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FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

HOW TO LEVERAGE STRATEGIC ALLIANCES: THE SUCCESS FACTORS OF STRATEGIC ALLIANCE IN PROPERTY MANAGEMENT

A dissertation submitted in partial fulfillment of

the requirements for the degree of

DOCTOR OF BUSINESS ADMINISTRATION

by

Luis Angel Gonzalez Jr.

May 2022

To: Interim Dean William Hardin III,
College of Business at FIU

This dissertation, written by Luis Angel Gonzalez Jr., and entitled How to Leverage Strategic Alliances: The Success Factors of Strategic Alliance in Property Management, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

George A. Marakas, Member

Ronald Mesia, Member

Arun Upadhyay, Member

Fred O. Walumbwa, Major Professor

Date of Defense: May 13, 2022

The dissertation of Luis Angel Gonzalez Jr. is approved.

William Hardin III,
Interim Dean College of Business
Florida International University

Andres G. Gil
Vice President for Research and
Economic Development
And Dean of the University Graduate School

Florida International University, 2022

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DEDICATION

I dedicate this dissertation to

my parents, Luis Angel Gonzalez Sr & Eneida Gonzalez,

and

my mother-in-law, Urania Burgos, father-in-law, Deleide Peron, wife, Blanca Gonzalez,

and my daughters,

Suley Gonzalez and Suleyka Gonzalez

for their love, support, and encouragement throughout my DBA journey

ACKNOWLEDGMENTS

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ABSTRACT OF THE DISSERTATION

HOW TO LEVERAGE STRATEGIC ALLIANCES:

THE PRIMARY SUCCESS FACTORS OF STRATEGIC ALLIANCE IN PROPERTY MANAGEMENT

by

Luis Angel Gonzalez Jr.

Florida International University, 2022

Miami, Florida

Professor George A. Marakas, Co-Major Professor

Professor Fred O. Walumbwa, Co-Major Professor

Companies pursue strategies to grow sales and increase market share by developing a more effective process, expanding into a new market, or obtaining an advantage over a competitor. This dissertation aims to understand the relationship between five success factors (i.e., partner commitment, partner trust and coordination, partner interdependence, partner capabilities, & partner information sharing) of a strategic alliance partnership agreement and strategic alliance performance and the role of partner cultural differences in this relationship. The overall goal of this dissertation is to understand how organizations can access the strengths, capabilities, knowledge, and trust that are paramount for strategic alliance in property management and to understand which success factors are deemed most valuable and important to those who work in the property management market segment that result in effective strategic alliance performance. An online survey was conducted using Mturk with about 523 participants

from different organizations and sectors. Although the dissertation uses previously validated instruments, a Confirmatory Factor Analysis (CFA) using SPSS AMOS v.27 was performed to assess the factor structure of the data. The hypothesized direct relationships were tested using structural equation modeling (SEM) hierarchical regression analysis and simple slope moderation analysis using SPSS v.27. Results for the direct relationships revealed that partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing was positively related to strategic alliance performance. Finally, the results revealed that the relationships between partner commitment and strategic alliance performance, partner trust and coordination and strategic alliance performance, partner interdependence and strategic alliance performance, partner capabilities and strategic alliance performance, and partner information sharing, and strategic alliance performance is stronger when partner cultural difference is low rather than high. Implications of these findings are discussed.

Keywords: Strategic Alliance Formations, Strategic Alliance Performance, Partner Capabilities, Partner Interdependence, Partner Trust and Coordination, Partner Commitment, Partner Information Sharing, and Partner Cultural Difference.

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LIST OF ABBREVIATIONS AND SYMBOLS

PCAP	Partner Capabilities
PCOM	Partner Commitment
PCD	Partner Cultural Difference
PIS	Partner Information Sharing
PINT	Partner Interdependence
PTC	Partner Trust and Coordination
PM	Property Management
PSR	Property Sales Representative
SAP	Strategic Alliance Performance
SW/SHW	Sherwin Williams

CHAPTER 1. INTRODUCTION

For successful business alliances, it is important to identify the priorities of strategic business partners. Following Monczka (1998), Ariño (2002), and Rai, Borah and Ramaprasad (1996), this dissertation will focus on strategic alliance performance[1] to better understand the success factors[2] of strategic alliance[3] that positively relate to strategic alliance performance[4] in the property management segment. The property management segment consists of the following buyer/supplier relationships of effective management[5] success factors and indicators: (1) partner commitment (time, money, and assets), (2) partner trust and coordination (reliable, similar, and professional), (3) partner interdependence (relationship dependence and relationship control), (4) partner capabilities (skills and resources), and (5) partner information sharing (financial well-being, debt outstanding and successful growth). The importance of this dissertation or the "so what" is that the findings are likely to have impact on the property management business industry as the dissertation results will provide an opportunity for vendors,

[1] ***Strategic Alliance Performance*** (SAP) refers to operational performance (those key operational success factors that might lead to financial performance- explicit financial goals) on key success factors measured by indicators of such key success factors (Venkatraman and Ramanujam, 1986).

[2] ***Success factors*** defined as the combination of important facts required to accomplish one or more desirable business goals (Kemeny and Yanowitz, 2000). Anything like people (personnel, staff), operations (processes, work), marketing (customer relations, sales), finances (assets, facilities) and strategic focus (leadership, management) (Kemeny and Yanowitz, 2000).

[3] For this study, ***Strategic Alliance*** refers to a mutually beneficial relationship between two businesses with the intent of increasing revenues, industry reach and internal knowledge (Strategic Alliances Pros-Cons 2017).

[4] ***Strategic Alliance Performance*** (SAP) refers to operational performance (those key operational success factors that might lead to financial performance- explicit financial goals) on key success factors measured by indicators of such key success factors (Venkatraman and Ramanujam, 1986).

[5] ***Effective Management*** refers to the five success factors of strategic alliance in the property management industry that strongly support a successful buyer/supplier relationship for effective (SAP) in this study.

suppliers, and investors alike by providing statistical results that show what success factors of strategic alliance positively relates to strategic alliance performance while factoring in partners cultural differences (PCD) in this relationship between the five success factors and strategic alliance performance.

This dissertation seeks to understand how to successfully leverage strategic alliances by both parties involved. What is known about this topic, is that a Business Alliance links companies with strong exploitation intents (Koza & Lewin, 2000), thus supporting the main underlying objectives to this research study which is to uncover how 'The Sherwin Williams Company'[6] and the property management segment benefit from a strategic alliance while understanding an important point which is "to see your company as others see you" (Kemeny & Yanowitz, 2000). What we do not know which has not been studied enough is how the five success factors positively relate to a firm's strategic alliance performance in the property management segment.

Therefore, what needs to be uncovered is to understand why is it those strategic alliances do not achieve or yield the results of increase in business and sales to one of the business partners? Additionally, what needs to be further researched that has not been studied enough is having a clear and better understanding of the indicators for example "reliable," "similar," and "professional" from success factor "trust and coordination" that strongly relate to strategic alliance performance. The indicators are defined in the literature review chapter of this dissertation. This dissertation seeks the answer to both knowledge and understanding of the property management industry goals, assumptions,

[6] Founded in 1866, delivers the best in paint and coatings products to the world.

purpose, and desired outcomes critical to the five success factors and indicators like "financial health," "level of debt" and "ability to grow" in relation to success factor "partner information sharing," that positively support strategic alliance performance to strategic alliance buyers/suppliers in property management.

The following information was provided by face-to-face discussions with Sherwin Williams National Account Executives at the National Sales Meeting in Orlando, Florida January 2020, and a face-to-face interview with national account executive in February 2020. These agreements can be readily provided with permission of the Sherwin Williams Company national accounts managers. Refer to appendix G: Master Supply Agreement (Sample) from Sherwin Williams to understand each of the participants rights and obligations between the Sherwin Williams Company and the client. Sherwin Williams customers more often than not have their own outline as well, and the bigger the client, the more intricate the arrangement can become. The agreements provided by national account executives include preferred (PF), approved (AP), exclusive (EC), and sole preferred (SP).

Preferred – This arrangement is standard in cases where a national client either cannot identify a relationship as 'exclusive' or where they have various agreement holders with only one as a desired. This company encourages internally that Sherwin Williams is the desired however, they may suggest other possibilities for each of their sites. Their liking is Sherwin Williams, and they will usually encourage this from within. Example: A Multifamily managing corporation that has arrangements with Sherwin Williams (SHW) and two other aggressive firms. They may advertise SHW as 'preferred' but will usually not force a switch to Sherwin Williams. This entails local property

service representative and store engagement with the client, displaying the benefit that Sherwin Williams offers to earn this business.

Approved – This is an accord that is customary in several distinct instances such as a client that will only permit sites to buy from 'approved vendors' only or in instances where the consumer is reluctant to specify a favored supplier partner. This company fosters from within doing business with National suppliers that have an existing national agreement as the course of action. Example: Property Management businesses will normally not advocate one supplier/company over another however, having a nationwide arrangement can turn out to be an advantage in terms of switching a local site that is utilizing a vendor that is not a national agreement owner.

Exclusive – This deal usually means what it says, at a company level, this consumer has selected Sherwin Williams as their 'exclusive' associate and their wish is that a Sherwin Williams representative calls upon all of their child locales and switches them to using Sherwin Williams. This involves in some cases; the local site not well aware regarding the National plan and will require instruction on the program advantages and understanding.

Sole Preferred – This contract typically implies that an RFP (Request for Pricing) plan was made, and Sherwin Williams was the only corporation awarded. This requires that the company not encourage internally any other paint business affiliation. Their first choice is Sherwin Williams and dependent on the kind of National Client, locations might have to purchase –OR- might not have any choice within their plan to buy from Sherwin Williams. Example: A Healthcare GPO (Group Purchasing Organization) with a sole grant contract – The GPO only has Sherwin Williams as an agreement holder and

proposes Sherwin Williams to its delegates for use. Participants can choose separately to use a different supplier if they want, and it is now on Sherwin Williams to advertise the National plan and its advantages to the representative to secure the business.

The national contracts are settled by Sherwin Williams national account executives (NAE's) with property management companies' strategic partnership delegates. The NAE, for example, creates a ceiling contract for national accounts (Example: as with pricing arrangements this indicates that pricing will be no greater than the price determined by national accounts). In this example, it means that because the price is a ceiling with a maximum amount, for which the property service representatives can change prices locally to take on the competitive demands of the regional market. There is no requirement to call on national accounts, simply creating a local price history card on said account with the particular pricing can ensue. Importantly, companies for Healthcare, Hospitality and Property Management usually have this kind of pricing standard.

