

# Developing Collaborative Sustainability Performance by Stakeholder Management: Role of Stakeholder Value(S)

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## ABSTRACT

Many research use collaboration theory approaches for success collaboration. Building collaborations that have a social impact involves the roles of the government, private sector, and civil society. Collaborative governance is important as process in handling obstacle, but not all collaboration become success. Collaboration needs stakeholder support. It also requires stakeholder management based on norms/principles in making organizational policies. Managing various or even contradictory interests of stakeholders are indispensable in building strong and long-term cooperation. Thus, it requires intervention strategies. The role of stakeholder interest is an important factor in achieving management that brings harmony with external interests. However, the role and the influence of stakeholder interest as well as the part of stakeholder value require further study. Health social security as public institution faces several stakeholder need, expectation and interests. Failure in handling stakeholder pressure as potential becomes a collaborative inertia. External stakeholder power should be considered in maintain relationship. This study fills the gap in terms of the roles of both alignments of these in a sustainable collaborative process in relation to the organization's strategy in managing stakeholders. Data analyzed by Smart PLS. Based on the results of in-depth interviews, the role of factors that provide balanced mutual benefits for stakeholders and the principles of value that influence sustainable collaboration. The result reveal role of stakeholder management direct and indirectly influence to collaborative sustainability Performance.

**Keywords:** Stakeholder Management, Stakeholder Value, External Stakeholder Interest, Sustainability Collaboration Performance, Stakeholder theory, Social Exchange Theory.

## INTRODUCTION

The Universal Health Coverage (UHC) as a state commitment shows progress in health service insurance. However, it still faces major obstacles and stagnation in building partnership in achieving the SDGs (Sachs, 2019; Sachs J, 2020). The involvement of stakeholders who have various motives, needs, and expectations affect sustainable collaboration built by the government with the private sector and the civil society. It takes appropriate values and principles in collaborative management to get support from stakeholders (Littlejohns et al., 2019; Moshtari, 2016; Pucher et al., 2017). However, the concept of value(s) and principles is diverse among stakeholders. Stakeholders have various concerns, needs, expectations, desires, values, and principles/interests

(Donaldson & Walsh, 2015; Hörisch et al., 2014). In various studies, this diversity is used in managing stakeholders (Choi, 2019; Lim et al., 2007; Sperry & Jetter, 2019). Stakeholder management is an important strategy in achieving organizational goals. There is a research focus on value while others focus on principal interests. It is necessary to further study the role of management to achieve sustainable collaborative performance. The research performed based on Stakeholder Theory. The research fulfill gap what kind value(s) is support to collaboration as the research mostly base on collaborative governance.

This research was conducted in an institution of the Health Social Security Agency (henceforth *BPJS Kesehatan*) as the public legal body for

health insurance in Indonesia. The data were collected from the results of in-depth interviews with leaders at the manager level. Data were analyzed using NVivo 12 for coding. They were grouped according to the basis of theoretical definitions. Quantitative approach is carried out by distributing questioner. Analysis tool used smart PLS. The weakness of this research is that the data were taken from the perceptions of regional leaders on internal and external conditions that have the potential for subjectivity. Future quantitative-based research is needed with a variety of institutions.

### **Objectives and Research Questions of the Study**

This paper aims to determine the antecedent of sustainable collaborative performance. In a complex social situation, the role of management to gain support from stakeholders as an effort to build collaboration in their respective regions is interesting to study. Thus, the research questions proposed for this study are:

1. What is the role of stakeholder management on sustainable collaborative performance?
2. What is the role of stakeholder value(s) for sustainable collaborative performance?

## **LITERATURE REVIEW AND HYPOTHESIS**

### **Stakeholder Theory**

In terms of stakeholder management, there are three attributes of stakeholder theory, namely descriptive, instrumental, and normative (Thomas Donaldson and Lee, 1995). A descriptive-based approach to stakeholders is carried out by identifying stakeholders. It examines the extent to which the power and interest are owned, and the extent to which the power can be generated when there is a collaboration among stakeholders. In this case, the mapping is a management strategy in maintaining business stability and achieving organizational performance (Ackermann & Eden, 2011). However, there is a view that the preparation of an organizational strategy needs to pay attention to ethical aspects making business activities have competitiveness. Freeman and team identified three elements of

stakeholder theory as the explanation of actors involved in building value creation, alignment of values/principles, norms and ethics as mechanisms that impact the effectiveness and efficiency within and between organizations, and awareness of the role of business on short and long-term impacts in society (Barney, 2020; Freeman, E, R; Harrison, J, S; Zyglidopoulos, 2020).

