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## PARTNERSHIP GOVERNANCE STRATEGY FROM A CORPORATE PERSPECTIVE: A CASE STUDY OF PT. PSD IN STRENGTHENING THE KDMP



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### Abstract

This study examines corporate partnership management strategies to address rural economic development gaps, using a case study of PT. Perekonomian Sunan Drajat (PT. PSD) in strengthening the Merah Putih Village Cooperative (KDMP). This partnership was established in response to the weak institutional capacity of village cooperatives, which hinders economic equality. The novelty of this research lies in its focus on corporations as central actors, unlike previous studies that have emphasized the role of the government. Using an exploratory case study qualitative method, this study aims to understand the construction and implementation of PT. PSD's partnership strategy. The main results show that the strategy applied is a hybrid model that synergizes three theoretical foundations: normative motivation (normative isomorphism), resource-based execution (Resource-Based View), and measurable business evaluation (cross-sector social partnership). This model is operationalized through intensive assistance integrated with the company's strategic divisions and participatory decision-making mechanisms. The research conclusion presents the initial concept of "Strategic Corporate-Cooperative Partnership" as a replicable governance framework and recommends the need for government policies that support value-based partnerships and intensive assistance to accelerate the institutional transformation of village cooperatives.

**Keywords:** Partnership Governance, Village Cooperatives, Collaborative Governance, Corporate Perspective, Institutional Strengthening

## INTRODUCTION

Indonesia's national economy has shown suboptimal performance over the past decade, resulting in economic growth that remains concentrated in urban areas and has yet to reach rural communities in any meaningful way. Data published by the Central Statistics Agency (BPS) in January 2025 (Perekonomian & Indonesia 2025) indicates that the poverty gap between rural and urban areas remains considerably high. In this context, the Gini coefficient is a statistical indicator used to measure the degree of inequality in income or expenditure distribution within a region, ranging from 0 (perfect equality) to 1 (perfect inequality). The smaller the Gini coefficient value, the more equitable the income distribution among the population.

Furthermore, the rural Gini coefficient in March 2025 was recorded at 0.299, lower than the September 2024 figure of 0.308. This decline reflects an improvement in income equality in rural areas, although the poverty disparity between villages and cities remains a persistent challenge for national economic development (Indonesia 2025). While the Gini ratio has fallen, structural economic inequality remains visible, signaling the absence of truly inclusive economic change. This reality reveals a missing link in the national development plan and the utilization of village economic potential, with 70% of Indonesia's territory still not optimally developed, making the push for broader economic progress remain urgent.

In response to this economic inequality, the government launched the Merah Putih Village Cooperative (Koperasi Desa Merah Putih/KDMP), a village-based economic institutional strengthening program designed to improve the independence, productivity, and welfare of rural communities. KDMP is a cooperative model that functions as a hub of village economic activity, encompassing local potential management, access to financing, production distribution, and integrated market network development. Prior to the establishment of KDMP, village markets had long served as the backbone of communities' basic needs fulfillment, covering both food and clothing. Beyond being mere transaction venues, village markets also drove the local economy while serving as social spaces that strengthened community bonds through daily interactions between buyers and sellers (Nikmah, N., & Rosidah, K, 2023).

The KDMP program was launched as part of a macro national development strategy, designed as a structural and integrated policy breakthrough. This policy is explicitly stated in Presidential Regulation No. 12 of 2025 on the National Medium-Term Development Plan (RPJMN) 2025–2029, which sets a target of establishing 80,000 village/kelurahan cooperatives as instruments of national economic equity. As such, KDMP is positioned as a strategic tool to strengthen the foundations of the people's economy while reducing the development gap between rural and urban areas (RI 2025). The KDMP concept represents an advancement of previous village cooperative programs, formulated based on in-depth evaluations of various institutional and operational constraints. Research by Rongiyati (2022) found that many village cooperatives have not developed optimally due to weak institutional capacity and limited access to economic resources. Zulkarnain (2025) further identified that the main challenges lie in inadequate managerial capacity and financial literacy, compounded by institutional overlap with Village-Owned Enterprises (BUMDes). These conditions risk undermining program sustainability and potentially repeating the failures of previous cooperative models, making structured strategic intervention through cooperative partnerships essential.

