

## THE ROLE OF INVOLVEMENT AND ENGAGEMENT IN IMPROVING PARTNERSHIP PERFORMANCE

### O PAPEL DO ENVOLVIMENTO E DO COMPROMETIMENTO NA MELHORIA DO DESEMPENHO DAS PARCERIAS

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#### Abstract

This study analyzes the role of involvement and engagement in improving Partnership Performance. Involvement and engagement are dimensions developed from the concept of Religious Compliance Commitment (ERC), which was written by Ratnawati, Kholis, *et al.* (2023) and Ratnawati, Widodo, *et al.* (2023). ERC is a concept in partnership, understood as an organization's involvement in partnerships with other organizations, based on compliance with religious (Islamic) norms. The research was conducted at an Islamic Hospital in Central Java, Indonesia, that partners with BPJS Healthcare. Data was obtained by distributing questionnaires to Islamic hospital leaders. The questionnaires collected and analyzed were 87. Furthermore, the data obtained is analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of the study showed that engagement has a positive and significant effect on Partnership Performance, while involvement has no direct effect. However, engagement has been shown to strengthen the relationship between involvement and Partnership Performance. These findings suggest that the success of partnerships depends not only on formal contracts and administrative aspects but also on the internalization of religious values when organizations enter into partnerships. This study contributes to the development of partnership governance and partnership sustainability research by presenting a religious perspective to strengthen the quality of partnership relationships.

#### Resumo

*Este estudo analisa o papel do envolvimento e do comprometimento na melhoria do desempenho das parcerias. O envolvimento e o comprometimento são dimensões desenvolvidas a partir do conceito de Compromisso com a Conformidade Religiosa (ERC), descrito por Ratnawati, Kholis et al. (2023) e Ratnawati, Widodo et al. (2023). O ERC é um conceito em parcerias, entendido como o envolvimento de uma organização em parcerias com outras organizações, com base na conformidade com normas religiosas (islâmicas). A pesquisa foi realizada em um hospital islâmico em Java Central, na Indonésia, que mantém parceria com a BPJS Saúde. Os dados foram obtidos por meio da distribuição de questionários aos líderes do hospital islâmico. Foram coletados e analisados 87 questionários. Além disso, os dados obtidos foram analisados utilizando a Modelagem de Equações Estruturais por Mínimos Quadrados Parciais (PLS-SEM). Os resultados do estudo mostraram que o engajamento tem um efeito positivo e significativo no Desempenho da Parceria, enquanto o envolvimento não tem efeito direto. No entanto, demonstrou-se que o engajamento fortalece a relação entre o envolvimento e o desempenho da parceria. Essas descobertas sugerem que o sucesso das parcerias depende não apenas de contratos formais e aspectos administrativos, mas também da internalização de valores religiosos quando as organizações firmam parcerias. Este estudo contribui para o desenvolvimento da pesquisa sobre governança*



**Keywords:** Engagement Religious Compliance. Involvement. Engagement. Partnership Performance.

*e sustentabilidade de parcerias, apresentando uma perspectiva religiosa para fortalecer a qualidade das relações de parceria.*

**Palavras-chave:** *Engajamento. Conformidade Religiosa. Envolvimento. Engajamento. Desempenho da Parceria.*

## 1 INTRODUCTION

Companies that plan to grow will always pursue partnerships as an important strategy to improve their performance and sustainability. This is important, considering that companies cannot rely solely on their own resources; they need to partner with others. Theory Partnership, developed by McQuaid (2000), focuses on understanding collaboration between different parties or organizations to achieve a common goal. In partnership theory, partnerships are defined as relationships used to describe different types of relationships in different circumstances and locations, where the benefits of partnerships include the availability of resources, increased organizational effectiveness and efficiency, and greater legitimacy due to involving the other party. Through partnership, the two partners can complement each other, share resources, and increase their competitiveness, thereby improving the company's performance. Besides, the company and its partners can also access knowledge and opportunities to innovate, improve the capabilities of organizational members, and expand the marketing of products and services, making them profitable for both parties.

Partnerships have advantages and disadvantages, one of which is that they can make the company dependent on its partners. Zubair *et al.* (2021) found that partnerships pose significant risks, including a lack of transparency, conflicts of interest, low professionalism, and weak accountability mechanisms. From an Islamic perspective, it illustrates that there are fundamental ethical problems whose solutions must be grounded in religious norms. All parties involved in the partnership should consistently implement the mutually agreed programs to achieve the desired benefits and the excess benefits felt by each partner.