A different example is fixed pricing which is customary to clients that may be particular owners of amenities and want a certain price for those facilities. This can also occur for consumers that buy and use paint directly, like contractors or commercial users. This price typically happens in cases of an 'Exclusive' or 'Strongly Preferred' contract and can be particularly common where a client has an 'E-commerce' link to Sherwin Williams. This implies that as the price is 'fixed,' local property service representatives cannot change prices on these particular accounts. It might be that they check pricing nationally or that the E-commerce structure they employ displays pricing. This would compel property service representatives to work in partnership with their local customer

to make sure that they realize that having a ‘fixed’ price indicates that their company office and Sherwin Williams must act together very strongly to confirm this system. Normally, national clients that have this kind of pricing deal are healthcare facility owners with e-commerce networks, multifamily owners with certain national account contracts, and contracting firms that have a national trajectory and nationwide pricing.

Research Question: What are the factors that influence strategic alliance performance in property management?

CHAPTER 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Strategic Alliance Formations

To better understand the relevant Success Factors, it is important to know that a strategic alliance is a crucial developing part for a business to reach greater and more successful market existence. Strategic alliance can be defined as a proper union between two or more business companies that engage in a set of exclusive and shared interests through the distribution of resources in circumstances including uncertainty over outcomes (Ariño et al., 2001). An alliance is tactical when a firm seeks to employ, in part or in whole, components of management's planned intent (Hamel & Prahalad, 1989). In an alliance every partner must think about how its short-term activities will affect the other's long-term achievement (Kemeny & Yanowitz, 2000). The larger the likely advantage in an agreement, the more the participants' short-term and long-term fortunes combined (Kemeny & Yanowitz, 2000). Frequently activities that make complete sense in the short term end up generating the unintended outcome of destabilizing the long-term benefit of the relationship. As such, strategic alliance formations[7] result in firms looking to discover, improve and sustain competitive benefit by gradually using a concerted idea that looks beyond their own limits to develop modern, efficient, and adaptable alliance approaches (Newman & Chaharbaghi, 1996). Organizations by the establishment of strategic alliances should be able to accomplish the desired state of aggressive position in their own industries (Hagedoorn & Duysters, 2002). Previous studies identify the three types of strategic alliances known as business alliances, learning alliances and hybrid

[7] ***Strategic alliance formations*** have increased dramatically over the past decade and, in many U.S. and E.U. industries, alliances are now a central strategic component and a core offensive and/or defensive competitive weapon (Holmberg and Cummings, 2009).

alliances (Koza & Lewin, 2000). This study will be driven by a business alliance which is an arrangement between businesses, usually driven by cost saving and better service for the customer (Koza & Lewin, 2000). For this study this refers to alliances that are often bounded by a single agreement called Sherwin Williams National Account Agreements with reasonable risk and opportunity share for all parties concerned and usually managed by a unified project team called national account executives. In most cases, alliances seek to create a position in a geographic or product market or market segment such as property maintenance for this study, with the superseding objective of a business alliance being to secure new incremental profits from the mixture of explicit resources exclusive to each parent (Koza & Lewin, 2000). Companies by the creation of a strategic alliance should be able to accomplish the coveted state of competitive standing in their corresponding industries.

Strategic Alliance Performance

Prior literature states no agreed upon definition of strategic alliance performance (Yang & Zeng, 1999) but goal achievement inspires most explanations (Beamish, 1988; Anderson, 1990; Beamish & Delios, 1997; Lin & Germain, 1998). Outlining from the strategy literature, we may acknowledge three levels of performance that are contingent on the objectives under consideration: economic performance, effective performance, and administrative effectiveness (Venkatraman and Ramanujam, 1986). Economic or financial performance is important when the partners in a strategic alliance have specific financial aspirations for it (Ariño, 2003). Effective or operational performance can be measured by indicators of key success factors that "focuses on those key operational success factors that might lead to financial performance" (Venkatraman & Ramanujam,

1986, p. 804). Administrative or organizational effectiveness refers to the realization of the organization's goals, taking into consideration the benefits of various constituencies (Ariño, 2003).

According to Ariño (2003), we can presume that the important goals in assessing strategic alliance performance are those of the allies, and that they consider the goals of other constituencies as far as they are hindered by them. Every partner will typically have objectives for the strategic alliance that are not communicated by the other partner. Ariño (1995) sates that the common interests are the *common goals* of the strategic alliance; the objectives that each firm has for the strategic alliance and which it does not share with its partner are the private goals. Equally the common and the *private goals* may vary over time (Doz, 1996), yielding *emergent goals* that vary from the *initial* ones – whether common or private. For this study we will define strategic alliance performance as the level of success of partners goals, be these *common* or *private*, *initial*, or *emergent* (Ariño, 2003). Proceeding onward, we will assess the content validity[8] of current operational (functioning) and organizational (managerial) effectiveness actions of strategic alliance performance in the literature, by determining how far these activities reveal the degree of success of the partners common and private, initial, and emergent goals for a strategic alliance.

Functioning measures of strategic alliance performance are values of key success factors that lead to strategic alliance usefulness (Ariño, 2003). In this study they are known as measures of steadiness such as partner capabilities, partner interdependence,

[8] Content validity is 'a qualitative type of validity where the domain of a concept is made clear and the analyst judges whether the measures fully represent that domain' (Bollen, 1989, 185).

and partner trust and coordination. Managerial effectiveness measures of strategic alliance performance measure the degree of satisfaction of several goals from the viewpoint of one of the partners (Ariño, 2003). For this study it will include partner information sharing and partner commitment. To bring this full circle, the evaluation of the achievement of strategic goals assesses the level of satisfaction of initial goals common and private. Such that the valuation of spillover consequences assesses the extent of realization of a subset of private goals, initial and emergent.

Partner Capabilities

Partner capabilities refers to what Rai, Borah & Ramaprasad (1996) term as partner evaluation where the choice of a partner has an important influence on the performance of an alliance since that choice limits the mix of *skills* and *resources* accessible to the alliance. It is important to verify if the assets of a likely partner have the ability to match the conditions for which the alliance was initiated (Rai, Borah, & Ramaprasad 1996). The method of choosing partners is clearly complicated. With the increase of a worldwide economy, alliances between domestic and international partners are turning out to be quite ordinary (Rai et al., 1996). When doing business with international firms, access to important information may be even more problematic (Rai et al., 1996). The principles and abilities of partners need to be examined. This study will utilize the construct partner capabilities (PC) which is crucial in determining if the assets of a partner have the capability to match the conditions for which the alliance was introduced (Rai et al., 1996).

A common viewpoint used to explain partner capabilities in strategic alliance is the resource-based view which states that it is the assets of the firm that support the services and

products the firm sells, thus the size of the firm varies on the valuable assets it employs (Penrose, 1959, pp. 9-30). Assets in this case can be described as tangible/physical capital (machines, plants), social/human capital (experience, knowledge, experience), and managerial/organizational capital (planning, coordination mechanisms) (Barney, 1991). Resource-based view support for this study refers to partner capabilities indicators skills (ability, capacity, and adaptability), and resources (information, expertise, and management) that strongly support the construct "partner capabilities."

Partner Interdependence

Partner Interdependence happens when one actor (partner) does not entirely control all the requirements necessary for success of an action or a desired result (Monczka, 1998). An example mentioned by Monczka (1998) explains how Provan and Skinner (1989) found that traders of agricultural equipment were less resourceful when they depended on a primary supplier, whereas suppliers with more control over dealers choices demonstrated greater resourcefulness. According to Handfield (1993a) resource dependence can also impact other outcomes, including supplier JIT (just-in-time) delivery performance. The literature cited above suggests that successful strategic alliances are expected to be characterized by higher levels of partner commitment (PCOM), partner trust and coordination (PTC), and partner interdependence (PINT). This is further supported by resource dependence theory Emerson (1962) and Pfeffer and Salancik (1978) which specifies the conditions under which one social unit can obtain

compliance with its demands when interdependence is present. This study will employ partner interdependence (PINT) with indicators relationship dependence (when a partner depends on a primary supplier) and relationship control (suppliers with greater control over partners decisions) (Monczka, 1998).

Partner Trust and Coordination

Partner trust and coordination refers to McAllister (1995) which states that trust occurs in two forms. One of these has its roots in "citizenship" behavior and interaction frequency whereas the other has its roots in reliable role performance, cultural-ethnic similarity, and professional credentials (Monczka, 1998, p. 558). Both forms are found to improve direction by reducing administrative costs. Trust has also emerged as an essential element of alliances, and several studies support the importance of trust and coordination in cooperative relationships (Pilling & Zhang, 1992; Smith & Aldrich, 1991; Smith et al., 1995). This study will utilize partner trust and coordination (PTC) with indicators reliable (good in quality and performance), similar (likeness in views, complementary and engaged) and professional (well respected with high standards) (Monczka, 1998).

Partner Commitment

Partner commitment refers to the willingness of buyers and suppliers to exert effort on behalf of the relationship (Monczka, 1998). Commitment to a relationship is most often exhibited by dedicating assets to the relationship, which may appear in the form of an organization's time, money, facilities, etc. These types of resources are often referred to as "asset specific" resources, in that they are aimed exclusively towards the other party (Monczka, 1998, p. 557). Only recently have theorists described how the

commitment of assets can impact the nature of interorganizational affairs as several studies have found a relationship between resource commitment and the joint action or continuity between parties within interorganizational relationships (Friedmen, 1991; Heide & John,' 1990; Yoshino & Rangan, 1995). This study will utilize partner commitment (PCOM), effective alliances result when both buyers and suppliers show a willingness to commit a variety of assets to a set of future transactions (Monczka, 1998). Partner commitment indicators include time (based on goals for the year), money (snapshot of business finances) and assets (funds set aside for goods and services) used to support the construct "partner commitment."