In stakeholder management, organizations need to consider the roles of internal and external stakeholders. In business activity, it shows that the role of, especially external stakeholders, can exert pressure on management so that it can affect the success of a business. Especially, if the activity involves many parties for the long term (Filipkowska, 2019; Ninan et al., 2019; Wojewnik-filipkowska & Joanna, 2019). Stakeholder theory has experienced some deepening making this theory become an organizational strategy carried out through stakeholder management. In Freeman's view, stakeholder theory encounters challenges on the role of theory involving multiple stakeholders, the complexity of the social environment, and public policies (Freeman, 2017; Wicks, Elmore, 2019).

### **Conceptual background**

#### **Stakeholder Management**

Many parties can be categorized as being influenced or influencing the institution. Based on stakeholder theory, these individuals or groups are grouped into internal stakeholders and external stakeholders. However, it can also be grouped based on power, legitimacy, interest, and urgency. Companies use various patterns to identify individuals and groups who may be influenced by or influence the organization. Stakeholder mapping based on their power and interests is an important approach to stakeholder management (Almahmoud & Dolo, 2015; Ayala-Orozco et al., 2018; Hein et al., 2017; Newcombe, 2003; Olander & Landin, 2005).

Business is not just about achieving shareholder value but also protecting interests and providing balance benefits for stakeholders. The involvement of stakeholders who have diverse interests requires management as an intervention strategy, however stakeholder management requires further research (Elias,

2019; Freeman, 1983; Jensen, 2001). There is a management role that influences the achievement of sustainable performance through efforts in building a balanced pattern of working relationships through strengthening the weakest stakeholders (Bridoux, 2018). Companies will get many benefits financially, as well as growth and customer satisfaction in managing an organization based on integrity, mutual respect, fairness, generosity, and inclusion (Jones et al., 2018; Jones, 1995). Stakeholder management is an organizational capability and strategy in dealing with the internal and external environment to build relationships in achieving superior competitive organizational performance (Jiang et al., 2019; Loi, 2016).

There are different points of view in organization management in weigh role of stakeholders. External stakeholder problems are more critical than internal (Chan & Oppong, 2017). On the other hand, a strategic approach that is persuasive, representative, mutually supportive, paying more attention, and giving priority show success in managing complex external stakeholders (Wojewnik-filipkowska et al., 2019; Ninan et al., 2019). However, the identification-based approach in stakeholder management prone to be an unhealthy approach, that possibly fails to develop due to the unsupportive collaborative processes (Amadi et al., 2019; Foley et al., 2017; Harrison & Wicks, 2019). There is important role in balancing and aligning value(s) on stakeholder perspective in developing collaboration.

### **Hypothesis**

*Stakeholder management positively associates directly with Collaborative Sustainability Performance*

### **Stakeholder Value (s) alignment**

Stakeholder value is a multifaced concept. There are various constructs about stakeholder value. Which value is important seems to be different for each stakeholder. Debates take place in academics and practitioners as to what value (s) are meant for and for whom. Stakeholder value is defined as the level of benefit either financially or non-financially obtained from the actions or decisions of the organization as a reward in the financial and non-financial form

given by the company to legitimate stakeholders (Lankoski et al., 2016; Nadeem et al., 2020).

However, there is a phenomenon that shows that many unsustainable industries encourage redefinition regarding business objectives and functions. How to build “collective value” can be an answer to the value creation “creating value (s)” to achieve “value co-creation”, creating value for stakeholders. Building collective value among stakeholders is a relevant issue in response to value creation for stakeholders. Value creation is a process of creating specifically for products, institutions, and meeting needs in quality as a form of service to the community (Busch et al., 2018).

The business objectives are not only for the benefit of shareholders but also for “collective value”. Collective value is not only a matter of business impact but also component in building sustainability based on generally accepted values. The creation of stakeholder values is at the core of stakeholder theory (Donaldson & Walsh, 2015; Hörisch et al., 2014).

Stakeholder interests have long been of concern to practitioners and academics (Barle & Means, 1932). There is a unique relationship between each stakeholder and organization. There are intersections that they coincide. To achieve organizational goals, it is necessary to match the goals of the company with the stakeholder interests, including the civil society. The external stakeholder interests affect organizational performance so that it needs to be considered and prioritized in decision making (Mok et al., 2015; Nabukenya et al., 2011; Yang, Wang, 2014).

In a complex social environment, the management of stakeholder interest is not always simple. Internal stakeholder interests can differ from external stakeholder interests, requiring mapping and ethical based strategy (Choi, 2019; Kujala et al., 2012; Lim et al., 2007; Pinelli & Maiolini, 2017). However, the diversity of stakeholder interests should not only be viewed as differences but also the similarities in terms of the desire to join forces through value creation for and with stakeholders (Edward Freeman, 2010; Kangas, et al, 2019; Kujala et al., 2019).

