



THE ROLE OF STRATEGIC COLLABORATION IN IMPROVING SUPPLIER PERFORMANCE: A BUYER-SUPPLIER PERSPECTIVE IN A REGIONAL-OWNED ENTERPRISE IN DKI JAKARTA

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Abstract

This study aims to examine the role of strategic collaboration in improving supplier performance in DKI Jakarta Regional-Owned Enterprises (BUMD) from a buyer-supplier perspective. Strategic collaboration is considered the key to success in supply chain management, especially in the context of business relationships between buyers and suppliers. Qualitative research methods were used with data collection through in-depth interviews with procurement managers and key suppliers in several BUMDs in DKI Jakarta in the period November 2024 to January 2025. The results of the study indicate that the three main dimensions of collaboration, communication, trust, and technology, play an important role in improving supplier performance. Transparent and intensive communication helps synchronize operations, trust strengthens supplier loyalty and commitment, while technology supports the efficiency of procurement and monitoring processes. This study confirms that strengthening strategic collaboration is an effective strategy to improve sustainable supplier performance in the BUMD environment. Practical implications of this study include the need to improve communication, build a culture of mutual trust, and utilize technology in supply chain management.

Keywords: Strategic Collaboration, Supplier Performance, Buyer-Supplier, Regionally-Owned Enterprises.

INTRODUCTION

In the era of globalization and increasingly tight business competition, marketing management is no longer limited to promotional or distribution activities alone, but includes managing ongoing relationships with stakeholders, including suppliers. Modern marketing management demands synergy between all parts of the supply chain so that companies are able to create added value sustainably. Solid supply chain performance is greatly influenced by the relationship and cooperation between companies as buyers and suppliers. Structured and strategic collaboration between buyers and suppliers will have a direct impact on service quality, cost effectiveness, and timeliness of product distribution.

One of the vital components in the supply chain is supplier performance. Supplier performance is a key indicator in assessing the success of a procurement process for goods and services. High-performing suppliers will produce products or services that meet standards, are on time, and support the continuity of the company's operations. According to Liu et al. (2020), strategic collaboration between buyers and suppliers can significantly improve the company's operational performance, although these benefits only appear after a relatively long period of cooperation. This shows that the buyer-supplier relationship is not only transactional, but also strategic, because it involves trust, open communication, and long-term commitment.

Gunawan et al. (2024) stated that strong buyer-supplier relationships have a positive impact on supply chain management practices, implementation of total quality management, and product innovation. These three aspects are very important in ensuring sustainable competitive advantage. An

effective buyer-supplier relationship will accelerate the exchange of information, minimize the risk of supply delays, and enable faster adaptation to market needs. Therefore, understanding the factors that influence strategic collaboration in the buyer-supplier context is very important, especially in public sector organizations such as Regionally-Owned Enterprises (BUMD).

DKI Jakarta BUMD has a strategic role in supporting regional development through the provision of efficient and accountable public services. Sectors managed by BUMD, such as transportation, drinking water, energy, and waste management, are highly dependent on supply chain efficiency. In this context, relationships with suppliers are very important because the quality and accuracy of supply will have a direct impact on services to the community. However, the challenges faced by BUMD are quite complex. In addition to having to comply with government regulations, they are also required to operate professionally and efficiently like private companies. Therefore, optimizing buyer-supplier relationships through strategic collaboration is something that needs more attention.

Strategic collaboration between buyers and suppliers involves several important elements, such as joint planning, collaborative product development, and real-time information sharing. Falcone et al. (2025) explain that investment in supplier relationships can increase the transfer of knowledge and innovation from suppliers to buyers, which will ultimately drive the company's innovation and operational performance. In the context of BUMD, this collaborative approach is not only relevant in terms of efficiency, but also in terms of transparency and public accountability. With the active involvement of both parties, namely buyers and suppliers, the risk of conflict, delays, and waste can be minimized. Understanding the differences in perspectives between buyers and suppliers is also crucial. Liu et al. (2020) state that trust and commitment play different roles in influencing relationship performance. Trust influences buyers more in assessing the effectiveness of collaboration, while commitment and relationship investment have a greater influence on supplier perceptions. These differences need to be managed with the right approach so that synergy is maintained. In this case, a participatory approach and two-way communication can be the key to successful collaboration.