Within this institutional strengthening framework, PT. Perekonomian Sunan Drajat (PT. PSD) is a company engaged in partnership-based economic development and community empowerment, particularly in supporting village business ecosystems and cooperatives. PT. PSD serves as a strategic partner providing managerial assistance, business network access, governance system strengthening, and support for market access and financing. The partnership between KDMP and PT. PSD represents an innovative solution to the challenges of improving village cooperative capacity. This partnership pattern reflects a paradigm shift away from a government-centered approach, which positions government as the sole actor in development, toward a model of collaborative governance, a collaborative management system that dynamically engages the private sector in economic empowerment mechanisms.

The government-centered approach is a development model that places government as the primary actor in policy formulation and implementation, tending toward a top-down pattern with limited participation from other parties. In contrast, collaborative governance is a governance model that brings together various stakeholders, including government, private sector, and community, in joint decision-making and program implementation. The transition from government-centered to collaborative governance represents a paradigm shift from state-centric development to partnership-based development, where responsibilities and roles are shared synergistically to achieve more effective and sustainable outcomes. Through this approach, companies function not only as business actors but also as development partners that actively strengthen institutional capacity, management professionalism, and the sustainability of village cooperative enterprises.

In the book *Business Strategy for Cooperatives and Micro, Small, and Medium Enterprises (MSMEs) Post-Covid-19* (Dr. (HC). Burhanuddin Abdullah, 2020), it is affirmed that financing through partnership patterns is one of the most effective strategies for addressing the financial challenges faced by cooperatives. Partnership patterns enable cooperatives to obtain capital support, managerial strengthening, and access to a broader business network. In this research context, the collaboration model draws on complementary resources, which are resources that mutually reinforce each other between two or more parties, generating greater added value than if managed separately. In this partnership, complementary resources refer to the combination of the company's asset strength, capital, and management capacity with the cooperative's local potential, membership base, and social relationships. This synergy creates a stronger, more efficient, and more sustainable cooperative structure to support village cooperative development. The partnership is mutually beneficial for both parties. For PT. PSD, it enhances operational effectiveness and strengthens the company's image, while for KDMP it provides access to legal guidance, financial support, and marketing development. According to Sulaksana (2005), cooperatives derive the greatest benefit from legal, financial, and product security aspects, which in turn sustain the continuity of their members' businesses.

From a partnership theory perspective, the PT. PSD and KDMP relationship can be examined through the lens of the Resource-Based View formulated by Barney (2001), wherein the combination of strategic resources from each party generates mutually sustainable competitive advantages. The Resource-Based View is a strategic management theory emphasizing that an organization's competitive advantage is determined by the internal resources it possesses, not only physical assets such as capital and infrastructure, but

also non-physical resources such as managerial capabilities, knowledge, networks, reputation, and organizational culture. The theory of institutional isomorphism from DiMaggio and Powell (2014) is also highly relevant for understanding how KDMP undergoes mimetic isomorphism. Institutional isomorphism theory is a framework in organizational sociology that explains why and how organizations within the same field or environment tend to become similar (homogeneous) in their structures, practices, and policies.

Institutional isomorphism theory explains that organizations tend to adopt practices, structures, and standards considered legitimate and modern within their environment. In this partnership context, KDMP adopts modern management practices implemented by PT. PSD as a form of institutional adjustment to improve professionalism, accountability, and organizational competitiveness. Consistent with this, the concept of cross-sector social partnership proposed by Selsky and Parker (2005) presents a conceptual framework for how business and social entities can generate shared value through mutually synergistic collaboration. The term "cross-sector social" refers to collaboration involving more than one sector within the social system, for example the private sector and the public sector or community. This partnership is not solely profit-oriented, but also focused on creating shared value, where each party gains benefits while simultaneously contributing to the resolution of social problems in a synergistic and sustainable manner.