Developing collaboration between organizations and stakeholders requires matching of values and principles (Bundy et al.,

2018). However, stakeholder interest is also different and translated in different definition and implementation. Stakeholder interest involves intrinsic value and other values be they related or not to the company's interests that should be managed in a certain pattern by the company (Edward Freeman, 2010; Thomas Donaldson and Lee, 1995). Interests and values can also include priorities, goals, definitions of success and happiness (Schibi, 2014). Interest must be in line with the principles of common welfare to avoid damage and providing impact of reciprocity (Freeman, E, R; Harrison, J, S; Zyglidopoulos, 2020; Krott, 2005). However, the situation changes, especially in the era of organizations facing various challenges involving other parties and the civil community. Differences in determining priorities, interests, and principles/values are the main challenges in building stakeholder participation (Razavi et al., 2019).

### Hypothesis

1. *Stakeholder management positively associate with mediating by Stakeholder Value Alignment to Collaborative Sustainability Performance*
2. *Stakeholder Value Alignment possitevely associate directly with Collaborative Sustainability Performance*

### Collaborative Sustainability Performance

Collaboration shows an important role in achieving performance with social impact (Bode et al., 2019; Lozano, 2007; Moshtari, 2016). Effective collaboration is cooperation, inter-organizational action that results in alignment of interests, search for solutions, and proceed in two directions. In order to achieve this, communication is needed in forming a collective identity. Collaboration can be impeded if there is distrust or power imbalance (Foley et al., 2017; Hardy et al., 2005).

This is very influential on the success and sustainability of collaboration, even the diversity can cause differences in determining the priority scale, bureaucratic organizational climate, conflicts, and the impact on the failures in forming mutual understanding. Social, and economics perspective also need to consider on process collaboration (Srivastava et al., 2015; Woldesenbet & Kebede, 2020; Woldesenbet, 2020). Alignment and balance in managing balanced interests and benefits is an organizational strategy in dealing with stakeholder diversity.

Journal	Main issue	Industry	Component of value(s)
Leda Stott and David F. Murphy, 2020	Collaboration multi stakeholder	Conceptual paper	Intrinsic value should be managed in partnering
Bundy et al, 2018	Value congruence in organization-stakeholder fitness	Conceptual paper	Fitness of component in building relationship: trusty, predictability, communication and exchange
Moshtari, 2016	Role of values in building collaboration	International NGO	Mutual Trust and reciprocal commitment affect to collaborative performance
Bode, Rogan and Insead, 2019	Alignment interest stakeholder	Consulting firm	Potential value as micro foundation in building collaboration
Woldesenbet &	Governance implementation	Water	Trust, engagement and communication required

Kebede 2020	problem	supply	in building collaboration process
Woldesenbet, 2020	The weakness of collaboration	Water supply	Combination factors social and economics as importance factor in building effective collaboration
Razavi et al, 2019	Building Stakeholder participation	healthcare	Interest and value as effective factor in building stakeholder participation

## METHODOLOGY

In order to fulfill the objectives of this study we studied in two step approach. The researchers conducted semi-structured in-depth interviews 10 district leaders at the level of managers and higher level. Interviews were conducted through face-to-face and online meetings. Interviews were documented, analyzed by grouping and combining based on the most frequently appearing words using NVivo 12. Researchers also took notes on important things as additional information. The second, it was also carried out using a quantitative approach. The questioner was designed based on open and closed question. There a questioner using likert scala 6, there are 103 data that has been filled in by district managers. Data analysis conducted by Smart PLS tool.

## RESULTS

The results of the in-depth interview are as follows:

### Stakeholder management:

“Communication needs to be built in dealing with various parties. There is a strategic role of

district government leader in building program to be sustainable, not only in terms of increasing membership and finance support but also to make sure access and quality of health services (hospitals, primary care centers, and clinics) in an area”.

### Stakeholder value as benefits and principle:

“... Why does the company having 1000 employees, not all listed as membership?... that means (there is) a problem of awareness,... because the company doesn't want to lose. The value of mutual cooperation... The value of sharing, .... but they do not exist enough... they're transactional. ... “

“.. Social values can be an easy way to build cooperation. However, a reciprocal relationship with the stakeholders is also needed to be built and managed. There are various needs of stakeholders. External parties endeavor in various ways to gain their goals. ...The interests of external parties can be in terms of the desire to become a participant/membership or the need to obtain health services”.