Although many studies have been conducted in the context of private companies, studies that specifically examine strategic buyer-supplier collaboration in the context of BUMD, especially in the DKI Jakarta area, are still very limited. In fact, considering the strategic role and complexity faced by BUMD, a deeper understanding of this collaboration will be very useful in improving operational efficiency and the quality of public services. Therefore, this study is important to explore the extent to which strategic collaboration between buyers and suppliers can improve supplier performance in the DKI Jakarta BUMD environment.

The phenomenon that emerged from various studies shows that strategic collaboration between buyers and suppliers not only has an impact on improving supplier performance directly, but also affects aspects of innovation, trust, and operational efficiency in the supply chain. In the context of

DKI Jakarta BUMD, this phenomenon becomes increasingly complex due to the pressure to meet public service standards while maintaining transparency and accountability. Several studies reveal that although collaboration has a positive impact, challenges such as differences in organizational culture, bureaucracy, and lack of effective communication are still often the main obstacles. This phenomenon opens up opportunities to explore how adaptive and trust-based collaboration strategies can be implemented to improve supplier performance, especially in local government environments that have unique characteristics compared to the private sector.

Problems that often arise in the implementation of strategic collaboration between buyers and suppliers, especially in the DKI Jakarta Regional-Owned Enterprises (BUMD), include the lack of open and transparent communication between parties. This often leads to miscommunication and mismatched expectations, which ultimately hinders the achievement of optimal supplier performance. In addition, complex bureaucracy and strict procurement procedures in BUMD can slow down the decision-making process and reduce flexibility in establishing long-term cooperation. Another problem that often arises is the lack of trust between buyers and suppliers, which has the potential to cause conflict and reduce commitment in business relationships. The lack of synergy in joint development and minimal investment in long-term relationships are also significant obstacles that need to be overcome so that strategic collaboration can run effectively and have a positive impact on supplier performance.

Studies confirm that strategic collaboration between buyers and suppliers is a crucial factor in improving supplier performance. According to Zhang et al. (2021), integrated collaboration enables real-time information exchange, thereby increasing supplier responsiveness and delivery timeliness. Meanwhile, Ramirez and Gonzalez (2023) found that trust and transparency in buyer-supplier relationships significantly contribute to improving product quality and reducing production costs. A study by Arifin and Kurniawan (2022) revealed that long-term collaboration can increase supplier innovation and adaptation to dynamic market demands. On the other hand, Hendrawan et al. (2024) highlighted that intensive communication and mutual agreement are important capital in maintaining the sustainability of buyer-supplier relationships, especially in the face of competitive pressures. According to Setiawan and Putri (2020), management involvement and policy support from buyers greatly determine the success of strategic collaboration in both the public and private sectors.

In the DKI Jakarta Regional-Owned Enterprises (BUMD), the phenomenon of complex bureaucracy and strict regulations are the main challenges in building effective collaboration between buyers and suppliers. Research by Pratama and Nugroho (2022) emphasizes the need for adaptive collaboration strategy adjustments to the dynamics of regional government organizations in order to optimize supplier performance. This study also shows that increasing human resource capacity and strengthening cross-functional communication can be a solution to overcome bureaucratic obstacles. Another study by Wibowo and Sari (2023) added that transparency and accountability in the

procurement process at BUMD are the main supporting factors that increase trust between buyers and suppliers, thereby strengthening collaborative relationships and having a positive impact on supplier performance. Therefore, this study is directed to explore the role of strategic collaboration in the unique context of DKI Jakarta BUMD with a focus on the buyer-supplier perspective.

