The Effect of Partnership Strategy on Business Success (Case Study on Hospitality in West Java)

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Abstract: The phenomenon in the hotel industry, which at the time of this endemic began to rise, made hotel entrepreneurs or managers take advantage of partnerships to increase profits. The benchmark for the success of the company is judged by the small number of problems that occur in the company. This study aims to obtain findings about whether or not the influence of the partnership strategy is suspected on business success. This type of research is descriptive quantitative. The unit of analysis studied were hotel owners in West Java who are members of the Indonesian Hotel and Restaurant Association in the West Java region. The population was taken from the number of hotel entrepreneurs in West Java who are members of the West Java hotel and restaurant business association on instagram @phrijabar as many as 134. The sampling technique uses *purposive sampling*, because the data source collection technique is carried out by determining a sample of certain considerations. Technical Data Analysis using Simple Linear Hypothesis-Regression Test by testing the Coefficient of Determination, T Test, F Test. Instrument Test using Validity & Reliability analysis. The results of the study found that rejecting H_0 and accepting H_1 which states that there is a significant contribution between the partnership strategy variables on business success in hospitality in West Java. All indicators of these two variable items are valid. The *Cronbach's Alpha value* of the two variables is *realible*. This will have an impact on increasing profits, increasing customers and increasing sales.

Keywords*:* Partnership Strategy, Business Success

INTRODUCTION

The concept of partnership strategy has been researched in various industries, starting from the MSME industry (Muchtar et al, 2018) the tourism industry (Soemaryani et al, 2019) the education industry (Rahmatika et al, 2019) the automotive industry (Han Weixi et al, 2018) and the hotels (Erict Pusck et al, 2019). The phenomenon that is happening during this endemic period is the increase in hotel occupancy so that hotel entrepreneurs and managers try to forge partnerships to increase hotel revenues. In the hospitality industry, a partnership strategy is needed to deal with food waste (Amudson, 2020). Strong and diverse partnership strategy with suppliers to improve independent restaurant performance. Diverse partnerships

have a more positive effect on product innovation than strong partnerships (Cho et al, 2018). This concept is still under research study that a company that is about to go bankrupt needs cooperation with other parties so that the company's goals can be achieved. Most companies have faced several problems such as finances, supply chain disruptions, decreased demand, decreased sales and decreased profits (Mohsin et al, 2020). Previous research has shown that partnership strategies can be implemented through quality improvement and programs as well as publications through online media and print media (Irfan et al, 2021). The partnership strategy shows good results for company profits to achieve business success (Ridwan et al, 2020).

Obtaining the benefits of competition which continues to increase demands a cooperative relationship to access technology, expand resources, increase productivity and quality and penetrate new markets (Yuriy, 2022). A clear and effective relationship strategy is a characteristic of market companies, traditional buyer-seller relationships and competitors can continue to improve and be replaced by cooperation to provide superior value (Xi Zhang et al, 2020). Therefore, among the partnering institutions there must be the main actor of the activity, as an institution or person who is responsible for the success of the program (activity). The weaknesses and strengths possessed by each institution or person are what is partnered with as a form of cooperation to cover each other, add to each other, and be mutually beneficial. Cooperation transfer of technology, transfer of knowledge or skills, transfer of resources (human), transfer of learning (*exchange*), transfer of capital, or various things that can be seconded so that they are integrated in a complete form. The real form of partnership can be agreed upon as a concept of cooperation in its operationalization, there is no sub-ordination relationship but a positive and linear relationship between perceived control factors and the intention to collaborate (Veronica Scuotto et al, 2020). Business success is the success of a business in achieving its goals. A business is said to achieve success if it earns profit, in this case profit is one of the goals for someone to do business or business (Gebauer & Saul, 2014 in Susilo & Agustino, 2022). Business success can be seen from the increase in the amount of production, the physical improvements of the business carried out during the business operational process, the increase in capital, the increase in the quantity of customers and the expansion of customers (Pamungkas, 2014 in Susilo & Agustino, 2022).