Partner Information Sharing

Partner information sharing refers to the extent to which important and exclusive information is transferred to one's supply chain partner (Mohr & Spekman, 1994). For instance, details of the supplier's financial health, level of debt, ability to grow, and overhead cost structure are required to effectively plan future purchases and growth within the alliance (Burt, Norquist, 8z Anklesaria, 1990). In some cases, buying may become involved in the supplier's processes by appointing a supplier development team to cooperate jointly with the supplier's engineers in enhancing the processes (Krause, 1995). Suppliers who have trouble in delivering to engineered specifications can recommend adjustments that may lead to quality or cost advancements (Bhote, 1987; Clark, 1989). This study will utilize partner information sharing (PIS) which provides details of the supplier's financial health (measure of soundness in an organizations finances), level of debt (measure of how much debt is outstanding), ability to grow (future purchase & expansion capabilities), and overhead cost structure essential to

effectively plan future acquisitions and progress within the alliance (Burt, Norquist, & Anklesaria, 1990). PIS involves information quality and participation that support partner engagement and credible information sharing that support both parties to coordinate their activities.

Partner Cultural Difference

Partner cultural differences refers to cultural concerns as mentioned by Rai et al., (1996) where cultural backgrounds may significantly impact the assumptions of individuals and organizations. This is where differing assumptions on fundamental issues can spark potentially damaging conflicts and dampen the spirit of cooperation (Rai et al., 1996). Cultural problems may arise between companies in each country or in different countries. Rai et al., (1996) give an example when Apple and IBM decided to form alliances, differences in organizational culture and the complexity of managing such differences, were highlighted. At Apple, employees are accustomed to a more open and participative culture, while IBMers are more accustomed to the top-down hierarchical mode of functioning (Rai et al., 1996).

An important perspective to note is how both the resource-based view (services and

products the firm sells (Penrose, 1959)) and knowledge-based view (which only emphases on one resource: knowledge (Grant & Baden-Fuller, 1995)), refer to how alliances allow access to complementary resources or knowledge, permitting firms to remove their own deficiency by helping one another (Lammi, 2012). This would imply that both views recognize specific gains from *similarity* and *dissimilarity* AKA (partner

cultural difference) among partners (Lammi, 2012). Different from transaction cost theory which refers to difference in the terms of scale or link alliances (Hennart, 1988), addressing differences (individual and organizational cultural background) in business sectors and not the internal capabilities of partners. In this study partner cultural difference refers to - differences in organizational culture and the difficulty of managing such differences, which includes indicators backgrounds (company history, principals, and affiliations), and assumptions (plans thought to be true for developing a strategy and making decisions).

Proposition Test and Definition and Sources

This study is worthy attention because it will revolutionize how understanding the five success factors and their indicators will provide better understanding of property management characteristics while moderated by partner cultural differences towards strategic alliance performance. The moderator, for example, understanding how "partner cultural difference" with indicators "backgrounds" and "assumptions" are strongly valued by those who work in the property management segment in distinct parts of the globe which will help to understand how the success factors relate to strategic alliance performance by buyers/suppliers in property management.

Figure 1 presents the five success factors moderated by partner cultural differences proposed in this study. Although not included in the figure, the control variables include age, gender, race/ethnicity, and geographic location.

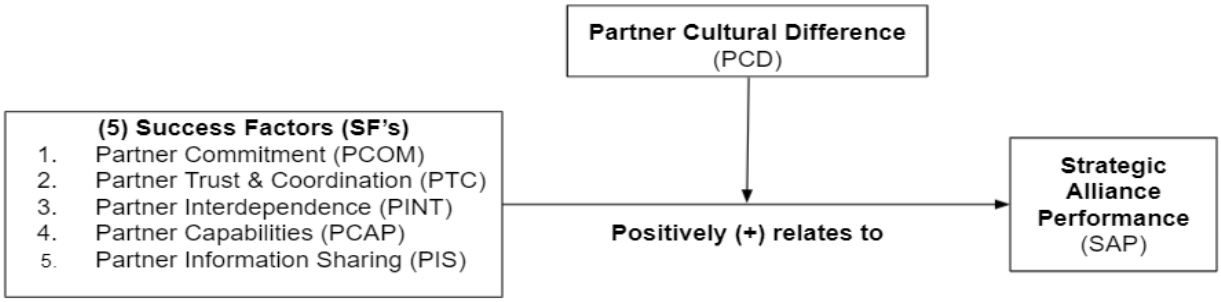


Figure 1. Test

Table 1 provides definitions of the five success factors whereas, Table 2 provides definitions of the indicators for the five success factors and moderator.

Definition and Sources

Table 1. Definition and Sources: Taken from Strategic Alliance Knowledge		
Construct & Moderator	**Definition**	**Sources**
Partner Commitment (PCOM)	Refers to the willingness of buyers and suppliers to exert effort on behalf of the relationship.	(Monczka, 1998)
Partner Trust and Coordination (PTC)	Reliable performance, cultural-ethnic similarity, and professional credentials.	(Monczka, 1998)
Partner Interdependence (PINT)	When one actor (one social unit) does not entirely control all the conditions necessary for achievement of an action	(Monczka, 1998)
Partner Capabilities (PCAP)	A mix of skills and resources to match the requirements for which the alliance was initiated.	(Rai, Borah & Ramaprasad 1996)
Partner Information Sharing (PIS)	The extent to which critical and proprietary information is communicated to one's supply chain	(Monczka, 1998)
Partner Cultural Differences (PCD) Moderator)	Differences in organizational culture and the complexity of managing such differences.	(Rai, Borah & Ramaprasad 1996)

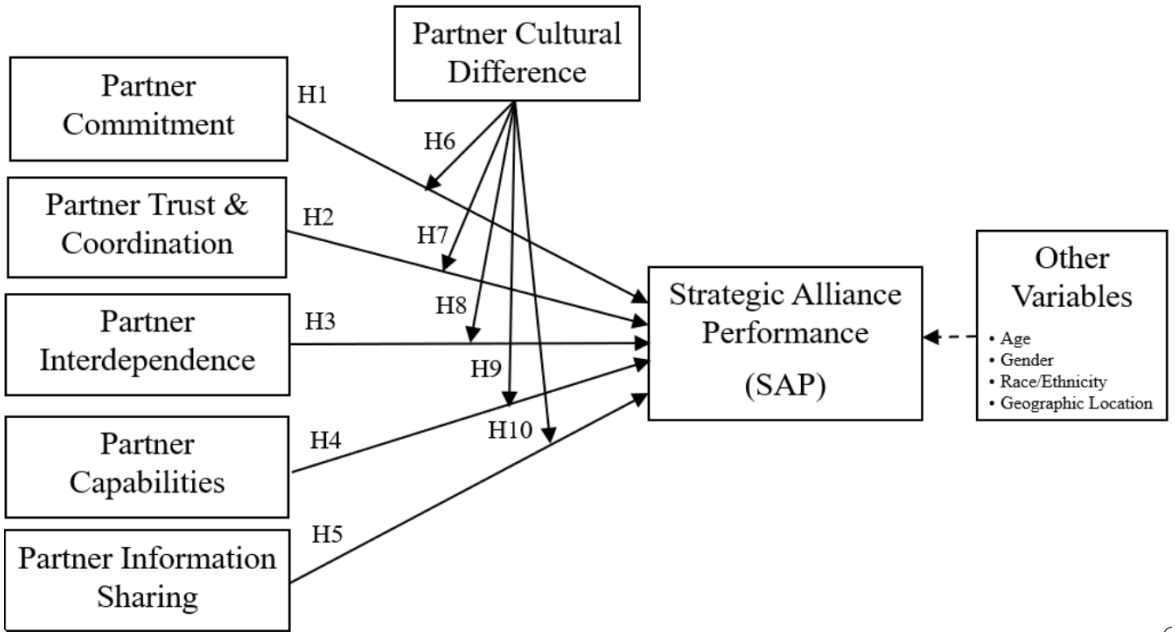
Table 2. Definitions and Sources: Taken from the Strategic Alliance Knowledge		
Indicators	**Definition**	**Sources**
Time (PCOM)	Indefinite continued progress based on goals for the year.	(Monczka, 1998)
Money (PCOM)	Credential qualification to indicate a Snapshot of business finances.	(Monczka, 1998)
Assets (PCOM)	Refers to funds set aside for goods and services.	(Monczka, 1998)
Reliable (PTC)	Good in quality and performance; able to be trusted.	(Monczka, 1998)
Similar (PTC)	Likeness in views, complementary and engaged.	(Monczka, 1998)
Professional (PTC)	Competent, assured and well respected with high standards.	(Monczka, 1998)
Relationship Dependence (PINT)	When a partner depends on a primary supplier.	(Monczka, 1998)
Relationship Control (PINT)	Suppliers with greater control over partners decisions.	(Monczka, 1998)
Financial Health (PIS)	Measure of soundness in an organizations finance.	(Monczka, 1998)
Level of Debt (PIS)	Measure of how much debt is outstanding.	(Monczka, 1998)
Ability to Grow (PIS)	Future purchase & expansion capabilities.	(Monczka, 1998)
Skills (PCAP)	The ability, capacity, and adaptability to do something well.	(Rai, Borah & Ramaprasad 1996)
Resources (PCAP)	Information, expertise, and management of an organization's assets.	(Rai, Borah & Ramaprasad 1996)
Backgrounds (PCD) Moderator)	Company history, principals, and affiliations.	(Rai, Borah & Ramaprasad 1996)
Assumptions (PCD) Moderator)	Plans thought to be true for developing a strategy and making decisions.	(Rai, Borah & Ramaprasad 1996)

(Bulgurcu, Cavusoglu, & Benbasat, 2010) PCOM- Partner Commitment, PTC- Partner Trust and Coordination, PINT- Partner Interdependence, PIS- Partner Information Sharing, PCAP- Partner Capabilities & PCD – Partner Cultural Differences (moderator indicators).

HYPOTHESES DEVELOPMENT

Figure 2 below summarizes the hypothesized relationships proposed in this current study.

Figure 2. Model Hypothesized Relationships



From the model we can propose the following hypotheses:

Relationship between Partner Commitment and Strategic Alliance Performance

Success factor construct partner commitment refers to the willingness of buyers and suppliers to exert effort on behalf of the relationship will positively relate to strategic alliance performance. This includes indicators time (indefinite continued progress based on goals for the year), money (credential qualification to indicate a snapshot of business finances), and assets (funds set aside for goods and services) which will positively relate to strategic alliance performance. Prior research from Monczka (1998) supports the importance of partner commitment in strategic alliance partnership agreements where

goals are set resulting in both organizations thus committing to each other for leverage and support. In a strategic alliance agreement, commitment is of extreme importance as both alliance partners will want to employ determination on behalf of the relationship and alliance agreement for effective strategic alliance performance that results in positive financial, operational, and organizational effectiveness/performance for both parties. Thus, I propose the following:

Hypothesis1: Partner commitment positively relates to strategic alliance performance.