According to Arief and Haeruddin (2025), a systematic analysis of 125 scientific publications on KDMP found that 82% of studies focused on regulatory and policy aspects, while only 18% examined partnership implementation from a strategic perspective. Research on the role of companies as strategic partners of KDMP remains limited and has not been extensively explored. Meanwhile, the Financial Services Authority (OJK, 2024) reported a 35% increase in corporate interest in partnership programs over the past two years.

The urgency of this research rests on three main considerations. First, the effectiveness of partnership patterns given the government's commitment to establishing 80,000 KDMPs within four years. Second, the potential for replicating successful partnership models across other regions of Indonesia, given that similar challenges exist in various areas. Third, the urgency of documenting best practices and lessons learned from partnership implementation to inform future policy improvements. These findings indicate that the partnership between PT. PSD and KDMP possesses distinctive characteristics, namely the integration of local wisdom values with modern business management principles. This synergy represents a collaboration model oriented not only toward economic efficiency but also attentive to social and cultural dimensions in village institutional management. These characteristics reflect a hybrid approach that blends community social foundations with professional governance, a combination that remains relatively underexplored in the available academic literature.

This study is designed to fill this research gap by conducting an in-depth analysis of KDMP's partnership governance strategy from the corporate perspective. A qualitative approach with a case study design was chosen because it allows researchers to understand the complexity of phenomena holistically and contextually, particularly in examining the dynamics of relationships, coordination mechanisms, and decision-making practices in partnerships.

This study focuses on PT. PSD's role as a key actor in the KDMP development ecosystem. Unlike most studies that position government as a policy regulator and facilitator, the company in this context acts as an operational partner directly involved in management strengthening, resource optimization, and the integration of professional business practices into village cooperative governance. The distinction lies in institutional function and position: government operates in the normative and regulatory domain, while companies operate in the implementative and strategic domain through the provision of resources, managerial competencies, and business networks.

The expected theoretical contribution of this study is the development of the "Strategic Corporate-Cooperative Partnership" concept as an analytical framework to enrich the literature on collaborative governance and cross-sector partnership. This concept aims to provide a more systematic understanding of strategic partnership patterns between companies and cooperatives in the context of village economic institutional strengthening. Practically, the results of this study are expected to serve as a reference for companies in designing and implementing partnership models with KDMPs in a more structured and sustainable manner. Additionally, the research findings are expected to provide evidence-based policy recommendations for the government in formulating regulations that support partnership sustainability. Overall, this study is expected to contribute to rural economic transformation through the strengthening and consolidation of competitive cooperative institutions.

## **REVIEW OF LITERATURE**

### **Theory of Community Economic Empowerment**

The bottom-up approach in strengthening village cooperatives is increasingly vital, as emphasized by the findings of Mhembwe and Dube (2017, as cited in Arief & Haeruddin, 2025). This approach is a planning and policy implementation model that begins at the community level as the basis for decision-making, emphasizing active participation, local aspirations, and empowerment, with government acting as a facilitator rather than the primary policy controller. Cooperatives built with persistent member participation consistently create superior economic and social performance compared to those without such involvement, such that community potential to control and manage resources is optimally channeled through empowerment efforts (Korten, 1987, as cited in Arief & Haeruddin, 2025). This local capital and potential can be explored to achieve economic independence, making validation of community potential and involvement a primary priority. Community economic empowerment theory holds that collective institutions such as cooperatives enable resource consolidation and joint business management, income improvement, and the strengthening of bonds among members.