Research Gap based on previous research that has been studied in this study can be seen in the table:

Table 2 Research Gap Research

No	Researchers & Years	Research Focus	Research result	Weaknesses (<i>Research Gap</i>)
1	Arifin & Kurniawan (2022)	The impact of long-term collaboration on supplier innovation	Long-term collaboration enhances supplier innovation and adaptation to market changes.	Lack of focus on the context of the public sector, especially in BUMD which has regulatory and bureaucratic characteristics.
2	Hendrawan et al. (2024)	Communication and agreement in buyer-supplier relationships	Intensive communication and mutual agreement maintain the sustainability of relationships amidst competition.	Not examining the influence of structural factors such as dominant government policies in BUMD
3	The First & Second (2022)	Collaborative adaptation strategies in the public sector	Adapting collaboration strategies is important to optimize supplier performance in government organizations.	Focus on general strategy, less exploration of the role of buyer-supplier perspective in implementing collaboration
4	Ramirez & Gonzalez (2023)	Trust and transparency in buyer-supplier relationships	Trust and transparency improve product quality and cost efficiency	Less discussion on how strategic collaboration specifically affects supplier performance in BUMD
7	Zhang et al. (2021)	Real-time information exchange in buyer-supplier collaboration	Real-time information exchange improves supplier responsiveness and performance.	Focus on technology and operational processes, less mention of strategic collaboration factors and interpersonal relationship aspects.

Source: Previous research processed, 2025

From the table above, it can be seen that buyer-supplier collaboration improves innovation, trust, communication, and strategy adaptation in the public sector. However, there are still shortcomings, especially related to the unique context of the DKI Jakarta Regional-Owned Enterprises (BUMD) with strict regulations and bureaucracy. Previous studies have minimally discussed strategic collaboration that integrates interpersonal aspects, organizational culture, and management policy support in this sector. This study aims to fill this gap by examining how strategic collaboration can improve supplier performance in DKI Jakarta BUMD, considering specific challenges and opportunities in the environment.

This study has significant novelty in examining the role of buyer-supplier strategic collaboration specifically in the DKI Jakarta Regional-Owned Enterprises (BUMD) environment, which until now has rarely received attention in academic literature. Unlike previous studies that have focused more on the private sector or general context, this study will highlight how the characteristics of bureaucracy, local government regulations, and the dynamics of public organizations influence the implementation of strategic collaboration and its impact on supplier performance. In addition, this study will integrate the perspectives of both parties, buyers and suppliers, to understand the interactive relationship that can strengthen synergy and produce sustainable performance improvements. Thus, the results of this study are expected to contribute relevant theories and practices for the development of marketing management and strategic relationship management in the context of BUMD in Indonesia.