Relationship between Partner Trust and Coordination and Strategic Alliance Performance

Success factors construct partner trust and coordination referring to reliable performance, cultural-ethnic similarity, and professional credentials will positively relate to strategic alliance performance. This includes indicators reliable (good in quality and performance; able to be trusted), similar (likeness in views, complementary and engaged), and professional (competent, assured and well respected with high standards) which will positively relate to strategic alliance performance. This further supported by network theory Inkpen and Tsang (2005) over which one network representative is impacted by the involvement of another thus stressing the importance of partner trust and coordination in the strategic alliance partnership relationship. In a strategic alliance agreement, trust and coordination cannot be overlooked, must be valued, and achieved to accomplish effective strategic alliance performance. A relationship without trust is like a car without gas. You can stay in it, yet it will not go anywhere. As with coordination, a successful relationship can be built with integration forced through standards and legislation. Therefore, I propose the following:

Hypothesis 2: Partner trust & coordination positively relates to strategic alliance performance.

Relationship between Partner Interdependence and Strategic Alliance Performance

Success factors construct partner interdependence is when one actor (one social unit) does not wholly control all the circumstances necessary for achievement of an action or a desired result will positively relate to strategic alliance performance. This includes indicators relationship dependence (when a partner depends on a primary supplier), and relationship control (providers with more control over partners choices) which will positively relate to strategic alliance performance. Prior research from Monczka (1998) supports the importance of interdependence since past relationships have explored in empirical studies, which explore the relationship between dependence and control in buyer-supplier relationships (Handfield, 1993). In a strategic alliance agreement, interdependence must be achieved for both parties to benefit. Without interdependence, there can be no balance between dependency and control of decisions that supports strategic alliance performance. Interdependency must be present to establish a ying-yang, give and take relationship that benefits both parties.

Therefore, I propose the following:

Hypothesis 3: Partner interdependence positively relates to strategic alliance performance.

Relationship between Partner Capabilities and Strategic Alliance Performance

Success factor construct partner capabilities refers to a mix of skills and resources to fit the conditions for which the alliance was initiated, will positively relate to strategic

alliance performance. This includes indicators skills (the ability, capacity, and adaptability to do something well), and resources (information, expertise, and management of an organization's assets) which will positively relate to strategic alliance performance. Crucial support in partner capabilities is to establish whether the assets of a partner have the potential to fit the needs for which the alliance initiated (Rai et al., 1996). In a strategic alliance agreement, without one of skills or resources there would be no reason to strategically work together. Capabilities in a strategic alliance is what drives real results for organizations to expand their current business and to enter new opportunities for growth. Therefore, I propose the following:

Hypothesis 4: Partner Capabilities positively relates to strategic alliance performance.

Relationship between Partner Information Sharing and Strategic Alliance Performance

Success factors construct partner information sharing is the degree to which important and exclusive information is communicated to one's supply chain partner will positively relate to strategic alliance performance. This includes indicators financial health (measure of soundness in an organizations finance), level of debt (measure of how much debt is outstanding), and ability to grow (future purchase & expansion capabilities) which will positively relate to strategic alliance performance. Monczka (1998) supports the importance of partner information sharing as aspects of the supplier's financial health, level of debt, ability to grow, and overhead cost structure necessary to successfully plan future purchases and growth within the alliance (Burt, Norquist, and Anklesaria, 1990). In a strategic alliance agreement, information sharing provides transparency for both parties to understand where they are now, where they want to go, and where they will be

because of the strategic alliance. Information sharing will lead to good financial decision making, debt management, and future growth possibilities resulting in effective strategic alliance performance for both parties. Therefore, I propose the following:

Hypothesis 5: Partner information sharing positively relates to strategic alliance performance.

Partner Cultural Difference as a Moderator

Cultural difference which refers to the variations in organizational culture and the difficulty of managing such differences, is expected to positively affect strategic alliance performance when cultural difference is low then when high. Partner cultural difference includes cultural concerns that may crop up between companies in each country or in different countries. Rai et al., (1996) mentions a notable example of how in Eastern cultures, for example, importance is placed on social norms, hierarchy, and on the group or collective yet in Western cultures, they tend to focus more on the task and the individual, with hierarchy being less important. In a strategic alliance, understanding a company's background can take out the guess work in knowing what works and what does not work in the strategic alliance. Awareness of a company's history for example, will provide a critical incentive for both parties to develop a strategy of decision making that relate to each other's similarities resulting in effective, efficient, profitable, and reliable strategic alliance performance. The more similar both parties are, the stronger the strategic alliance performance outcome. Based on this argument, I propose the following:

Hypothesis 6: Partner cultural difference moderates the relationship between partner commitment and strategic alliance performance such that the relationship is stronger when cultural difference is low then when high.

Hypothesis 7: Partner cultural difference moderates the relationship between partner trust and coordination and strategic alliance performance such that the relationship is stronger when cultural difference is low then when high.

Hypothesis 8: Partner cultural difference moderates the relationship between partner interdependence and strategic alliance performance such that the relationship is stronger when cultural difference is low then when high.

Hypothesis 9: Partner cultural difference moderates the relationship between partner capabilities and strategic alliance performance such that the relationship is stronger when cultural difference is low then when high.

Hypothesis 10: Partner cultural difference moderates the relationship between partner information sharing and strategic alliance performance such that the relationship is stronger when cultural difference is low then when high.

CHAPTER 3. RESEARCH METHODOLOGY

Research Method

To conduct this study, approval from the Institutional Review Board (IRB) was required to guarantee ethical guidelines were in place to protect the subjects' welfare. Once approval from the IRB was received, an informed pilot study was conducted online. Information was sent to the dissertation committee before proceeding with pilot study. For the purposes of content validity and evaluating the appropriateness of language I gathered feedback from the participants regarding question framing as well as measurement items context of relevance.

This investigation employed a survey method to evaluate the research model. Participants read the text starting with the informed consent form (see appendix A) and agreed to participate. There were no penalties for non-participation. The unit of analysis for this study is at the organizational level (organizational culture, cultural diversity, and external environment forces) since they are considered more proper and, well, organized ways of gathering people collectively around certain goals and norms. The official survey launch was sent to the strategic account managers throughout the Sherwin Williams company in September 2021, through October 2021. The responses received totaled under 10 for which resulted in a change of data survey collection. With this being the case, an amendment was submitted and approved with FIU IRB Number: IRB-21-02871.4 to cover all these updates from the Sherwin Williams company participants to Amazon Mechanical Turk (Mturk) participants. The time to complete the survey was about ten to twelve minutes from start to finish. The survey was accessible via mobile

devices or through iPad/tablet and desktop from the link sent out via Qualtrics in the Mturk software system.

As a result of change in the data survey collection, analysis was gathered through a random general audience with no qualifications via Amazon Mturk. The population sampling of participants was 550 participants via Amazon Mturk at $0.40 per fully completed survey response.

The pilot study (since this survey utilizes two existing survey instruments that will be modified for this study) (see appendix A) was sent to several members of Sherwin Williams paint company South Florida Metro District in Broward County (28 store managers & 28 field sales representatives) and Miami Dade County (34 store managers & 32 field representatives) with a potential grand total of 132 participants as an acceptable pilot study response rate in the range of (30-75 completed surveys). The pilot study was used to check for the thoroughness and clarity of the information presented in the survey. After revisions were made following the feedback gathered from pilot study participants, a final online survey was created using Qualtrics and distributed through Mechanical Turk (Mturk) platform. Data for the pilot study was collected within a two-week period in August 2021. Following IRB protocol, all responses were kept confidential and accessible only to the researcher.

In total, the questionnaire consisted of 48 items where 28 items are anchored in a 5-point Likert scale (strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5)) with the weighted points per question in parentheses like strongly agree (5) representing the highest value total when aggregated for each independent variable total for partner commitment (PCOM), partner trust and

coordination (PTC), partner interdependence (PINT), partner information sharing (PIS), and partner capabilities (PCAP).

The other 13 items were anchored as follows. 6 items in a 3-point scale (minimal (1), medium (3), and vital (5)) with the weighted points per question in parentheses like vital (5) representing the highest value total when aggregated for dependent (outcome variable) variable measurement total for strategic alliance performance (SAP). 6 items in a 5-point scale (very poorly (1), poorly (2), normal (3), well (4), and very well (5)) with the weighted points per question in parentheses like very well (5) representing the highest value total when aggregated for dependent (outcome) variable measurement total for strategic alliance performance (SAP). Lastly, one (1) item on a 5-point scale (very unsatisfied (1), unsatisfied (2), somewhat satisfied (3), satisfied (4), and very satisfied (5)) with the weighted point in this question in parentheses like very satisfied (5) representing the highest value total when aggregated for dependent (outcome) variable measurement total for strategic alliance performance (SAP) was included in the aggregate total of the two 6-point scales that measure SAP to total 13 items for SAP measurement. The survey included 3-common method bias questions (see Appendix D) and concluded with 4-demographic information questions. All items in the survey were taken from previously validated studies and adapted for the purpose of this study.

A total of 550 Amazon Mechanical Turk (Mturk) platform participants over the age of 18 participated in this survey. Of the 550 completed surveys, 27 participants were removed from the final data used to test the hypotheses because of missing relevant information, answering same response options and for completing the survey too quickly. Thus, the final sample used for hypothesis testing was 523 participants. The remaining

participants represent 95% of the total responses received which is an adequate percentage of the sample collected.

The official online survey was circulated via Amazon Mturk at $0.40 per fully completed survey response (550 random sample of participants) on the Mturk platform.[9] The survey included an informed consent form to help participants understand their obligation and the purpose of this study that needed to be agreed upon to participate in the survey (see Appendix A). Finally, three psychological separation questions were included in the questionnaire to minimize or avoid non-response bias as potential issues associated with common method variance (see Appendix D).

The sample consisted of 65% (341) male respondents, 34% (181) female, 1% (1) prefer not to say respondent. The ages of the participants ranged between 18-65 years or older, with most of the participants (45% or 236) being 25-34 years old. Ages 35-44 consisted of (34% or 177), (8% or 44) being 45-54 years old, (6% or 32) being 18-24 years old, (5% or 27) being 55-64 years old, and (2% or 7) being 65 years or older.