Considering various problems in the partnership, Ratnawati, Widodo, *et al.* (2023) propose new concepts to overcome them. The new concept was named Engagement

Religious Compliance (ERC). It is a form of organizational involvement when partnering with other organizations that is based on adherence to the norms of the religion believed in (in this context, Islam). Furthermore, the new concept was developed in its dimensions and measurements, with the formative dimensions consisting of Engagement and Involvement in the Religious perspective (Ratnawati, Kholis, *et al.*, 2023). Engagement in the study was differentiated into cognitive and affective engagement, and involvement into cognitive and affective involvement.

As suggested for further research on Ratnawati, Kholis, *et al.* (2023) and Ratnawati, Widodo, *et al.* (2023), this study examines how the dimensions of the ERC formation dimension, namely Engagement and Involvement from a religious perspective, affect partnership performance. By understanding the relationship among engagement, involvement, and partnership performance, organizations can identify strategies to build more productive and sustainable partnerships and create added value for all parties involved. Thus, the success of the partnership depends not only on the formal agreement and the initial contract signed, but also on the level of engagement and involvement of each partner.

## **2 THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT**

### **2.1 Partnership theory**

Partnerships among organizations have become an important way for organizations to improve performance as well as to find and maintain a competitive advantage (Mohr & Spekman, 1994), its preservation (Ivashchenko & Isaeva, 2021), as well as sustainable performance (Alsmairat *et al.*, 2024). In various sectors, public, private, or social partnerships are seen as the key to achieving goals that would not be possible to achieve individually.

Partnerships are dynamic relationships between diverse actors, based on mutually agreed-upon goals, pursued through a shared understanding of the division of labor informed by each partner's comparative advantages (Brinkerhoff 2002). By combining the strengths, resources, and expertise of various parties, partnerships can create added value and deliver outstanding performance. Partnership theory, initiated by McQuaid

(2000), focuses on understanding collaboration between different parties or organizations to achieve a common goal. This theory explores the reasons partnerships form and how they can be managed to achieve success. Furthermore, it is often used in studies of public, private, and non-profit partnerships and to identify the factors that influence their success.

Partnerships offer advantages such as synergies, innovation, and more effective problem-solving, but they also face challenges such as potential conflicts, inequities in contributions, or differences in long-term goals. Partnerships allow partners to share risk, expand markets, access new technologies, and address complex challenges. However, partnerships also present their own challenges, such as organizational cultural differences, imbalances of contributions, and potential conflicts of goals. Zubair *et al.* (2021) found that partnerships pose significant ethical risks, including a lack of transparency, conflicts of interest, low professionalism, and weak accountability mechanisms.

It is clear that there are benefits to forming partnerships. However, there is also the risk of facing risks when forming a partnership. Therefore, it is important to understand how effective partnerships are formed, managed, and maintained.

## **2.2 Partnership performance**

Understanding and measuring partnership performance is essential to ensure the sustainability and success of the long-term relationship of the organization that conducts partnerships. Partnership performance encompasses various aspects arising from partnerships between organizations, both financial and non-financial. J. Mohr and Spekman (1994) researched on the success of partnerships and attributes of partnerships, concluding that successful partnerships are often characterized by commitment, coordination, interdependence, and trust, which will directly affect partnership performance. The success of the partnership is measured by satisfaction and Dyadic Sales obtained through close cooperation between partners.

Other researchers, Sodhi and Son (2009) conveyed that the partnership performance includes the strategy and operational dimensions. Strategy dimensions are measured using the indicators of: Profit Level, Cost Control, Technology Development, New Product Development, Knowledge Transfer, Manufacturing & Quality Control, Marketing Activities, Sales Level, and Customer Service. The operational dimensions are

measured using the indicators of Forecasting Accuracy, Inventory Level, Lead Time, Supply Chain Responsiveness, and Supply Chain Management Cost Reduction.

Based on previous research studies, Ratnawati *et al.* (2023) develop a partnership performance measurement item in service organizations by incorporating Islamic values. Indicators used to measure partnership performance include revenue level, Sales growth, customer service, Qimah Insaniyah (the benefits of humanity), created partnership, Qimah Ruhiah (get closer to Allah), and partner managerial development.

### 2.3 Engagement religious compliance

Ratnawati *et al.*, (2023) developed a new concept of Engagement Religious Compliance (ERC), which is a form of organizational involvement when partnering with other organizations that is based on adherence to the norms of the religion believed in (in this case, Islam). This new concept was formed based on the consideration that companies in a partnership relationship develop an emotional bond, commitment, or inter-partner engagement. The consequence of the partnership is that the company must comply with the partnership's rules (compliance) as determined by the partnership. In the new concept of partnership, what happens must be based on religious values (Islam).