### **Theory of Institutional Development**

An observational study conducted by Ismail (2015, as cited in Arief & Haeruddin, 2025) on KUD Berkat Telaga showed that institutional strengthening through management training, increased transparency, and accountability contributed positively to cooperative performance improvement, resulting in clearer organizational structures, stronger management functions, and improved operational effectiveness. These findings align with institutional development theory, which emphasizes the importance of organizational capacity, good governance, and professional managerial systems as prerequisites for creating effective and efficient organizations, making the strengthening of institutional aspects the

primary foundation for maintaining cooperative sustainability and competitiveness. Good governance with clear organizational structures and professional management is particularly highlighted in the village cooperative context, as the success of cooperatives in developing countries is determined by institutional capacity and systematic support from government and supporting institutions (Moon & Lee, 2020, as cited in Arief & Haeruddin, 2025). Furthermore, North (1990, as cited in Arief & Haeruddin, 2025) regards solid yet flexible institutions as fundamental prerequisites for sustainable economic development.

### **Concept of Good Cooperative Governance (GCG)**

Good Cooperative Governance (GCG) refers to cooperative management that applies the principles of transparency, accountability, responsibility, independence, and fairness in organizational management, aiming to ensure that cooperatives are managed professionally, participatively, and sustainably in accordance with cooperative values and principles. The implementation of GCG in village cooperatives has been found to increase member loyalty, strengthen participation, and drive innovation in business development. According to Moon and Lee (2020, as cited in Arief & Haeruddin, 2025), the resilience and growth capacity of cooperatives in overcoming socioeconomic barriers can be realized through the consistent application of these governance principles. These principles have been affirmed by the International Cooperative Alliance (n.d., as cited in Arief & Haeruddin, 2025) as operational standards for sustainable socioeconomic goals, enabling cooperatives to be managed competently, efficiently, and responsibly toward their members, a condition that promises ideal management at the village level (Arief & Haeruddin, 2025).

### **Theory of Cross-Sector Social Partnerships (CSSP)**

Cross-Sector Social Partnerships (CSSP) utilize the unique resources and capabilities of each sector to address complex socio-environmental problems over the long term. In this framework, business contributes functional effectiveness, innovation, and capital; government provides legitimacy and policy; while civil society such as NGOs or cooperatives supplies local knowledge, community integrity, scalability, grassroots networks, and social values (Beech, 2022). The CSSP concept emerged as a combination of inter-organizational strategies from business, government, and civil society or non-profit sectors in response to the limitations of single-sector approaches, as comprehensive problems such as poverty, unstable employment, or environmental degradation cannot be resolved by one party alone (Yan et al., 2018). CSSP is therefore interpreted as a strategic partnership pattern representing long-term cooperative commitments between two or more societal sectors, where the complementary strengths of each participant are mobilized collectively to achieve outcomes that no single sector could accomplish independently

## **RESEARCH METHOD**

This study is designed as qualitative research using an exploratory case study method, enabling in-depth investigation of complex social phenomena in their authentic context (Hollweck, 2016). The choice of this approach is based on the consideration that the research objective is to comprehensively understand "how" and "why" PT. PSD plans and realizes its partnership strategy a question more accurately answered through comprehensive study than through quantitative measurement (John W. Creswell, 2017). Through this case study, the research aims to uncover the working mechanisms, dynamics, and hidden rationale of the PT. PSD–KDMP collaboration as the subject of study.

## **Research Design and Subject Selection**

PT. Perekonomian Sunan Drajat (PT. PSD) was selected as the research subject due to its contribution as a "central actor" in the KDMP program, with deep understanding of partnership strategy, implementation, and challenges, consistent with purposive sampling criteria (Palinkas et al., 2013). This research uses an intrinsic single-case analysis design (Soni, 2014). The distinctive characteristics and intrinsic value of the case rather than its representativeness provide knowledge about a rarely studied phenomenon, filling the literature gap that tends to focus more on government or community by centering on PT. PSD's corporate perspective as KDMP's strategic partner.