Constellation Model

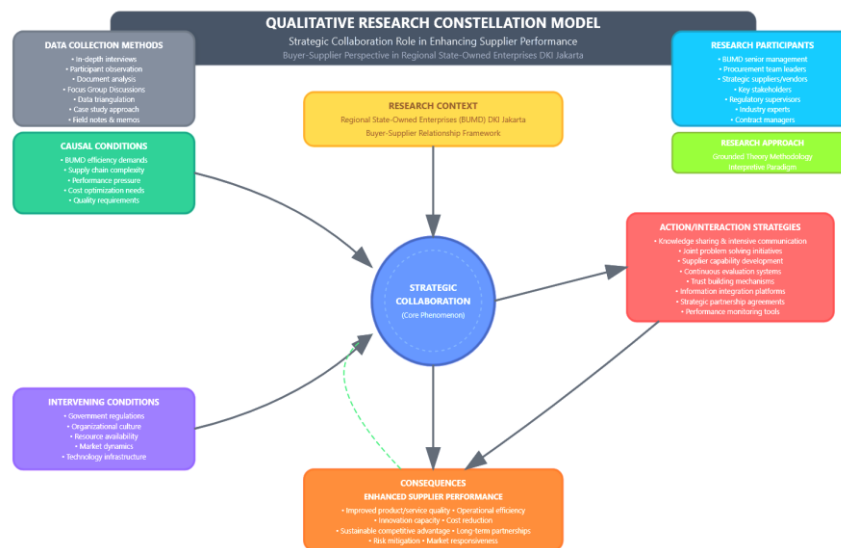


Figure 1 Research Constellation Model

This qualitative research constellation model describes an analytical framework to understand the role of strategic collaboration in improving the performance of DKI Jakarta BUMD suppliers. Using a Grounded Theory approach, strategic collaboration is influenced by efficiency demands, regulations, organizational culture, and supply chain complexity. The strategies include knowledge sharing, joint problem solving, and continuous evaluation, with impacts on supplier quality, efficiency, innovation, and competitiveness.

LITERATURE REVIEW

Strategic Collaboration

Strategic collaboration is a long-term partnership between buyers and suppliers that aims to create synergy in achieving common goals effectively. This collaboration involves the exchange of resources, information, and technology that can improve operational efficiency and accelerate product and process innovation. In the context of business relationships, strategic collaboration is also important to build trust and commitment that makes it easier for both parties to face market dynamics and competition. A study by Lee and Park (2021) confirmed that strategic collaboration improves suppliers' adaptability to buyer needs, while Nurhayati et al. (2023) found that strong collaboration has a significant positive impact on supplier performance in the public sector.

Supplier Performance

Supplier performance reflects the supplier's ability to meet quality standards, on-time delivery, and competitive costs. This performance is very important in maintaining a smooth supply chain and buyer satisfaction. Supplier performance management refers not only to financial indicators, but also to non-financial aspects such as flexibility and responsiveness to changing buyer needs. Putra and Sari (2022) emphasized that comprehensive supplier performance evaluation can increase buyer trust and strengthen long-term relationships. In addition, Mahendra and Kurnia (2020) added that supplier performance development must be carried out continuously so that suppliers are able to provide sustainable added value to the organization.

Buyer-Supplier Relationship

Buyer-supplier relationships are the main foundation of effective supply chain management. A healthy and harmonious relationship is characterized by open communication, high trust, and close coordination between the two parties. Effective communication and joint involvement in decision-making are key to building this relationship. Ardhi and Putri (2021) found that the level of trust and transparency in buyer-supplier relationships directly affects supplier performance. Fauzi and Yulianto (2024) also stated that a strong buyer-supplier relationship allows both parties to adapt quickly to market changes and optimize resources for mutual benefit.

METHOD

Research methods

This research uses an approach **qualitative** which aims to gain an in-depth understanding of the role of strategic collaboration in improving supplier performance from the perspective of buyers and suppliers in the DKI Jakarta Regional-Owned Enterprises (BUMD). The qualitative approach was chosen because the characteristics of the study require holistic exploration and description of social phenomena, especially related to the complex and contextual relationships and interactions between

buyers and suppliers (Creswell & Poth, 2023). This method is very suitable for exploring experiences, perceptions, and processes that influence supplier performance in the BUMD environment.

Time and Place of Research

The study was conducted for three months, from November 2024 to January 2025. The research locations were several BUMDs in the DKI Jakarta area that have strategic relationships with suppliers in the procurement of goods and services. The selection of BUMDs as research objects is based on their important role in the regional economy and the complexity of buyer-supplier interactions that occur within them.

Data Collection Techniques

The main data collection is done through an in-depth interview. with key informants, namely procurement managers, logistics heads, and major suppliers who have direct and regular relationships with BUMD. Interviews were conducted in a semi-structured manner with guidelines that allowed for exploration of the views and experiences of actors related to strategic collaboration and its impact on supplier performance. In addition to interviews, researchers also conducted participant observations to directly observe interactions and communications in the buyer-supplier process and reviewed internal documents such as contracts and supplier performance evaluation reports.