In partnership, there is an element of participation. Steinhardt *et al.* (2022) argues that participation can be distinguished from Engagement and Involvement. In line with this opinion, Ratnawati, Kholis, *et al.*, (2023) has developed the concept of ERC into the dimension of Engagement and Involvement in the perspective of Religion. Religious engagement is intended as a form of attachment in partnering. At the same time, Religious Involvement is a form of partnership in which both engagement and involvement are carried out in accordance with religious norms. In the study, the Engagement Religious dimensions consist of Affective Engagement (EA) and Cognitive Engagement (EC), while Involvement Religious consist of Affective Involvement (IA) and Cognitive Involvement (CI)

ERC, which is a form of an organization's involvement in implementing rules according to the provisions of partnership and religious (Islamic) norms, has been proven to increase partnership performance (Ratnawati, Widodo, *et al.*, 2023). These results have been confirmed by De Waal & de Haas (2019), that the involvement of management will

affect the success of the partnership, as well as Mohr & Spekman (1994) that participation can increase the success of a partnership. In this study, ERC was operationalized as two dimensions: Religious Engagement and Religious Involvement. Based on the opinions of the various experts above, as involvement and engagement in religion increase, the partnership's performance will improve. Thus, a hypothesis was developed as follows:

H1: The stronger the involvement, the more partnership performance will increase

H2: The stronger the engagement, the more partnership performance will increase

Involvement and Engagement are closely related concepts in partnership. In partnership relationships, whether partnerships between teams, organizations, or governments, Involvement and Engagement play an important role in determining the success and continuation of partnership relationships. The success of this partnership depends not only on formal agreements and contracts signed, but also on the level of involvement and engagement. The organization will be involved in fostering a strong partnership when there is an attachment. In other words, engagement will strengthen its influence on partnership performance. Engagement will be a moderator that will affect the relationship between involvement and partnership performance. Hence, a hypothesis was developed as follows:

H3: The stronger the engagement, the more the effect of involvement on partnership performance.

### 3 RESEARCH METHODS

The concept of Engagement Religious Compliance created by (Ratnawati, Kholis, *et al.*, 2023) was developed in this study into two dimensions, namely Religious Engagement and Religious Involvement. The Engagement Religious dimension consists of Affective Engagement (EA), with three indicators, and Cognitive Engagement (EC), with eight indicators. Dimensions of Involvement Religious consists of Affective Involvement (IA) with five indicators and Cognitive Involvement (CI) with eleven indicators. Indicators of variables Partnership Performance in total, referring to the research that has been carried out (Ratnawati, Widodo, *et al.*, 2023)

The data in this study were obtained by distributing questionnaires to the leaders of Islamic Hospitals in Central Java. The questionnaires collected and analyzed were 87. The data obtained were then tested using empirical models via Structural Equation Modeling (SEM) with Smart PLS 4. The procedure includes creating a path diagram of the causal relationships between constructs and their indicators, testing the measurement model, and then analyzing the structural model.

## **4 DISCUSSION**

### **4.1 Respondent profile**

This study focused on the Islamic Hospital in Central Java, Indonesia, in collaboration with BPJS Healthcare, including Sultan Agung Islamic Hospital, Sultan Agung Hospital, Kendal Hospital, Roemani Hospital, Aisyah Kudus Hospital, Sultan Hadlirin Jepara Hospital, and PKU Muhammadiyah Karanganyar Hospital. The respondents were the leaders of the selected Islamic Hospital at the middle-to-upper level. The number of questionnaires collected and analyzed was 87.

### **4.2 Validity, reliability, and structural model tests**

The validity test is carried out using convergent validity, which involves examining the correlation between the indicator score and the construct score. Indicators that have a loading value below the required (0.6) are removed from the model (Ghozali & Latan, 2015). The indicators removed from the model are IC1, IC2, IC5, IC6, IC9, IA2, IA5, EC1, EC3, EC4, PP6, PP7

Discriminant Validity can be assessed by cross-loadings among indicators and other constructs. The results showed that the correlations of all constructs with their respective indicators were higher than those of the indicators with other constructs (Table 1). It can also be said that each item correlates more strongly with the dimensions it measures and weakly correlates with the dimensions it does not measure. It can be concluded that the evaluation of the validity of the discriminant meets the criteria.