## **Data Collection**

To ensure data completeness and diversity, this study uses source triangulation, combining various primary and secondary data sources to obtain comprehensive and credible understanding, as proposed by Denzin (2016). Primary data collection was conducted through in-depth semi-structured interviews with PT. PSD managers directly involved in the partnership program implementation with KDMP. The interviews focused on exploring perceptions, motivations, decision-making strategies, and the company's experience in facing partnership challenges. The interview guide was developed based on the theoretical framework of Resource-Based View and cross-sector social partnership. The Resource-Based View (RBV) is a strategic management theory stating that an organization's competitive advantage is determined by its internal resources both tangible and intangible. Organizations will excel if they can effectively manage resources that are valuable, rare, difficult to imitate, and not easily replaced. Cross-sector social partnership is a partnership concept involving cooperation between organizations from different sectors such as business, government, and society to achieve both social and economic goals through mutually beneficial collaboration. All interview processes were recorded with informants' consent and transcribed verbatim for analysis purposes.

Secondary data collection was conducted through documentation studies and digital content analysis. Data were obtained from: (1) official PT. PSD social media content on Instagram (@perkom\_ppsd), including posts, reels, and narratives representing partnership activities and company image; (2) online news articles reporting on the operational synergy between PT. PSD and KDMP entities, such as coverage on the BeritaJatim portal; and (3) macro policy documents and official institutional reports, including the Presidential Regulation on RPJMN and publications from BPS and OJK, used to understand the external context of the partnership. Thus, this research directly uses in-depth interview methods and documentation studies within a source triangulation framework to produce comprehensive and accountable analysis.

## **Data Analysis**

Data obtained through a single interview with PT. PSD's manager were analyzed using narrative analysis methods to comprehensively interpret how the informant constructed the background, logic, and meaning of the partnership program that had been implemented (Polkinghorne, 2007). This process began with an in-depth familiarization with the transcripts to absorb the narratives, followed by situational understanding that connects these narratives with the theoretical frameworks of resource-based view and cross-sector social partnership (Barney, 2001; Selsky & Parker, 2005). The researcher then conducted analytical reconstruction to compose a logical synthesis in response to the research questions. The

trustworthiness of the analysis was strengthened through member checking with the informant and theoretical triangulation against relevant sources (Bans-Akutey, 2021; Birt et al., 2016).

### **Methodological Limitations**

Although carefully constructed, this research has several design limitations that need to be acknowledged. First, the nature of the single case study limits statistical generalization; however, as emphasized in qualitative studies, the intended generalization is analytical generalization the theoretical insights generated can be transferred to other contexts with similar situations (Firestone, 1993). Second, reliance on a single key informant from the corporate side potentially causes perspective bias, although triangulation with secondary data has been applied to mitigate this. Future research is highly recommended to involve perspectives from KDMP partners and government to obtain a more proportional picture. Third, the use of social media data as secondary data requires interpretive caution, recognizing its curatorial nature and potential failure to represent the full operational reality.

## **RESULTS AND DISCUSSION**

### **Ideological Foundation and Social Responsibility as Partnership Triggers**

The partnership between PT. PSD and the Merah Putih Village Cooperative (KDMP) was not initiated solely from commercial considerations, but also grounded in deep ideological alignment. The informant explained that PT. PSD chose to become a "foster parent" (bapak asuh) for KDMP. This statement indicates the existence of a shared identity and common historical roots in cooperative principles, forming the basis of legitimacy and emotional closeness in this partnership relationship. The informant affirmed that the primary consideration in planning this partnership was the company's expression of "social responsibility," making PT. PSD's motivation dual in nature: first, as a normative commitment to preserve and disseminate cooperative values; and second, as a form of strategic corporate social responsibility (CSR) to support government programs. This approach makes the partnership more than a mere business transaction, as it becomes a value-based collective mission.

### **Structure and Decision-Making: Internal Integration and External Deliberation**

The operational structure of this partnership was not formed through a separate team or coordination forum. Instead, its management is integrated into PT. PSD's internal structure, particularly under the research and development (R&D) division. This demonstrates that the partnership is viewed as part of the company's strategy requiring ongoing innovation and development, rather than merely a philanthropic activity. Although daily operations are managed internally by the company, decision-making on strategic issues is conducted collaboratively through deliberation (musyawarah) with village partners, reflecting recognition of KDMP's autonomy and role in determining the direction of the partnership. Thus, the governance model that has formed is hybrid in nature: centralized within the company in terms of technical execution and assistance, yet remaining participatory and consultative at the level of strategic decision-making.