LITERATURE REVIEWS
Partnership Strategy

The Partnership Strategy is a strategy in business through collaboration between two or more business actors that aims to gain mutual benefits and both hold the principle of mutual need and growth (Raharjo & Rinawati, 2014 in Sarwoko et al, 2021). This strategy is not a new innovation in the business world but the importance of this strategy in dealing with a complex environment and global economic risks, as well as limited resources and expertise from a single organization. Competitive advantage is very important for companies in facing an uncertain environment and increasingly fierce competition. The high level of competition in a business can be seen from business development and the number of businesses engaged in the same field and offering the same services and products. In line with the increasingly rapid developments, various businesses that provide products in the form of goods and services have increased sharply (Eddy & Palwaguna, 2021).

Under these conditions, it will spur the company's management to keep trying to make continuous improvements to the company in order to maintain and advance the company among its competitors. After a company is able to create a competitive advantage, the company must be able to maintain it because a dynamic environment and competitors will respond to its competitive advantage by creating a competitive advantage that

exceeds what the company has or competitive advantage (Singh et al, 2019). One way to maintain a sustainable competitive advantage is through a partnership strategy or strategic relationships or also known as partnerships (Ganushchak et al, 2018) . As for indicators of partnership strategy through the program approach is explained as follows: First, input indicators, namely input success benchmarks can be measured from three indicators, namely: a). the formation of a forum or secretariat team which is marked by a mutual agreement in the partnership, b) there are sources of funds/costs that are intended for partnership development. c) the availability of planning documents that have been agreed upon by the relevant institutions. The results of the evaluation of inputs are considered successful if the three benchmarks are proven to exist. Second, process indicators, namely process success benchmarks can be measured from indicators such as the frequency and quality of team meetings or as needed. The results of the evaluation of the process score success, if the benchmark is proven to exist which is complemented by a meeting agenda, list of attendees and minutes of meeting results. Third, *output indicators*, namely *output* success benchmarks, can be measured from the following indicators: the number of activities carried out by related institutions in accordance with the agreed roles of each institution. The results of the evaluation of the *output* are considered successful, if the benchmarks mentioned above are proven to exist. Fourth, *outcome indicators,* namely benchmark for the success of the *outcome* is the decrease in the number of problems that occur (Ditjen P2PL & PM in Kuswidanti, 2008).

Business Success

Business success has characteristics including having adequate capital, keeping good financial control records, making plans and getting professional advice on how to manage a company are the most important factors for the survival and success of small businesses (Baidoun et al, 2018). The success of a business can be characterized by the enlargement of the business scale it has. This can be seen from the volume of production which used to spend a number of raw materials per day increasing to being able to process more raw materials with increasing raw materials needed means an increase in the number of workers (both production and marketing workers) as well as characterizing the expansion of the marketing network of entrepreneurial success (Haryadi et al, 1998). Success is synonymous with income which is one of the criteria for business activities, namely that it can be used to assess business success or it can be said that business success is a fact of conformity between the plan and the implementation process and the results achieved (Gunawan & Ramli, 2019). Based on previous research that measures business success using the following indicators: 1. increase in profits 2. increase in customers, 3. increase in sales (Trkman, 2010, Unger et al, 2011 in Susilo et al, 2022).

Hypothesis

H_o : It is suspected that there is no significant effect between Partnership Strategy (X) on Business Success (Y).

H_1 : It is suspected that there is an influence between the Partnership Strategy (X) on Business Success (Y).

Based on the theoretical basis and relevant research results, it can be concluded in the framework in Figure 1.