**Table 1***Cross Loadings*

	Engagement	Involvement	Partnership performance	Engagement x Involvement
EA1	0,763	0,488	0,314	-0,369
EA2	0,800	0,520	0,451	-0,281
EA3	0,941	0,652	0,583	-0,482
EC2	0,806	0,580	0,565	-0,289
EC5	0,742	0,440	0,568	-0,046
EC6	0,914	0,576	0,618	-0,403
EC7	0,890	0,570	0,514	-0,419
EC8	0,920	0,585	0,575	-0,459
IA1	0,477	0,789	0,296	-0,349
IA3	0,478	0,830	0,433	-0,354
IA4	0,590	0,757	0,353	-0,318
IC3	0,478	0,727	0,438	-0,336
IC4	0,525	0,719	0,487	-0,346
IC7	0,550	0,774	0,431	-0,338
IC8	0,615	0,871	0,501	-0,592
IC10	0,464	0,847	0,413	-0,440
IC11	0,470	0,849	0,376	-0,449
PP1	0,294	0,342	0,689	0,201
PP2	0,360	0,277	0,710	0,124
PP3	0,460	0,375	0,766	0,107
PP4	0,534	0,344	0,851	0,044
PP5	0,671	0,617	0,855	-0,335
Engagement x Involvement	-0,403	-0,498	-0,028	1,000

Discriminant Validity was also tested by comparing the square root of Average variance extracted. The results of the evaluation of discriminant validity using the Fornell and Lacker criterion methods are acceptable, where the AVE root of each dimension (on the diagonal axis) is greater than its correlation with the other dimensions (Table 2).

**Table 2***Fornell-Larcker Criterion*

Variables	Engagement	Involvement	Partnership performance
Engagement	0,850		
Involvement	0,652	0,798	
Partnership performance	0,632	0,531	0,777

The reliability test can be seen through the Cronbach values of Alpha, Composite Reliability, and Average variance extracted (Table 3). The Cronbach Alpha and Composite reliability values have values above 0.70, which indicates that overall the

measurement items are consistent/reliable in measuring variables. Meanwhile, the AVE value of all variables shows an AVE value above 0.50, so that convergent validity is achieved. These results show that the reliability of the variables is met.

**Table 3**

*Reliability, Average Variance Extracted*

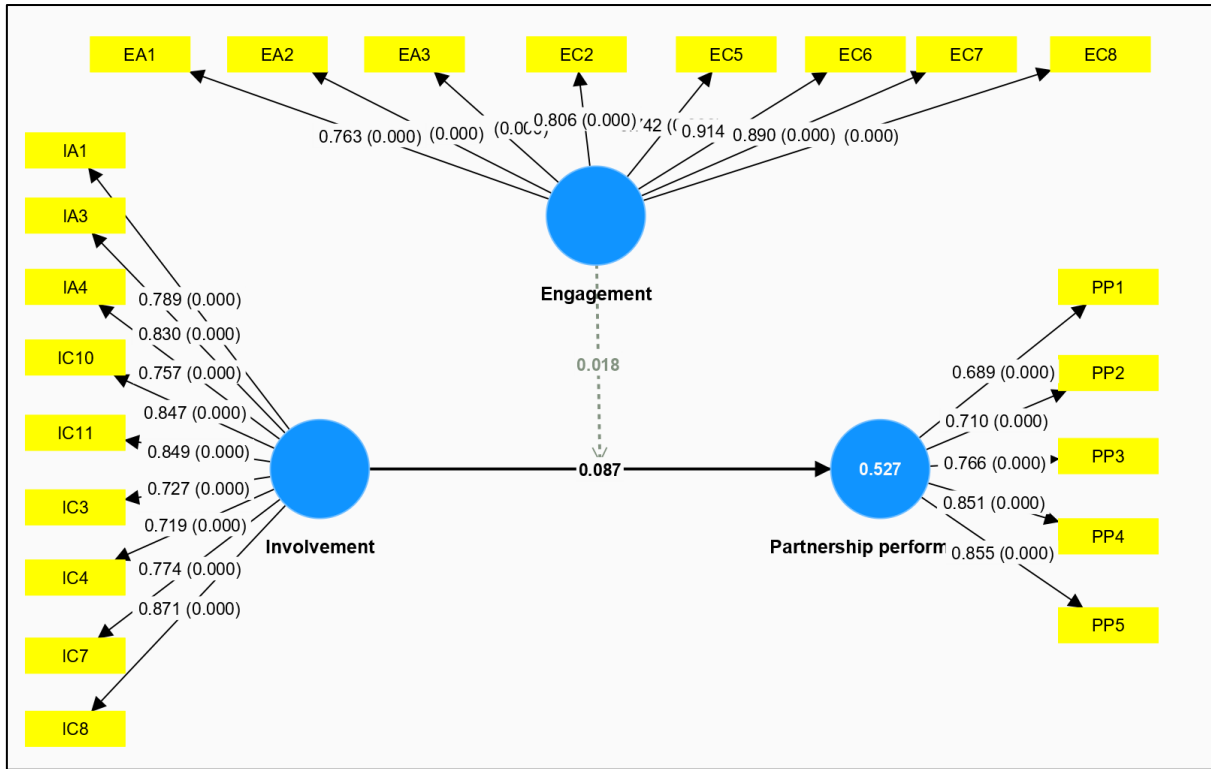
Latent variables	Cronbach alpha	Composite reliability	Average variance extracted
Involvement	0,928	0,940	0,637
Engagement	0,944	0,954	0,723
Partner performance	0,841	0,883	0,604