### **The Assistance Cycle: From Asset Support to Revenue Monitoring**

Partnership implementation is realized through a structured assistance cycle lasting one year. During this period, PT. PSD provides multidimensional support, not only managerial capacity strengthening and training delivered directly by company management,

but also physical asset assistance to strengthen the cooperative's capital and operations. Physical assets provided include production equipment, distribution facilities, administrative and bookkeeping supplies, and other business support facilities tailored to the cooperative's needs. The combination of asset strengthening and management capacity enhancement is designed to ensure the cooperative can operate more effectively, professionally, and sustainably. This cycle does not stop at providing inputs but continues with routine performance monitoring mechanisms carried out by regional coordinators assigned to visit partnership locations twice a week. The primary parameters used to evaluate partnership success are financial-operational in nature, specifically the achievement of cooperative revenue targets, indicating that PT. PSD applies measurable business logic where partnership sustainability and assistance effectiveness are assessed based on KDMP's ability to genuinely increase its business income.

### **Partnership Dynamics: Human Resource Capacity Challenges and Intensive Assistance Response**

Throughout its experience managing partnerships with village-level cooperatives, PT. PSD faced a fundamental core challenge: the limited human resource (HR) capacity of KDMP management. This challenge manifested in skill levels not yet adequate for managing cooperative businesses professionally in accordance with the standards and systems introduced by the company. In response to this constraint, the adaptive strategy applied by PT. PSD was not to reduce the scale of support, but rather to increase the intensity of intervention. The primary strategy was intensified assistance to cooperative administrators and members, demonstrating the company's understanding that developing local HR capacity is not an instantaneous process but requires shorter-term, more intensive, and personal mentoring commitments to transfer knowledge and build the confidence of cooperative managers.

### **Outcomes and Institutional Transformation: Rapid Realization and Professionalization**

From PT. PSD's perspective, the implemented partnership has had a positive impact, visible in KDMP's institutional transformation. The most notable change identified is the increased speed of program realization or cooperative business activities, indicating that assistance and asset support have improved KDMP's operational efficiency. Significant progress has also occurred in internal governance, with KDMP management becoming more professional. This professionalization is likely the result of knowledge transfer through management training and intensive assistance conducted by the company. The partnership outcomes are thus not only financial (revenue) but also institutional, namely the strengthening of more systematic and accountable management capacity at the cooperative level.

### **Discussion**

This study examines how the partnership governance strategy between PT. Perekonomian Sunan Drajat (PT. PSD) and the Merah Putih Village Cooperative (KDMP) is constructed and implemented. The research results show that this partnership cannot be adequately explained by a single theory, as it contains dynamic and interrelated processes. The research findings reveal a synergy among three main perspectives: Resource-Based View (utilization of strategic resources), institutional isomorphism (adjustment to institutionally legitimate practices), and cross-sector social partnership (cross-sector

partnership for social and economic goals). The combination of these three perspectives produces a distinctive governance model grounded in shared values and managed in an integrated manner, yet implemented with a measurable and professional business approach.

The partnership's motivation, grounded in ideological alignment and social responsibility, indicates strong influence from normative institutional pressure (normative isomorphism). PT. PSD, with its historical roots in the cooperative world, feels normatively called to preserve and disseminate these values, making the partnership function as a mechanism of legitimation and identity actualization (DiMaggio & Powell, 2014). On the other hand, the partnership structure integrated into the R&D division and evaluation based on revenue targets demonstrates the application of RBV logic. PT. PSD views this partnership as a strategic activity requiring the allocation and development of internal capabilities to cultivate KDMP, a valuable and rare resource, even if not yet at full capacity, to achieve financial performance (Barney, 2001).