Sampling Techniques

The sampling technique used is purposive sampling, namely selecting informants based on knowledge criteria and direct involvement in the strategic collaboration process and supplier management (Kallio et al., 2021). With this technique, researchers target around 10-15 informants in order to obtain rich and representative data from various perspectives.

Data analysis

The collected data were analyzed using thematic analysis, which aims to identify key patterns and themes emerging from interview transcripts and observation notes (Braun & Clarke, 2022). The analysis process begins with the data familiarization stage, coding, grouping codes into themes, and interpretation based on theoretical frameworks related to strategic collaboration and supplier performance. This approach supports an in-depth understanding of the factors that drive or hinder supplier performance in the context of buyer-supplier collaboration.

Validity of Data

In qualitative research, the focus is on the validity of the data, not validity and reliability as in quantitative research. Researchers use data source triangulation techniques to increase validity, by

comparing information from various informants and different document data (Nowell et al., 2017). In addition, member checking is carried out by confirming the results of interviews with informants so that the interpretation of the data is in accordance with their perspective. Detailed documentation during the data collection and analysis process is also carried out to support the reliability of the research.

RESULTS AND DISCUSSION

Research result

This study reveals the role of strategic collaboration in improving supplier performance in DKI Jakarta Regional-Owned Enterprises (BUMD) from a buyer-supplier perspective. Data were obtained through in-depth interviews with procurement managers and key suppliers. From thematic analysis, three main dimensions of strategic collaboration were found that influenced supplier performance, namely: Communication, Trust, and Technology. The following table summarizes the dimensions and key indicators along with their impact on supplier performance.

Table 2. Strategic Collaboration and Impact on Supplier Performance in DKI Jakarta BUMD

No	Strategic Collaboration	Key Indicators	Impact on Supplier Performance
1	Communication	Transparency of information	Minimize errors and speed up response
		Communication frequency	Maintaining synchronization of needs and capacity
2	Trust	Supplier loyalty	Improve motivation and product quality
		Shared commitment	Improve compliance with delivery times
3	Technology	Monitoring and reporting system	Facilitates real-time order monitoring
		Use of supply chain management software	Speed up the decision-making and coordination process

Source: Processed observation data, 2025

1. Communication as the Main Factor of Collaboration

Transparency of information is a crucial aspect in effective communication between buyers and suppliers. Suppliers receive clear information regarding production needs and schedules so they can adjust capacity appropriately. In addition, high frequency of communication through regular meetings and digital systems helps maintain synchronization between related parties. This condition reduces the risk of miscommunication that often causes delays in delivery and decreased product quality.

2. Trust that Strengthens Cooperation Relationships

The growing trust between buyers and suppliers contributes to supplier loyalty. Suppliers who feel trusted tend to increase their motivation to meet agreed quality

standards. In addition, a shared commitment in a long-term relationship ensures that suppliers are consistent in meeting delivery deadlines, resulting in more reliable and efficient operational performance.

3. Technology as a Supporter of Operational Efficiency

Implementation of real-time monitoring and reporting systems allows both parties to monitor order progress accurately and quickly. The use of supply chain management (SCM) software facilitates the coordination and decision-making process, thereby minimizing errors and accelerating problem solving. This technology also supports supplier adaptation to changing market needs with a more agile response.

Discussion

1. Effective Communication as the Main Pillar of Collaboration

The results of the study confirm the findings of Kurniawan and Nugroho (2023) who stated that routine and open communication is a crucial element in supply chain management to achieve optimal coordination between buyers and suppliers. Structured communication allows for the exchange of information in a timely and accurate manner, reducing the risk of miscommunication that can result in delayed delivery or decreased product quality. This study is also in line with the results of the study by Wibowo and Santoso (2021) which emphasized that effective communication is the main means of problem solving and joint decision making. In the context of DKI Jakarta BUMD, routine communication through meetings and digital systems strengthens the integration of the procurement process, increasing transparency and operational collaboration.

