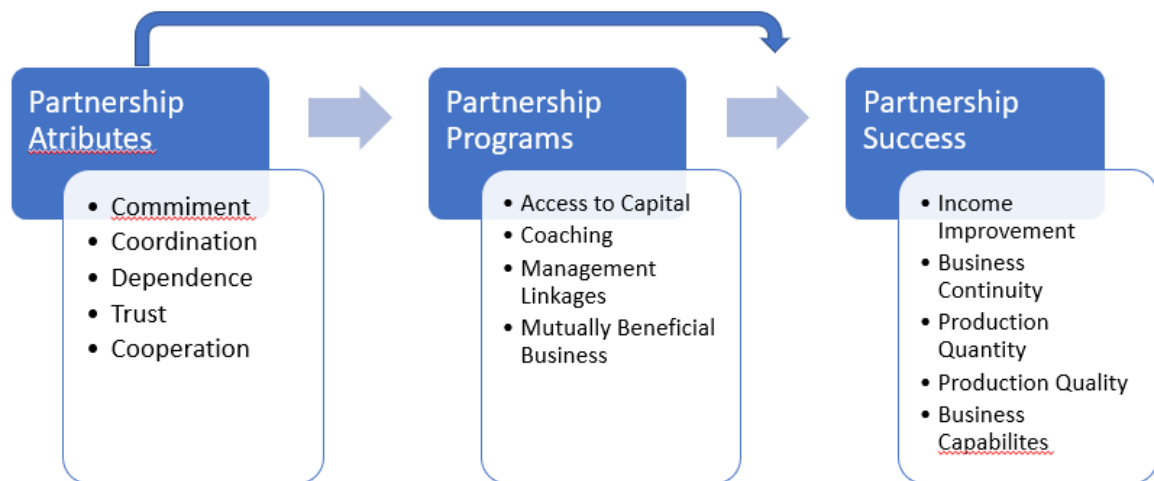

Figure 2. Framework of Partnership Attributes, Partnership Programs and Partnership Success

RESULTS AND DISCUSSION

The PLS analysis results indicate that there is a significant relationship between the examined variables (Table 1). Overall, partnership attributes positively and significantly impact partnership programs and partnership success. This implies that the

higher the level of commitment, coordination, and trust between partners, the greater the likelihood of developing effective partnership programs and achieving shared goals. These findings are consistent with prior research that identified partnership attributes as crucial factors in determining

partnership success (Mohr and Spekman, 1994).

Based on the SEM-PLS analysis results shown in Figure 3, the model has met validity requirements as all indicators used have values above 0.7. In SEM-PLS, indicators with a loading factor above 0.7 indicate that the latent variable is strong enough to explain the measured indicators. If there were indicators with values below 0.7, they have been removed to ensure model accuracy.