This hybrid character aligns with the CSSP concept, where cross-sector partnerships often blend social missions with business discipline to create shared value (Selsky & Parker, 2005). The deliberative decision-making pattern reflects relational principles in CSSP, while centralized technical intervention and intensive assistance are manifestations of resource and capability transfer characteristic of the RBV perspective. The HR capacity challenge and the response of intensified assistance further affirm that knowledge transfer and capacity building are at the core of the RBV strategy in this asymmetric partnership context.

These findings align with research by Syarifuddin Arief and Haeruddin (2025), which emphasizes the importance of corporate assistance and linkage in village cooperative development, particularly in capital and management strengthening. The research results also support their finding that corporate involvement can accelerate cooperative institutional transformation through more structured and resourceful approaches. The emphasis on ideological alignment as the basis of partnership reinforces Selsky and Parker's (2005) argument that value and mission alignment is a critical foundation for the sustainability of social partnerships, often more determinative than financial incentives alone.

However, there are points of divergence from some previous studies. Much CSSP literature tends to describe the formation of special coordination structures or joint committees to manage partnerships (Bryson et al., 2006). This difference can be explained by the nature of the partnership, which is more mentoring and asymmetric in character, with PT. PSD holding a very dominant role as the provider of assistance and knowledge, making internal structures more efficient for execution. Additionally, while some studies critique overly financialistic corporate approaches in partnerships (Dahan et al., 2010), this research shows that the application of business logic (revenue targets) can actually serve as a concrete measurement tool and accountability driver, provided it is framed within the context of intensive assistance and strong normative commitment. These apparently contradictory results can be explained by the specific context of the partnership and the blending of different logics.

Theoretically, this research enriches understanding of cross-sector partnership governance by demonstrating how RBV, institutional theory, and CSSP do not negate each other but are mutually complementary in practice. The construction of "normative motivation in strategic resource-based execution and business evaluation" offers a hybrid lens for

analyzing corporate-community partnerships, particularly in developing country contexts, challenging the dichotomous view that often separates social and business logic.

From a practical standpoint, these findings provide guidance for both corporations and government. Corporations should design partnership programs that are not merely philanthropic but integrated with strategic company functions and supported by internal capacity. Assistance must be planned intensively and sustainably, with clear yet realistic success parameters that acknowledge that HR capacity development requires time. For government, partnership models of this kind can be promoted through policy incentives that recognize and facilitate the role of corporate "foster parents" for village cooperatives, while ensuring monitoring mechanisms that protect cooperative autonomy.

The methodological implications of these findings emphasize the value of qualitative approaches and case studies in revealing the complexity and dynamics of partnership governance processes. The in-depth interview approach with key actors successfully captured nuances of motivation, operational challenges, and decision-making logic that might be missed in large-scale quantitative research. Future studies can test the generalizability of this hybrid model using mixed methods across several similar partnership cases.

## CONCLUSION

This research makes three primary contributions in accordance with its objectives. First, theoretically, this study successfully developed the initial concept of "Strategic Corporate-Cooperative Partnership," enriching the literature on collaborative governance and cross-sector partnership by integrating normative foundations (ideological alignment and CSR), a hybrid governance approach (operational integration with participatory decision-making), and measurable business logic (assistance cycles based on performance targets) into a single analytical framework.

Second, for corporate practitioners, this research presents an effective reference in the form of a replicable governance strategy model. Key findings indicate that transformative partnerships begin with normative commitment and shared identity, are operationalized through technically integrated assistance structures with deliberative mechanisms, and are supported by intensive intervention to address partner HR capacity challenges resulting in outcomes of accelerated program realization and improved institutional professionalism.

Third, for government, this study produces evidence-based policy recommendations so that similar partnerships can be sustained. Regulations need to be designed to provide incentives for value-based partnerships and intensive assistance, while developing monitoring schemes that assess not only financial achievements but also progress in cooperative institutional transformation. Policies supporting this model are expected to drive rural economic transformation through the strengthening of competitive cooperatives.

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