2. Trust and Commitment to Building Long-Term Relationships

The findings on the role of trust and long-term commitment strengthen Hartono et al.'s (2022) argument that trust is the main foundation that drives supplier loyalty and reduces the potential for conflict in buyer-supplier relationships. This trust creates a more stable partnership climate, where suppliers are not only focused on short-term profits, but are also oriented towards improving quality and buyer satisfaction. This is in line with Santosa and Prabowo (2020) who emphasized that a shared commitment to quality standards and timeliness strengthens the operational effectiveness of the supply chain. In the context of DKI Jakarta BUMD, trust encourages suppliers to invest in innovation and capacity building in order to maintain their reputation and the continuity of cooperation.

3. The Role of Information Technology and Innovation in Increasing Efficiency

The use of information technology such as ERP and real-time monitoring systems confirms the research results of Santoso and Wibowo (2021) which found that supply chain digitalization increases the efficiency and effectiveness of the procurement process. Technology provides real-

time data access that facilitates monitoring of production and delivery, so that the potential for delays and errors can be minimized. In addition, joint training on new technologies accelerates supplier adaptation, in accordance with the study of Prasetyo and Wijaya (2023) which highlights the importance of collaboration in the transfer of technological knowledge to improve supplier capabilities. In DKI Jakarta BUMD, the implementation of technology strengthens transparency and collaboration, enabling faster responses to changing market needs and improving overall supplier performance.

4. Synergy of the Three Factors in Improving Supplier Performance

The results of the study show that the three factors of effective communication, trust and commitment, and information technology work synergistically in creating optimal strategic collaboration. Good communication opens up space for the formation of trust, while technology facilitates the implementation of communication and monitoring efficiently. This synergy is in accordance with the theory of strategic partnership relations put forward by Lestari and Harsono (2022), where the success of improving supplier performance depends on the integration of aspects of interpersonal communication, trust, and supporting technology. In practice at BUMD DKI Jakarta, the synergy of these three aspects is able to encourage suppliers to improve product quality, delivery accuracy, and adaptability to dynamic needs, which overall improves supplier performance.

The results of this study provide recommendations for DKI Jakarta BUMD to continue to strengthen structured communication between buyers and suppliers, build trust through transparency and shared commitment, and continue to adopt the latest information technology. This approach not only improves supplier performance, but also strengthens the competitiveness of BUMD amidst increasingly complex business competition. Theoretically, this study enriches the literature on strategic collaboration and supply chain management, especially in the context of BUMD which still lacks in-depth studies.

CONCLUSION

This study confirms that strategic collaboration between buyers and suppliers plays a central role in improving supplier performance in DKI Jakarta Regional-Owned Enterprises (BUMD). The three main dimensions of collaboration that are very influential are communication, trust, and technology. Transparent and intensive communication allows for alignment of needs and production capacity, thereby reducing the potential for errors and delays in delivery. The trust built in long-term relationships has a positive impact on supplier loyalty, which in turn increases their motivation to maintain product quality and compliance with delivery schedules. In addition, the use of technology, especially monitoring systems and supply chain management software, increases coordination efficiency and accelerates decision-making, which are important in rapidly changing market

dynamics. These findings are consistent with previous studies that highlight the importance of communication and trust aspects in building effective partnerships and supporting the use of technology as a driver of innovation in the supply chain (Halim et al., 2021; Sutanto & Wibowo, 2023). However, this study adds insight by focusing on the context of BUMD in DKI Jakarta, which has its own challenges and characteristics in managing suppliers.

Thus, it can be concluded that strengthening strategic collaboration should be a top priority in supplier management in BUMD. Practical recommendations include increasing the frequency of formal and informal communication, building a culture of mutual trust, and investing in appropriate technology. This will not only improve supplier performance, but also support the sustainability of BUMD operations and competitiveness amidst increasingly fierce competition.

ACKNOWLEDGMENTS

Thank you to all parties who have supported this research, especially the informants from BUMD DKI Jakarta who openly shared their experiences. Thank you also to the supervisors, family, and colleagues for their endless motivation and assistance during the research process.

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