Most of the respondents came from the Southeastern United States with 37% (194) participants followed by 17% (87) from the Midwestern United States, 15% (77) from the Northeastern United States, 14% (76) from the Western United States, 8% (38) from South America, 7% (37) from Asia, 1% (5) other please specify identified as (one in Southwest Texas, two in Georgia, one in Italy, and one in LA), .6% (4) from Europe, .3% (3) from Africa, and .1% (2) from Canada.

[9] The Amazon Mturk random general target audience of 550 participants at $0.40 per fully completed the survey as the new course of action for this study. There were 27 responses removed due to pattern responses (selecting the same answers for all responses at duration of less than 2 minutes) resulting in N= 523.

Overall, race and ethnicity representation includes 142 white females and 267 white males (409 total at 78%), 2 Hispanic, Latino, or Spanish females and 8 Hispanic, Latino, or Spanish males (10 total at 1.9%), 24 black or African American females and 33 black or African American males (57 total at 10%), 11 Asian or Asian Indian females and 27 Asian or Asian Indian males with 1 Asian or Asian Indian identifying as prefer not to say (39 total at 7.4%), 2 American Indian or Alaska native females, and 3 American Indian or Alaska native males (5 total at .9%), 0 middle eastern or north African females, and 2 middle eastern or north African males (2 total at .3%), and 1 other please specify (black Hispanic) male at .1%.

Measures

The survey consisted of eight sections/parts measuring five independent variables, one mediating variable, one dependent variable, and the last section with demographic questions used as control items.

Independent Variables

Partner Commitment was measured using a 5-item scale adapted and validated based on measures validated by Mohr and Spekman (1994), and all measures were taken from the viewpoint of the customer in the alliance by Monczka et al., (1998). Each scale was anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

Partner Trust and Coordination was measured using a 5-item scale adapted and validated based on measures validated by Mohr and Spekman (1994), and all measures were taken from the perspective of the customer in the alliance by Monczka et al., (1998).

Each scale was anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

Partner Interdependence was measured using a 5-item scale adapted and validated based on measures validated Mohr and Spekman (1994), and all measures were taken from the standpoint of the customer in the alliance by Monczka et al., (1998). Each scale was anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

Partner Capabilities was measured using a 5-item scale adapted and validated based on measures validated by Mohr and Spekman (1994), and all measures were taken from the viewpoint of the customer in the alliance by Monczka et al., (1998), and Rai et al., (1996). Each scale was anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

Partner Information Sharing was measured using a 5-item scale adapted and validated based on measures validated by Mohr and Spekman (1994), and all measures were taken from the point of view of the customer in the alliance by Monczka et al., (1998). Each scale was anchored on a 5-point Likert scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

Moderator

Moderator ***partner cultural difference*** refers to differences in organizational culture and the complexity of managing such differences) will positively affect strategic alliance performance when partner cultural difference is low then when high as hypothesized in H6-H10. This includes indicators backgrounds (company history,

principals, and affiliations), and assumptions (plans thought to be true for developing a strategy and making decisions). Partner cultural difference includes cultural problems that may crop up between companies in each country or in different countries. Rai, Borah and Ramaprasad (1996) mentions a prominent example of how in Eastern cultures, for example, significance placed on social norms, hierarchy, and on the group or collective yet in Western cultures, they tend to concentrate more on the task and the individual, with hierarchy being less important.

Dependent Variable

Strategic Alliance Performance. was measured using a 5-item scale adapted, and validated by Ariño, (2003). Each scale was anchored with the following scales and items for dependent variable strategic alliance performance (SAP). Six (6) items in a 3-point scale (minimal (1), medium (3), and vital (5)). Six (6) items in a 5-point scale (very poorly (1), poorly (2), normal (3), well (4), and very well (5)). One (1) item in a 5-point scale (very unsatisfied (1), unsatisfied (2), somewhat satisfied (3), satisfied (4), and very satisfied (5)).

Control Variables

The survey included four questions capturing demographic characteristics of participants including age, gender, race/ethnicity, and geographic location. The variables were used as controls because they have been shown in previous studies to influence the level of strategic alliance performance (SAP) and strong supporting indicators of moderator partner cultural difference (PCD). For example, research also suggests that strategic alliance formations have improved intensely over the past decade and, in many U.S. and E.U. industries, alliances are now a vital strategic element and a core offensive

and/or defensive competitive weapon by Holmberg and Cummings (2009) resulting in firms seeking to identify, develop and maintain sustainable competitive advantage gradually using a collaborative standard that looks beyond their own boundaries to develop sophisticated, effective, and flexible alliance strategies by Newman and Chaharbaghi (1996). Previous research also suggests that in most cases, alliances seek to create a position in a geographic or product market or market segment with the overriding objective of a business alliance also known as an agreement between businesses, usually inspired by cost saving and better service for the customer with the purpose being to secure new incremental profits from the mixture of specific assets unique to each parent (Koza & Lewin, 2000).

Analytic Strategy

The analytic strategy to be used in this study include descriptive statistics with mean and standard deviation for each variable. Test of normality to indicate if the distribution of the data is normally distributed. The test of normality will show significance levels to determine if variables present normal distribution to be supported with Histograms and Q-Q plots of distribution. Scales used in the study were adopted from previous studies; however, some were slightly modified to fit the context of the current study. Construct validity will be used to assess the reliability of each scale using Cronbach's alpha coefficients. Correlation analysis will determine if relationships between variables are existent. This will be illustrated with the correlation matrix and reliabilities table in this study. A Confirmatory factor analysis will be used to test the relationship between the variable with the underlying constructs and the model fit.

After goodness of fit is confirmed through a CFA, a regression analysis will be used to identify which variables have impact on a topic of interest (strategic alliance performance) consistent with previous research (e.g., Ariño, 2002; Mohr & Spekman, 1994; Rai et al., 1996). This will bring the study full circle, thus allowing for confident determination of knowing which factors matter most, which factors can be ignored, and how these factors influence each other. The results of the regression analysis will allow us to understand what these data points represent and use them accordingly with the help of business analytical techniques to do better decision-making before engaging in a strategic alliance agreement. Some questions were removed due to low factor loadings below .30 which took away the effectiveness of the measurement instrument. The questions retained can be seen in appendix F.

CHAPTER 4. ANALYSIS AND RESULTS

After data was reviewed and cleaned, the total sample size reduced to 523 total participants. To obtain descriptive statistics, SPSS v.27 was utilized.

Descriptive Statistics and Test of Normality

Descriptive statistics with the mean and standard deviation for each variable were conducted. Results for descriptive statistics illustrated in Table 3 show mean and standard deviation results for aggregated variables. Furthermore, a test or normality was also conducted to view the distribution of data. A normal distribution is needed to perform adequate statistical tests with collected data (Simsek & Gurler, 2019). To confirm the distribution of the data we used the Kolmogorov - Smirnov and the Shapiro – Wilk tests. These are two tests that indicate if the distribution of the data is normally distributed. Some studies refer to one or the other, with most studies finding the Shapiro -Wilk test better to use due to its reliability and power (Razali & Wah, 2011). Results show significance levels in both tests ($p < 0.001$) for all variables, suggesting that all variables present normal distribution. Results of the normality test are shown in Table 4. Histograms and Q-Q plots of the distribution of data shown in Appendix E.

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Partner Commitment	523	2.00	5.00	4.023	0.54582
Partner Interdependence	523	2.20	5.00	4.007	0.55717
Partner Trust & Coordination	523	2.40	5.00	4.066	0.56567
Partner Information Sharing	523	2.20	5.00	4.021	0.55419
Partner Capabilities	523	2.20	5.00	4.083	0.54522
Partner Cultural Difference	523	1	5.00	3.399	0.840
Strategic Alliance Performance	523	2.15	5.00	3.856	0.62664

Table 4. Test of Normality

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Partner Commitment	0.128	523	< 0.001	0.949	523	0.001
Partner Interdependence	0.125	523	< 0.001	0.957	523	0.001
Partner Trust & Coordination	0.113	523	< 0.001	0.951	523	0.001
Partner Information Sharing	0.131	523	< 0.001	0.957	523	0.001
Partner Capabilities	0.134	523	< 0.001	0.950	523	0.001
Partner Cultural Difference	0.261	523	< 0.001	0.844	523	0.001
Strategic Alliance Performance	0.065	523	< 0.001	0.968	523	0.001

Note. Significance level $p < 0.001$

Construct Validity and Correlation Analysis

Scales used in this study were adopted from previous studies; however, some were slightly modified to fit the context of the current study. We then assessed the reliability of each scale using Cronbach's alpha coefficients. A general accepted rule is that a Cronbach's alpha of 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or greater indicates a very good level (Hulin, Netemeyer, Cudeck, Dillon, McDonald, and Bearden, 2001). Hinkle, Wiersma, and Jurs (2003) provide a rule of thumb for interpreting the size of a correlation coefficient (i.e., .90-1.00 = very high; .70-.90 = high; .50-.70 = moderate; .30-.50 = low; .00-.30 = negligible). A Pearson's correlation coefficient analysis was conducted to assess the relationship among the study variables. A correlation analysis is used to determine if relationships between variables are existent. If so, it shows the strength and the direction of the relationship (Okun & Buyukbese, 2019). Results show positive correlations between all variables. The correlation matrix and reliabilities are shown in Table 5.

Table 5. Pearson's Correlations and Reliabilities

	PCOM	PINT	PTC	PIS	PCAP	SAP
1 Partner Commitment	.666					
2 Partner Interdependence	.760**	.633				
3 Partner Trust & Coordination	.753**	.639**	.634[a]			
4 Partner Information Sharing	.747**	.755**	.653**	.665		
5 Partner Capabilities	.809**	.754**	.727**	.754**	.671	
6 Partner Cultural Difference	.452**	.461**	.431**	.471**	.444**	.615[a]
7 Strategic Alliance Performance	.147**	.120**	.126**	.147**	.132**	.687[a]

Note. N = 523. ** p < .001; Alphas represented in diagonal coefficients. Please note that we are using 7 items for Strategic Alliance Performance (SAP2, SAP4, SAP6, SAP8, SAP10, SAP11, & SAP12), 4 items for partner trust & coordination (PTC1. PTC2, PTC4, & PTC5), and 1 item for partner cultural difference (PCD)

Confirmatory Factor Analysis

A Confirmatory Factor Analysis (CFA) for the full model was performed using SPSS Amos 27 to test the relationship between the variable with the underlying constructs and the model fit. Model fit indices such as χ 2/df (Chi-square goodness of fit), the root mean square error of approximation (RMSEA), and the standardized root mean square residual (SRMR) are used to determine adequate model fit. An adequate model fit should display a non-significant chi-square ($p < 0.001$); however, the size of the sample can alter the model fit (Fischer, 2013). Although not perfect, given a p-value lower than 0.001, an adequate fit of the model was validated through the root means square RMSEA = 0.077, and SRMR = 0.07 (See Appendix. The model chi-square $\chi 2(df) = 419$, $p < 0.001$. Values under .8 are recommended for RMSEA and SRMR. Table 6 shows CFA results compared to accepted model fit indices value guidelines.