Partnership Programs has an R^2 value of 0.910, meaning that Partnership Attributes can explain 91% of the variance in Partnership Programs. This indicates a very strong relationship between the two variables. Partnership Success has an R^2 value of 0.732, meaning that Partnership Programs and Partnership Attributes can explain 73.2% of the variance in Partnership Success. This demonstrates the model's good predictive capability.
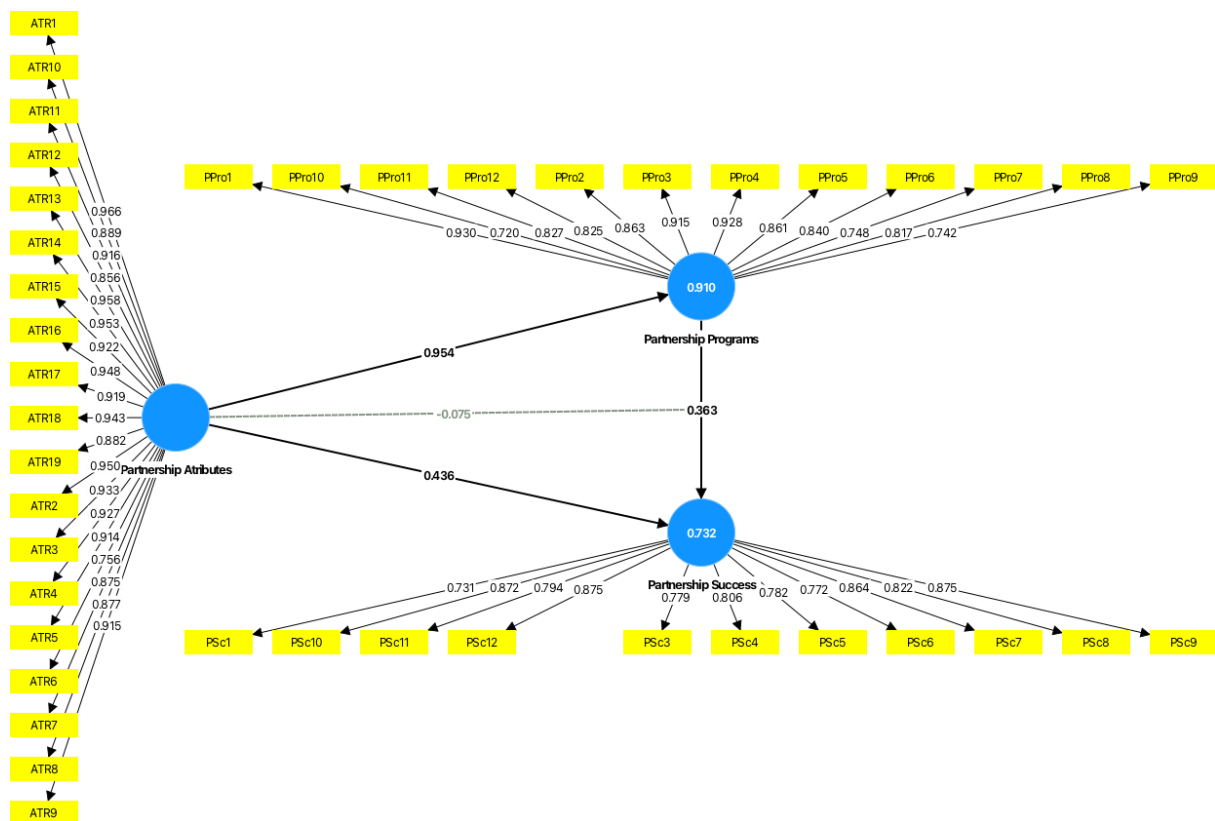

Figure 3. Outer Loading and R-Square

Based on the reliability analysis results (Table 2), the model has met the reliability requirements since all Cronbach's Alpha, Composite Reliability (rho_a and rho_c) values are above 0.7, and the Average Variance Extracted (AVE) is above 0.5, as required in SEM-PLS.

The PLS analysis results also demonstrate that partnership programs have a positive and significant influence on partnership success. This suggests that

well-designed partnership programs that align with the needs and expectations of each partner can enhance partnership performance and satisfaction. These results are also in line with previous studies showing that partnership programs involving participation, communication, and joint problem-solving can strengthen partnership relationships and create added value for both parties (Hendrayani et al., 2020).

Table 2. Cronbac's Alpha and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Partnership Attributes	0.989	0.990	0.989	0.831
Partnership Programs	0.961	0.965	0.966	0.701
Partnership Success	0.950	0.953	0.957	0.668

Table 3. PLS Result (Hypothesis Testing)

Path	Std. Beta	Std. Error	T values	P values	Effect	Decision
P. Attributes -> P. Programs	0.954	0.010	97.672	0.000	Direct Effect	Accepted
P. Attributes -> P. Success	0.436	0.109	3.994	0.000	Direct Effect	Accepted
P. Programs -> P. Success	0.363	0.113	3.220	0.001	Direct Effect	Accepted
P. Attributes x P. Programs -> P. Success	-0.075	0.029	2.548	0.011	Moderator Effect	Accepted