STRATEGI KEMITRAAN (X)	→	KEBERHASILAN USAHA (Y)
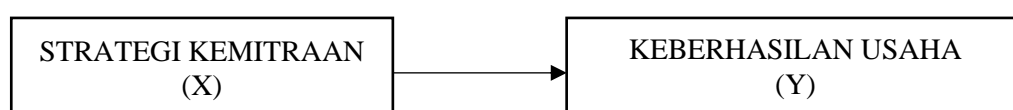
Picture. 1. Research Models

METHODS

This type of research is descriptive quantitative, namely a research method that describes and explains the independent variables to analyze their effect on the dependent variable. The author intends to provide an explanation regarding the influence of the partnership strategy on business success, especially in hotels in West Java. The methods used in collecting research data so that it is valid include: observation, namely by observing Instagram social media and questionnaires, namely by asking questions to hotel owners using *online questionnaires* (*Google Form*), questionnaires distributed *online* via Instagram *direct messages* to managers or hotel owner. From each answer submitted by the respondent to each question item using a Linkert scale (Sugiyono, 2016) which has a score of 5 (Strongly agree/SS), 4 (Agree/S), 3 (Neutral), 2 (Disagree/TS), 1 (Strongly Disagree/STS).

The unit of analysis studied were hotel owners or managers in West Java who are members of the Indonesian Hotel and Restaurant Association in the West Java region. The population was taken from 134 West Java businessmen or hotel managers who joined Instagram @phrijabar (West Java Hotel and Restaurant Association). The sample size is determined using the Slovin formula (Silaen, 2018) resulting from the calculation of this formula totaling 100 respondents where the sample can be said to be good and sufficient if it meets the criteria with a minimum number of 100 or greater (Hair et al, 2010). The sampling technique uses *purposive sampling*, because the data source collection technique is by determining the sample with certain considerations (Sugiyono, 2016). The data analysis technique uses multiple linear regression-hypothesis testing by testing the coefficient of determination (R^2) , T test and F test . While the instrument test uses validity & reliability tests. Data analysis test tool using SPSS 26.

FINDING AND DISCUSSION
Finding
Instrument Test Results - Validity & Reliability
validity

Based on table 1, the validity of the indicators is analyzed using df (of freedom) with the formula df = n-2, where n = number of samples. So the df used is 100-2 = 98 with an alpha of 5%, resulting in an r table value of 0.1654. If the r count (for each item can be seen in the *Corrected Item – Total Correlation column*) is greater than the r table and the r value is positive, then the statement item is said to be valid.

For variable x, it is known that the calculated r value of all partnership strategy indicators is greater than the r table value, namely (item_1) 0.371 > 0.1654, (item_2) 0.846 > 0.1654, (item_3) 0.829 > 0.1654, (item_4) 0.651 > 0.1654. Therefore it can be concluded that all indicators of the items used in this study are valid.

Table. 1. Validity Test Results X

No. Items	r count	r table	Information
Item 1	0.371	0.1654	Valid
Item 2	0.846	0.1654	Valid
Item 3	0.829	0.1654	Valid
Item 4	0.651	0.1654	Valid

Based on table 2, for the Y variable it is known that the calculated r value of all the variable indicators of business success is greater than the r table value, namely (item_1) 0.850 > 0.1654, (item_2) 0.851 > 0.1654, (item_3) 0.665 > 0 .1654, (item_4) 0.384 > 0.1654. Therefore it can be concluded that the four indicator items of business success used in this study are valid.

Table. 2. Validity Test Results Y

No. Items	r count	r table	Information
Item 1	.850	0.1654	Valid
Item 2	0.851	0.1654	Valid
Item 3	.755	0.1654	Valid

Reliability

Based on table 3, for variable X, it is known that the *Cronbach's Alpha value* of the partnership strategy variable is greater than 0.60, namely 0.631 > 0.60, this means that the partnership strategy variable is *reliable.*

Table. 3. Reliability Test Results X

Reliability Statistics	
Cronbach's Alpha	N of Items
.631	4

Table 4, for the Y variable, it is known that the *Cronbach's Alpha value of* the business success variable is greater than 0.60, namely 0.753 > 0.60, this means that the business success variable is *reliable* . It can be seen that each variable has a *Cronbach's alpha* greater than 0.60 (> 0.60), which means that all variables are said to be *reliable* . Thus data processing can proceed to the next step.