The research model and result as below:

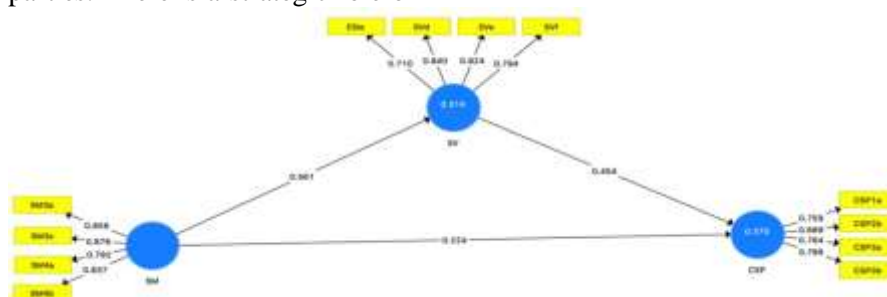


Figure 1. Reserch model (Munir, 2021)

The quantitative result reveal role of stakeholder management influence directly and indirectly to collaborative sustainability. Stakeholder value(s) has direct effect to collaborative sustainability performance. Component of stakeholder value not just on beneficial

perspective but also accommodate principle or value(s) that could be managed by company. Reciprocal effect manifested to human and organization as outcome of collaboration performance.

**Table 1**

**Validity and reliability**

variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CSP	0,736	0,745	0,833	0,556
SM	0,863	0,872	0,906	0,708
SVA	0,802	0,803	0,871	0,630

Cronbach's Alpha reveal more than 0.70 and Average variance Extracted more than 0.5. The

result indicate that all value acceptable than the threshold. All variable are valid and reliable.

**Table 2**

**Path coefficient**

variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
SM -> CSP	0,224	0,230	0,111	2,009	0,045
SM -> SVA	0,561	0,572	0,063	8,866	0,000
SVA -> CSP	0,454	0,455	0,111	4,107	0,000

Stakeholder Management (SM) has direct and indirect effect to Collaborative Sustainability Performance (CSP). Stakeholder Value Alignment (SVA) also has direct effect to Collaborative Sustainability Performance. All p values reveal significant, under 0.05.

## DISCUSSION

Stakeholder value is still a multifaced concept. There are various constructs regarding stakeholder value. Which value is important, seems to be different for each stakeholder. Debates take place among academics and practitioners regarding what value(s) are meant for and for whom (Busch et al., 2018). In

addition, each of them defines and focuses their research on different aspects. From an economist perspective, Adam Smith (1776/1994) defines value as "the value of an object" which is determined by how much people will work or will be willing to pay. Immanuel Kant (1785/2000) uses this term in a very different sense. According to him, value refers to "the importance of an action" in the context of an ethical question such as, "What is the right thing to do?" or "What is the good way of life?". Value is conceptualized as a motivational basis that directs choices in various situations, often interpreted as a shared belief about an ideal goal with a very important value, or a moral principle.

Schwartz defines values as beliefs that are considered important to an individual. Values can be different for each individual depending on what motivates drives the individual. These values are important since they affect how individuals perceive a situation and act in that situation. Even though they have very different definitions, both value and values have something in common where the underlying factor has the attribute “something of importance” or something that is considered important (Sander, 2016).

Business involves many stakeholders with diverse interests. Diversity power and interest is a challenge that must be encountered. This dynamic condition allows changes as a result of stakeholder interest in forming a new coalition. Stakeholder support and matching values and principles are needed in achieving sustainable collaboration. Mapping and strategies to match internal and external stakeholder interests need to be done regularly in maintaining working relationships (Amadi et al., 2019; Hernandez, 2017; Tan et al., 2007).

There is a difference in meaning between value due to policies, while interest is a principle that becomes the concerns and needs of stakeholders that must be managed by the company. Both are important to manage for sustainable collaboration. The result of in-depth interviews reveals different opinion from stakeholder. Transactional behavior becomes a benefit for one's group, others group desired to joint as membership or receives health services.

However, stakeholder interest needs to be prioritized compared to the benefits that can be obtained by public organizations to build collaboration. Public organization as driver for success in collaboration based on public values (Clark, 2018; Florini, 2018; Lappalainen, 2015).

## CONCLUSION

Aligning of stakeholder interests as principles, in line with balancing value as stakeholder benefit, is possible to be an element reciprocal benefit relationship in building sustainable collaboration. Stakeholder management as antecedent has direct and direct effect to Collaborative Sustainability Performance. Company should manage the value of stakeholder as an alignment suitable benefit and principle.

## FURTHER STUDIES

The management obstacles encountered and aspects of the collaborative process require further study, particularly in terms of the role of aligning interests and beneficial. Second, the component of stakeholder value(s) alignment also has a role in building collaboration. However, what affects the process of building a sustainable collaboration still needs to be carefully studied with a quantitative-based method of study in different institution. Theoretically, the performance of sustainable collaboration also needs to be examined with other theoretical approaches such as Collaboration Theory, Resource-based Theory (RBT), Resource Dependence Theory (RDT) based on a public policy perspective.

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