Source: PLS Result

Partnership Attributes on the Partnership Program

Commitment, coordination, interdependence, trust, and cooperation are essential attributes of a partnership that significantly influence the success of a partnership (Mohr & Spekman, 1994). Partnership represents a collaborative relationship between two or more parties striving to achieve shared objectives. The achievement of partnership success hinges on various critical factors, prominently including commitment, coordination, interdependence, trust, and cooperation. Commitment remains a pivotal attribute of partnership, signifying the depth of dedication and allegiance each partner brings into the collaboration. Partners who exhibit commitment are more inclined to collectively pursue common aspirations, dedicating their time, resources, and effort to the partnership's advancement. Coordination stands as another crucial partnership attribute, indicating partners' capacity to work together harmoniously. Effective coordination encompasses transparent communication, collaborative efforts, and adept management of conflicts and diverging viewpoints.

Interdependence emerges as a fundamental partnership attribute, denoting the extent to which partners rely on one another to achieve shared objectives. In thriving partnerships, partners acknowledge their mutual reliance and collaborate to generate shared value. Trust remains a cornerstone attribute of partnership, reflecting the level of confidence and reliance partners have in each other. Trust matures over time through transparent communication, integrity, and a demonstrable commitment to shared objectives and values. Cooperation now emerges as an additional pivotal partnership attribute. Cooperation involves partners collaborating harmoniously to pool their strengths, knowledge, and resources to achieve common goals. It fosters a climate of teamwork and mutual support, underpinning the partnership's success.

The first hypothesis proposed that partnership attributes significantly influence the partnership program. The statistical analysis revealed a strong positive relationship between partnership attributes and the partnership program ($p < 0.05$), thus supporting H1. This implies that when partnership attributes are well-defined, substantial, and aligned with the goals of the partnership program, the program itself tends to be more effective. This outcome is in line with the idea that a solid foundation of attributes sets the stage for a successful partnership initiative.

The success of a partnership is significantly influenced by a combination of commitment, coordination, interdependence, trust, and cooperation. These attributes collectively shape the partnership's effectiveness and capacity to achieve shared objectives, thereby cultivating a thriving and enduring collaborative venture. Taken together, commitment, coordination, interdependence, and trust are important attributes of partnership that influence the success of partnerships (Shin et al., 2020). When partners are committed to the partnership, work together effectively, rely on one another to achieve common goals, and trust one another, they are more likely to achieve their objectives and create shared value.

The presence and characteristics of partnership attributes might influence the effectiveness of the partnership program in achieving partnership success. This could be tested through statistical analysis to determine whether the partnership attributes indeed play a moderating role in enhancing or diminishing the partnership program's impact on the partnerships' overall success (Atouba & Shumate, 2020).

Partnership Attributes on Partnership Success

The second hypothesis proposed an indirect influence of partnership attributes on partnership success through the mediation of the partnership program. The data analysis confirmed this indirect influence ($p < 0.05$), thereby validating H2. This finding suggests that well-defined partnership attributes can significantly contribute to partnership success by positively shaping the effectiveness of the partnership program. In other words, the impact of partnership attributes on partnership success is partially channelled through the intermediary of the partnership program (Ratnawati, 2019).

This empirical confirmation lends strong support to the hypothesis, emphasizing that well-defined attributes associated with a partnership have the potential to wield a substantial impact on partnership success. This influence, however, is not exerted directly but rather operates through the mediating mechanism of the partnership program. In essence, the study's findings underscore that the efficacy of the partnership program plays a pivotal role in channelling the positive effects of partnership attributes into overall partnership success. This insight underscores the nuanced nature of partnership dynamics and brings to light the need for a comprehensive understanding of how different factors interact to achieve successful outcomes in collaborative endeavors (Aulia et al., 2024).