Table 6. CFA Results Compared to Accepted Model Fit Indices Guidelines

Model Indices	CFA Results	Accepted Model Fit
$\chi 2/df$	419, p-value < 0.001	p-value > 0.001
RMSEA	0.077	< 0.08
SRMR	0.07	< 0.08

Note. χ 2/df = Chi-square; RMSEA= root mean square error of approximation; SRMR= standardized root mean residual

Hierarchical Regression Analysis

Results

After goodness of fit was confirmed through a CFA, we performed a hierarchical regression analysis while controlling for demographic variables (i.e., age, gender, race, and location) using SPSS 27 to test each hypothesis. We used this approach to address potential problems with multicollinearity because the independent variables were highly correlated with an average correlation of r = .735. The results of the hierarchal regression are reported as follows:

- Table 7. Variables Entered/Removed - H_1 PCOM & H_6 PCOM x PCD
- Table 8. Model Summary - H_1 PCOM & H_6 PCOM x PCD
- Table 9. Analysis of Variance - H_1 PCOM & H_6 PCOM x PCD
- Table 10. Regression Coefficients and Multicollinearity Diagnostics - H_1 PCOM & H_6 PCOM x PCD
- Table 11. Variables Entered/Removed - H_2 PINT & H_7 PINT x PCD
- Table 12. Model Summary - H_2 PINT & H_7 PINT x PCD
- Table 13. Analysis of Variance - H_2 PINT & H_7 PINT x PCD
- Table 14. Regression Coefficients and Multicollinearity Diagnostics - H_2 PINT & H_7 PINT x PCD
- Table 15. Variables Entered/Removed - H_3 PTC & H_8 PTC x PCD
- Table 16. Model Summary - H_3 PTC & H_8 PTC x PCD
- Table 17. Analysis of Variance - H_3 PTC & H_8 PTC x PCD

Table 7. Variables Entered/Removed – H_1 PCOM & H_6 PCOM x PCD

Model	Variables entered	Variables removed	Method
1	Age, Gender, Ethnicity, Location[b]	•	Enter
2	Partner Commitment	•	Enter
3	Partner Commitment x Partner Cultural Difference	•	Enter

a. Dependent Variable: Strategic Alliance Performance
b. All requested variable entered.

Table 8. Model Summary – H_1 PCOM & H_6 PCOM x PCD

					Change Statistics				
Model	R	R Square	Adjusted R square	SE of the estimate	R square change	F change	df1	df2	Sig. F change
1	.038[a]	.001	-.006	.62860	.001	.088	4	518	.945
2	.153[b]	.023	.014	.62226	.022	5.793	2	516	.003
3	.200[c]	.040	.027	.61815	.017	8.907	1	515	.003

a. Predictors: (Constant), Age, Gender, Ethnicity, Location
b. Predictors: (Constant), Partner Commitment
c. Predictors: (Constant), Partner Cultural Difference

Table 9. Analysis of Variance - H_1 PCOM & H_6 PCOM x PCD

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.297	4	.074	.188	.945[b]
	Residual	204.682	518	.395		
	Total	204.979	522			
2	Regression	4.791	6	.799	2.058	.057[c]
	Residual	200.188	516	.388		
	Total	204.979	522			
3	Regression	8.195	7	1.171	3.064	.004[d]
	Residual	196.784	515	.382		
	Total	204.979	522			

a. Dependent Variable: Strategic Alliance Performance
b. Predictors: (Constant), Age, Gender, Ethnicity, Location
c. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Commitment
d. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Commitment, Partners Cultural Difference

Table 10. Regression Coefficients and Multicollinearity Diagnostics - H_1 PCOM & H_6 PCOM x PCD

	Unstandardized coefficients		Standardized coefficients				
Model	B	SE	Beta	*t*	Sig.	Tolerance	VIF
1 (Constant)	3.863	.131		29.429	.000		
Age	-.009	.028	-.014	-.321	.748	.993	1.007
Gender	.005	.057	.004	.086	.931	.991	1.009
Ethnicity	-.011	.027	-.020	-.418	.676	.853	1.172
Location	.008	.010	.036	.760	.447	.845	1.184
2 (Constant)	3.863	.130		29.680	.000		
Age	-.013	.028	-.020	-.468	.640	.990	1.010
Gender	.010	.056	.008	.175	.861	.990	1.010
Ethnicity	-.010	.027	-.017	-.358	.721	.850	1.176
Location	.008	.010	.036	.762	.446	.841	1.189
PCOM	.170	.056	.148	3.022	.003	.791	1.264
PCD	.001	.037	.001	.023	.982	.786	1.273
3 (Constant)	3.927	.131		29.991	0.00		
Age	-.013	.027	-.020	-.465	.642	.990	1.010
Gender	-.004	.056	-.003	-.078	.938	.983	1.018
Ethnicity	-.009	.027	-.016	-.333	.739	.850	1.176
Location	.006	.010	.027	.568	.570	.838	1.194
PCOM	.152	.056	.132	2.708	.007	.782	1.278
PCD	-.016	.037	-.021	-.429	.668	.768	1.303
PCOM x PCD	-.171	.057	-.134	-.2.984	.003	.931	1.074

Note. PCOM (partner commitment), PCD (partner cultural difference

Table 11. Variables Entered/Removed – H_3 PTC & H_7 PTC x PCD

Model	Variables entered	Variables removed	Method
1	Age, Gender, Ethnicity, Location[b]	•	Enter
2	Partner Trust and Coordination	•	Enter
3	Partner Trust and Coordination x Partner Cultural Difference	•	Enter

a. Dependent Variable: Strategic Alliance Performance
b. All requested variable entered.

Table 12. Model Summary – H_3 PTC & H_8 PTC x PCD

					Change Statistics				
Model	R	R Square	Adjusted R square	SE of the estimate	R square change	F change	df1	df2	Sig. F change
1	.038[a]	.001	-.006	.62860	.001	.088	4	518	.945
2	.134[b]	.018	.007	.62455	.017	4.370	2	516	.013
3	.197[c]	.039	.026	.61857	.021	11.032	1	515	.001

a. Predictors: (Constant), Age, Gender, Ethnicity, Location
b. Predictors: (Constant), Partner Trust and Coordination
c. Predictors: (Constant), Partner Cultural Difference

Table 13. Analysis of Variance – H_3 PTC & H_8 PTC x PCD

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.297	4	.074	.188	.945[b]
	Residual	204.682	518	.395		
	Total	204.979	522			
2	Regression	3.706	6	.618	1.584	.150[c]
	Residual	201.273	516	.390		
	Total	204.979	522			
3	Regression	7.927	7	1.132	2.960	.005[d]
	Residual	197.052	515	.383		
	Total	204.979	522			

a. Dependent Variable: Strategic Alliance Performance
b. Predictors: (Constant), Age, Gender, Ethnicity, Location
c. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Trust, and Coordination
d. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Trust and Coordination, Partners Cultural Difference

Table 14. Regression Coefficients and Multicollinearity Diagnostics – H_2 PTC & H_7 PTC x PCD

	Unstandardized coefficients		Standardized coefficients				
Model	B	SE	Beta	*t*	Sig.	Tolerance	VIF
1 (Constant)	3.863	.131		29.429	.000		
Age	-.009	.028	-.014	-.321	.748	.993	1.007
Gender	.005	.057	.004	.086	.931	.991	1.009
Ethnicity	-.011	.027	-.020	-.418	.676	.853	1.172
Location	.008	.010	.036	.760	.447	.845	1.184
2 (Constant)	3.853	.131		29.525	.000		
Age	-.011	.028	-.018	-.404	.686	.991	1.009
Gender	.014	.057	.011	.249	.803	.986	1.014
Ethnicity	-.012	.027	-.022	-.457	.648	.848	1.179
Location	.009	.010	.040	.837	.403	.842	1.188
PTC	.135	.054	.122	2.510	.012	.806	1.240
PCD	.011	.036	.015	.313	.754	.802	1.246
3 (Constant)	3.938	.132		29.886	0.00		
Age	-.014	.027	-.022	-.501	.617	.991	1.009
Gender	-.005	.056	-.004	-.083	.934	.976	1.024
Ethnicity	-.010	.027	-.018	-.389	.698	.848	1.180
Location	.005	.010	.022	.465	.642	.831	1.203
PTC	.127	.053	.114	2.375	.018	.804	1.243
PCD	-.008	.036	-.010	-.207	.836	.783	1.278
PTC x PCD	-.185	.056	-.148	-3.321	.001	.939	1.065

Note. PTC (partner trust and coordination), PCD (partner cultural difference)

Table 15. Variables Entered/Removed – H_3 PINT & H_8 PINT x PCD

Model	Variables entered	Variables removed	Method
1	Age, Gender, Ethnicity, Location[b]	•	Enter
2	Partner Interdependence	•	Enter
3	Partner Interdependence x Partner Cultural Difference	•	Enter

a. Dependent Variable: Strategic Alliance Performance
b. All requested variable entered.