Table. 4. Y Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.753	3

Hypothesis test results
Simple Linear Regression Test Results

Simple Linear Regression test, the regression equation is obtained as follows:
Y=7.050+0.374X. (1)
The regression equation can be explained as follows:

a = a constant of 7.050 indicates that if the value of the partnership strategy variable is constant (fixed) then business success increases by 7.050.

b = the regression coefficient X of 0.374 states that for every addition of 1 value of the partnership strategy, the business success value increases by 0.374.

Table. 5. Simple Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.050	1.128		6.252	.000
	X	.374	.068	.484	5.478	.000

a. Dependent Variable: Y

Coefficient of Determination (R2)

Table 6, states that the magnitude of the correlation/relationship R is 0.001 and the magnitude of the percentage influence of the independent variable on the dependent variable is called the coefficient of determination which is the result of squaring R. From the output, the coefficient of determination (R2 $^)$ is 0.234 which implies that the influence of independent

(Partnership Strategy) to the dependent variable (Business Success) is 23.4%, while the rest is influenced by other variables of 76.6%.

Table. 6. Test Results for the Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484[a]	.234	.227	1.248

a. Predictors: (Constant), X

T test

Table 7, the T test is used to test the significance of the relationship between X and Y variables, whether the independent variables really affect the dependent variable separately or partially. To interpret the coefficients of the independent (independent) variables, you can use *unstandardized coefficients* or *standardized coefficients* by looking at the significance value of each variable at a significance level of $\alpha = 5\%$.

Obtained t count of 0.484 with degrees of freedom (df) = n-2 then t table is 1.654. Because t count > t table with a significance level of $_0$, which means 0 <0.05, then Ho is rejected and H1 is accepted. This means that there is an influence between the partnership strategy (X) on business success (Y), with a standard coefficient level of 0.484 or 4.84% meaning that if the value of the independent variable X increases/increases/increases 1 unit, then the value of the variable Y will increased/increased by 0.484 units.

Table. 7. T test results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.050	1.128		6.252	.000
	X	.374	.068	.484	5.478	.000

a. Dependent Variable: Y

F test

Table 8, the Anova test or F test obtained a calculated F value of 30.012 which is greater than the F table of 3.938 and an F significance of 0 which is less than 0.05 (in this case using a significance level or $\alpha = 5\%$). So based on this research, it can be concluded that rejecting H_0 and accepting H_1. Because the calculated F is greater than the F table or the significance of F is smaller than the α value or in other words there is a significant influence between the Partnership Strategy on the Success of the Hospitality Business in West Java.

Table. 8. F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.746	1	46.746	30.012	.000[b]
	Residual	152.644	98	1.558		
	Total	199.390	99			

a. Dependent Variable: Y

b. Predictors: (Constant), X

Discussion

After making observations using a questionnaire as a medium for data collection which was then analyzed using a linear regression test using SPSS version 26. Thus, the coefficient of the Partnership Strategy variable was obtained. (X) is 0.374 while the constant is 7.050 thus the regression equation can be obtained as follows:

$$Y = 7.050 + 0.374 \ X. \quad (1)$$

Based on the results of these calculations, it can be seen that there is a significant contribution of the independent variable (X) to the dependent variable (Y), so a significant value of 0 is obtained. rejected and H1 accepted. This means that there is a real influence between the partnership strategy variable (X) on business success (Y). Strategic relationships such as partnerships affect the success of the hospitality business in West Java. It was explained that the effect of the independent variable (Partnership Strategy) on the dependent variable (Business Success) was 23.4%, while the rest was influenced by other variables of 76.6%. The business success of hotel entrepreneurs in West Java is one of them influenced by strategic partnership factors. This research is supported by previous research, that partnership strategy affects business success (Ridwan et al, 2020).

CONCLUSIONS

From the phenomenon of hotel room occupancy rates increasing during this endemic period, the partnership strategy is an important factor in business success. Companies must continue to carry out partnership strategies in order to meet sustainable needs and increase company profits. So the results of this study state that there is a real influence between the partnership strategy on the success of the hospitality business in West Java.

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