Partnership Programs on Partnership Success

Access to Capital is an element of a partnership program that refers to providing partners with financial resources or funding to support their business activities. Access to capital is crucial for partners, especially small businesses or startups, as it enables them to invest in various aspects of their operations, such as expansion, product development, or equipment purchase. Partnership programs that offer access to capital can contribute significantly to the growth and sustainability of partners' businesses.

Coaching involves providing partners with guidance, mentorship, and expertise to enhance their business skills and knowledge (Aulia, 2023). This could include training sessions, workshops, or one-on-one coaching sessions aimed at improving partners'

understanding of business strategies, marketing techniques, financial management, and other essential areas. Coaching empowers partners to make informed decisions and develop their capabilities, improving business performance.

Management linkages within a partnership program involve establishing connections and relationships between partners and the management teams of involved entities. This enables partners to have direct interactions with decision-makers, facilitating smoother communication, quicker issue resolution, and alignment of goals. Effective management linkages enhance collaboration and strengthen the overall partnership, as partners can work more closely with the leadership of the involved organizations.

Mutually Beneficial Success highlights the core principle of partnerships—both parties should derive value and benefit from the collaboration. A partnership program that emphasizes mutually beneficial success aims to ensure that both partners' goals, interests, and outcomes are considered and prioritized. This approach fosters a balanced relationship, where both partners contribute and gain from the partnership, leading to sustainable and enduring collaboration.

The third hypothesis aimed to establish a link between partnership programs and partnership success. The analysis yielded a significant positive correlation between the two variables ($p < 0.05$), affirming H3. This finding underscores the importance of well-executed partnership programs in fostering successful partnerships. When programs are strategically planned and effectively implemented, they contribute positively to the attainment of partnership success.

These partnership programs collectively contribute to the effectiveness and success of partnerships. They provide partners with essential resources, support, knowledge, and alignment of goals, ultimately leading to improved business outcomes and shared achievements (Aulia et al., 2023).

Moderator Variable (Partnership Attributes) Between the Partnership Program and Partnership Success

The fourth hypothesis delved into the potential moderating role of partnership attributes in the relationship between the partnership program and partnership success. The statistical analysis demonstrated a significant moderating effect of partnership attributes ($p < 0.05$), providing strong support for H4. This result implies that the impact of a partnership program on partnership success is contingent upon the quality and characteristics of the partnership attributes. When partnership attributes are robust, they enhance the positive influence of the partnership program on partnership success, while weak attributes might hinder program efficacy.

Suppose the standard beta value is negative for the moderator variable (partnership attributes) and it affects the relationship between the partnership program and partnership success. In that case, it indicates that the influence of the partnership program on partnership success will change or diminish when the value of partnership attributes decreases (Wu & Zumbo, 2008). In this context, partnership attributes function as a moderator variable that directs or influences the strength of the relationship between the partnership program and partnership success. Suppose the negative standard beta value for the moderator variable is significant. In that case, it suggests that when partnership attributes are weak or less supportive, the positive impact of the partnership program on partnership success becomes weaker.

In such a situation, the partnership program might still positively impact partnership success, but this impact becomes more limited or less significant when partnership attributes decline. This implies that there are elements within partnership attributes that actually support or enhance the effectiveness of the partnership program in achieving partnership success. When these elements decrease, the partnership program's

influence on the partnership's success becomes weaker.

These findings emphasize the importance of strong and supportive partnership attributes to ensure partnership programs can achieve more positive outcomes. Suppose a negative standard beta value for the moderator variable is observed. In that case, focusing on improving partnership attributes can be a key step in strengthening the relationship between the partnership program and partnership success.

CONCLUSION

The conclusions drawn from this study introduce a novel perspective in the research field. The study's outcomes offer compelling and comprehensive evidence that substantiates all of the formulated hypotheses. Notably, robust partnership attributes are shown to significantly amplify the efficacy of partnership programs. This, in turn, yields a substantial contribution to the overall success of partnerships. The uniqueness of this study lies in its revelation that these attributes also function as moderators, intensifying the positive influence of the programs on achieving success.

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