Table 16. Model Summary – H_2 PINT & H_7 PINT x PCD

					Change Statistics				
Model	R	R Square	Adjusted R square	SE of the estimate	R square change	F change	df1	df2	Sig. F change
1	.038[a]	.001	-.006	.62860	.001	.088	4	518	.945
2	.128[b]	.016	.014	.62507	.015	3.937	2	516	.020
3	.177[c]	.031	.018	.62095	.015	7.859	1	515	.005

a. Predictors: (Constant), Age, Gender, Ethnicity, Location
b. Predictors: (Constant), Partner Interdependence
c. Predictors: (Constant), Partner Cultural Difference

Table 17. Analysis of Variance – H_2 PINT & H_7 PINT x PCD

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.297	4	.074	.188	.945[b]
	Residual	204.682	518	.395		
	Total	204.979	522			
2	Regression	3.373	6	.562	1.439	.198[c]
	Residual	201.606	516	.391		
	Total	204.979	522			
3	Regression	6.403	7	.915	2.372	.022[d]
	Residual	198.576	515	.386		
	Total	204.979	522			

a. Dependent Variable: Strategic Alliance Performance
b. Predictors: (Constant), Age, Gender, Ethnicity, Location
c. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Interdependence
d. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Interdependence, Partners Cultural Difference

Table 18. Regression Coefficients and Multicollinearity Diagnostics – H_3 PINT & H_8 PINT x PCD

	Unstandardized coefficients		Standardized coefficients				
Model	B	SE	Beta	*t*	Sig.	Tolerance	VIF
1 (Constant)	3.863	.131		29.429	.000		
Age	-.009	.028	-.014	-.321	.748	.993	1.007
Gender	.005	.057	.004	.086	.931	.991	1.009
Ethnicity	-.011	.027	-.020	-.418	.676	.853	1.172
Location	.008	.010	.036	.760	.447	.845	1.184
2 (Constant)	3.870	.131		29.604	.000		
Age	-.011	.028	-.017	-.392	.696	.992	1.008
Gender	.002	.057	.001	.030	.976	.991	1.009
Ethnicity	-.011	.027	-.019	-.407	.684	.849	1.177
Location	.009	.010	.041	.854	.393	.842	1.188
PINT	.129	.055	.115	2.332	.020	.786	1.273
PCD	.011	.037	.015	.309	.758	.779	1.283
3 (Constant)	3.929	.132		29.867	0.00		
Age	-.010	.027	-.016	-.376	.707	.992	1.009
Gender	-.009	.056	-.007	-.153	.879	.987	1.014
Ethnicity	-.013	.027	-.022	-.475	.635	.849	1.178
Location	.007	.010	.032	.678	.498	.838	1.193
PINT	.107	.056	.095	1.932	.054	.770	1.298
PCD	-.010	.037	-.013	-.258	.796	.748	1.337
PINT x PCD	-.159	.057	-.129	-2.803	.005	.891	1.122

Note. PINT (partner interdependence), PCD (partner cultural difference)

Table 19. Variables Entered/Removed – H_4 PCAP & H_9 PCAP x PCD

Model	Variables entered	Variables removed	Method
1	Age, Gender, Ethnicity, Location[b]	•	Enter
2	Partner Capabilities	•	Enter
3	Partner Capabilities x Partner Cultural Difference	•	Enter

a. Dependent Variable: Strategic Alliance Performance
b. All requested variable entered.

Table 20. Model Summary – H_5 PCAP & H_{10} PCAP x PCD

					Change Statistics				
Model	R	R Square	Adjusted R square	SE of the estimate	R square change	F change	df1	df2	Sig. F change
1	.038[a]	.001	-.006	.62860	.001	.088	4	518	.945
2	.141[b]	.020	.008	.62399	.018	4.840	2	516	.008
3	.186[c]	.035	.022	.61986	.015	7.898	1	515	.005

a. Predictors: (Constant), Age, Gender, Ethnicity, Location
b. Predictors: (Constant), Partner Capabilities
c. Predictors: (Constant), Partner Cultural Difference

Table 21. Analysis of Variance – H_5 PCAP & H_{10} PCAP x PCD

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.297	4	.074	.188	.945[b]
	Residual	204.682	518	.395		
	Total	204.979	522			
2	Regression	4.066	6	.678	1.741	.110[c]
	Residual	200.913	516	.389		
	Total	204.979	522			
3	Regression	7.101	7	1.014	2.640	.011[d]
	Residual	197.878	515	.384		
	Total	204.979	522			

a. Dependent Variable: Strategic Alliance Performance
b. Predictors: (Constant), Age, Gender, Ethnicity, Location
c. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Capabilities
d. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Capabilities, Partners Cultural Difference

Table 22. Regression Coefficients and Multicollinearity Diagnostics – H_4 PCAP & H_9 PCAP x PCD

	Unstandardized coefficients		Standardized coefficients				
Model	B	SE	Beta	*t*	Sig.	Tolerance	VIF
1 (Constant)	3.863	.131		29.429	.000		
Age	-.009	.028	-.014	-.321	.748	.993	1.007
Gender	.005	.057	.004	.086	.931	.991	1.009
Ethnicity	-.011	.027	-.020	-.418	.676	.853	1.172
Location	.008	.010	.036	.760	.447	.845	1.184
2 (Constant)	3.857	.130		29.584	.000		
Age	-.015	.028	-.023	-.534	.593	.986	1.015
Gender	.015	.057	.012	.270	.788	.986	1.015
Ethnicity	-.011	.027	-.020	-.417	.677	.849	1.177
Location	.009	.010	.043	.897	.370	.842	1.188
PCAP	.152	.056	.132	2.690	.007	.791	1.264
PCD	.007	.037	.010	.197	.844	.792	1.262
3 (Constant)	3.926	.132		29.783	0.00		
Age	-.017	.027	-.028	-.631	.528	.984	1.016
Gender	.003	.056	-.002	.051	.959	.980	1.021
Ethnicity	-.014	.027	-.024	-.511	.610	.849	1.179
Location	.008	.010	.034	.728	.467	.839	1.193
PCAP	.137	.056	.119	2.444	.015	.785	1.274
PCD	-.013	.037	-.017	-.345	.731	.763	1.310
PCAP x PCD	-.158	.056	-.127	2.810	.005	.918	1.089

Note. PCAP (partner capabilities), PCD (partner cultural difference)

Table 23. Variables Entered/Removed – H_5 PIS & H_{10} PIS x PCD

Model	Variables entered	Variables removed	Method
1	Age, Gender, Ethnicity, Location[b]	•	Enter
2	Partner Information Sharing	•	Enter
3	Partner Information Sharing x Partner Cultural Difference	•	Enter

a. Dependent Variable: Strategic Alliance Performance
b. All requested variable entered.

Table 24. Model Summary – H_4 PIS & H_9 PIS x PCD

					Change Statistics				
Model	R	R Square	Adjusted R square	SE of the estimate	R square change	F change	df1	df2	Sig. F change
1	.038[a]	.001	-.006	.62860	.001	.088	4	518	.945
2	.153[b]	.023	.012	.62289	.022	5.772	2	516	.003
3	.187[c]	.035	.022	.61976	.012	6.216	1	515	.013

a. Predictors: (Constant), Age, Gender, Ethnicity, Location
b. Predictors: (Constant), Partner Information Sharing
c. Predictors: (Constant), Partner Cultural Difference

Table 25. Analysis of Variance – H_4 PIS & H_9 PIS x PCD

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.297	4	.074	.188	.945[b]
	Residual	204.682	518	.395		
	Total	204.979	522			
2	Regression	4.776	6	.796	2.051	.057[c]
	Residual	200.203	516	.388		
	Total	204.979	522			
3	Regression	7.163	7	1.023	2.664	.010[d]
	Residual	197.186	515	.384		
	Total	204.979	522			

a. Dependent Variable: Strategic Alliance Performance
b. Predictors: (Constant), Age, Gender, Ethnicity, Location
c. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Information Sharing
d. Predictors: (Constant), Age, Gender, Ethnicity, Location, Partner Information Sharing, Partners Cultural Difference

Table 26. Regression Coefficients and Multicollinearity Diagnostics – H_5 PIS & H_{10} PIS x PCD

	Unstandardized coefficients		Standardized coefficients				
Model	B	SE	Beta	*t*	Sig.	Tolerance	VIF
1 (Constant)	3.863	.131		29.429	.000		
Age	-.009	.028	-.014	-.321	.748	.993	1.007
Gender	.005	.057	.004	.086	.931	.991	1.009
Ethnicity	-.011	.027	-.020	-.418	.676	.853	1.172
Location	.008	.010	.036	.760	.447	.845	1.184
2 (Constant)	3.851	.130		29.586	.000		
Age	-.009	.028	-.014	-.331	.741	.993	1.007
Gender	.009	.056	.007	.163	.870	.990	1.010
Ethnicity	-.010	.027	-.017	-.361	.718	.850	1.176
Location	.009	.010	.041	.858	.391	.842	1.188
PIS	.168	.056	.149	3.015	.003	.777	1.286
PCD	-.001	.037	-.002	-.034	.973	.771	1.296
3 (Constant)	3.901	.131		29.768	0.00		
Age	-.010	.027	-.016	-.360	.719	.993	1.007
Gender	.003	.056	-.002	.045	.964	.988	1.012
Ethnicity	-.011	.027	-.019	-.407	.684	.850	1.177
Location	.007	.010	.034	.723	.470	.838	1.191
PIS	.160	.056	.141	2.868	.004	.774	1.291
PCD	-.026	.038	-.035	-.679	.497	.720	1.390
PIS x PCD	-.139	.056	-.114	-2.493	.013	.891	1.122

Note. PIS (partner information sharing), PCD (partner cultural difference)

To evaluate outliers, a case-wise diagnostics table was produced to identify cases with residuals that are three or more standard deviations away from the mean. These are the cases with the largest errors and may well be outliers. There were no cases that appeared in the case-wise diagnostics meaning the standardized residual followed a normal distribution. For statistical significance, many authors refer to statistically significant as $p < 0.05$ (less than 1 in 20 chances of being wrong) and statistically highly significant as $p < 0.001$ (less than one in a thousand chance of being wrong) (*p values*. Stats Direct, 2022). To optimize all stages of our research to minimize sources of uncertainty, when presenting the p values, we will use the conventional statistically significant p value of $p < 0.05$.

Based on the model summary in Table 8., there was no significant improvement from Model 2 to Model 3. Specifically, the R squared value only increased from .023 to .040. The F change value from Model 2 to Model 3 was .003 and, therefore, significant ($p < 0.05$). Based on these results, the hypotheses were assessed based on the data from Model 3. The full model was significant [$F (7, 515) = 3.064$, $p < 0.05$] and explained 4% of the variance in strategic alliance performance (see Table 9). Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity (see Table 10).