Figure 1 and Table 4 show the influence of the variables tested. There was a significant direct effect of positive influence between Engagement on partnership performance ( $\beta=0.547$ ; statistical  $t = 2.629$ ,  $p\text{-value} < 0.01$ ), but Involvement on Partnership Performance had a positive but insignificant effect ( $\beta=0.360$ , statistical  $t = 1.712$ ,  $p\text{-value} > 0.05$ ). This shows that the H2 is supported while H1 is rejected.

The role of engagement moderation in the relationship between Involvement and Partnership performance showed positive and significant values ( $\beta=0.225$ ; statistical  $t = 2.365$ ,  $p\text{-value} < 0.05$ ). This result means that Engagement is able to be a moderating variable between Involvement and Partnership performance.

**Figure 1**

*Full Model*



**Table 4**

*Hypothesis Testing Results*

Effect	Path coefficient	T Statistics	P-value	Results
Involvement → Performance	0,360	1,712	0,087	H1 is not supported
Engagement → Partnership Performance	0,547	2,629	0,000 *	H2 supported
Engagement x Involvement → Partnership Performance	0,224	2,365	0,018**	H3 supported

Note: \* p < 0.05; \*\*p < 0.01

**4.3 Discussion**

Partnerships that are built with the ERC (with Islamic norms) and managed well can be used as a way to achieve the success of the partnership. This confirms the Partnership theory by (McQuaid, 2000), which explores the different reasons why partnerships are formed and how partnerships can be managed to achieve partnership

success. ERC has been developed in this study with two dimensions, Involvement and Engagement, where each dimension contains cognitive and affective elements. Increasing cognitive and affective engagement in a religious (Islamic) perspective has been proven to increase partnership performance. These results support the opinion of De Waal dan de Haas (2019) which suggests that management involvement will affect the success of the partnership. Cognitive engagement in a religious (Islamic) perspective in organizations that run service businesses, such as Islamic Hospitals in partnership with BPJS Healthcare, is realized by always improving the quality of cooperation and implementing partnerships in accordance with religious rules. Another form of cognitive engagement is when conducting partnerships, always with partners to develop partnership rules, provide additional services for customers, and provide service instructions, all of which are carried out according to religious beliefs. Meanwhile, affective engagement is manifested in the form of organizational attachment to help solve partner difficulties, help partner business growth, and help maintain the Partner's reputation to conform to religious norms.

Involvement in this study was proven to be unable to improve partnership performance. Involvement contains cognitive and affective elements (Harrigan *et al.*, 2017). Strong involvement means that partners are not only emotionally committed but also take an active role in the partnership aspect. In the context of the partnership between Islamic Hospitals and BPJS Healthcare, cognitive involvement from a religious perspective is manifested in the form of hospital involvement in evaluating the results of cooperation, controlling the implementation of cooperation, willingness to carry out the rules of partnership, and serious attention to the rules of partnership in accordance with the teachings of Islam. While affective involvement is religiously formed when the organization is involved by paying attention to sincerely considering the partner's business growth, paying attention to the suitability of the partner's reputation with religious norms, and paying attention to the partner's vision and mission. In a religious (Islamic) perspective, Involvement is believed to increase partnership performance if the engagement is strong. The influence of involvement in improving partnership performance can occur when there is an increase in engagement.

## 5 CONCLUSION

In an increasingly complex and connected business world, the concepts of involvement, engagement, and partnership are increasingly crucial for organizational success. These three elements are not only stand-alone, but are also interrelated and contribute significantly to the sustainability of the company. The results of this study showed that increasing religious engagement (Islamic norms) has an effect on increasing partnership performance. Involvement cannot have a direct effect on partnership performance, but the existence of engagement is able to moderate the influence of involvement on improving partnership performance.

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