Based on the model summary in Table 12., there was no significant improvement from Model 2 to Model 3. Specifically, the R squared value only increased from. .018 to .039. The F change value from Model 2 to Model 3 was .001 and, therefore, significant ($p < 0.05$). Based on these results, the hypotheses were assessed based on the data from Model 3. The full model was significant [$F (7, 515) = 2.960$ $p < 0.05$] and explained

3.9% of the variance in strategic alliance performance (see Table 13). Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity (see Table 14).

Based on the model summary in Table 16., there was no significant improvement from Model 2 to Model 3. Specifically, the R squared value only increased from .016 to .031. The F change value from Model 2 to Model 3 was .005 and, therefore, significant ($p < 0.05$). Based on these results, the hypotheses were assessed based on the data from Model 3. The full model was significant [$F (7, 515) = 2.372$ $p < 0.05$] and explained 3.1% of the variance in strategic alliance performance (see Table 17). Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity (see Table 18).

Based on the model summary in Table 20., there was no significant improvement from Model 2 to Model 3. Specifically, the R squared value only increased from .020 to .035. The F change value from Model 2 to Model 3 was .005 and, therefore, significant ($p < 0.05$). Based on these results, the hypotheses were assessed based on the data from Model 3. The full model was significant [$F (7, 515) = 2.640$ $p < 0.05$] and explained 3.5% of the variance in strategic alliance performance (see Table 21). Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity (see Table 22).

Based on the model summary in Table 24., there was no significant improvement from Model 2 to Model 3. Specifically, the R squared value only increased from .023 to .0035. The F change value from Model 2 to Model 3 was .013 and, therefore, significant ($p < 0.05$). Based on these results, the hypotheses were assessed based on the data from Model 3. The full model was significant [$F (7, 515) = 2.664$, $p < 0.05$] and explained 3.5% of the variance in strategic alliance performance (see Table 25). Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity (see Table 26).

For Hypothesis 1 (see Table 10), the unstandardized coefficient for partner commitment was .170, indicating that, while holding age, gender, ethnicity, and location constant, each unit increase in partner commitment moves in the same direction as predicted in the research model. This relationship is significantly different from zero [t (523) = 3.022, $p < 0.05$]. These results provide support for the positive relationship between partner commitment and strategic alliance performance, as predicted in Hypothesis 1.

For Hypothesis 2 (see Table 14), the unstandardized coefficient for partner trust and coordination was .135, indicating that, while holding age, gender, ethnicity, and location constant, each unit increase in partner trust and coordination moves in the same direction as predicted in the research model. This relationship is significantly different from zero [t (523) = 2.510, $p < .05$]. These results provide support for the positive relationship between partner trust and coordination and strategic alliance performance, as predicted in Hypothesis 2.

For Hypothesis 3 (see Table 18), the unstandardized coefficient for partner interdependence was .135, indicating that, while holding age, gender, ethnicity, and location constant, each unit increase in partner interdependence moves in the same direction as predicted in the research model. This relationship is significantly different from zero by meeting the minimum for significance as shown here [t (523) = 2.510, $p < .05$]. These results provide support for the positive relationship between partner interdependence and strategic alliance performance, as predicted in Hypothesis 3.

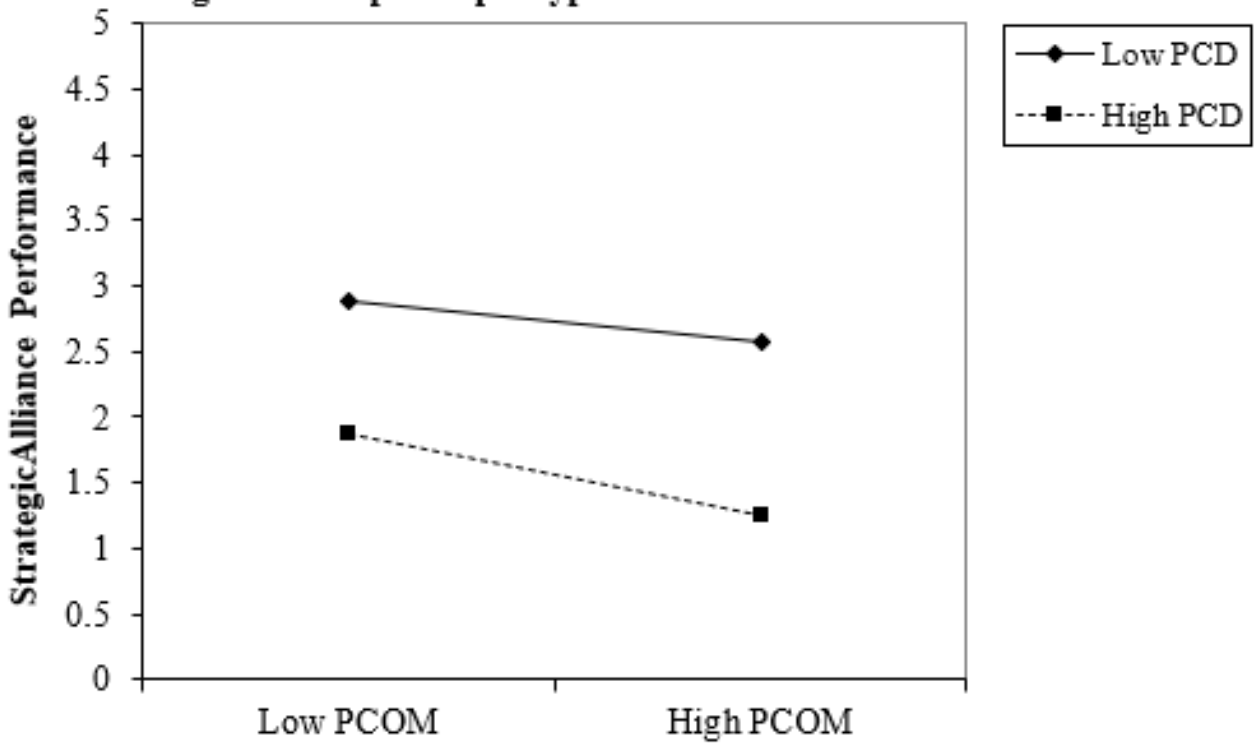
For Hypothesis 4 (see Table 22), the unstandardized coefficient for partner capabilities was .168, indicating that, while holding age, gender, ethnicity, and location

constant, each unit increase in partner capabilities moves in the same direction as predicted in the research model. This relationship is not significantly different from zero [t (523) = 3.015, $p < .05$]. These results provide support for the positive relationship between partner capabilities and strategic alliance performance, as predicted in Hypothesis 4.

For Hypothesis 5 (see Table 26), the unstandardized coefficient for partner information sharing was -.152, indicating that, while holding age, gender, ethnicity, and location constant, each unit increase in partner information sharing moves in the same direction as predicted in the research model. This relationship is significantly different from zero [t (523) = 2.690, $p < .05$]. These results provide support for the positive relationship between partner information sharing and strategic alliance performance, as predicted in Hypothesis 5.

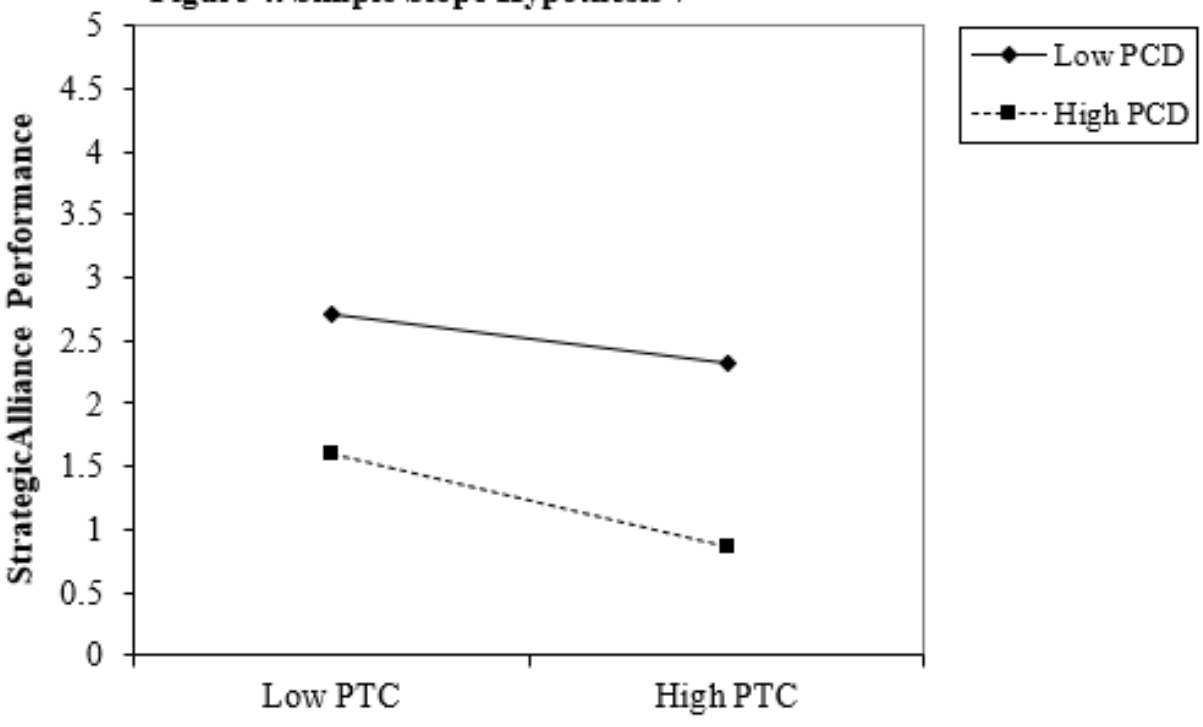
Hypothesis 6 suggested that partner cultural difference would moderate the relationship between partner commitment and strategic alliance performance such that the relationship would be stronger when cultural difference is low then when high. The interaction term was significant ($b = -.134$, $p < .05$) and the simple slopes analysis showed that the relationship between partner commitment and strategic alliance performance was weaker under high partner cultural difference ($b = 1.24$, $p < .01$) and stronger under low partner cultural difference ($b = 2.58$, $p < .01$). The difference between the high and low slopes was also significant ($b = -1.34$, $p < .05$). Figure 3 shows that the relationship between partner commitment and strategic alliance performance is higher when partner cultural difference is low rather than high, supporting Hypothesis 6.

Figure 3. Simple Slope Hypothesis 6



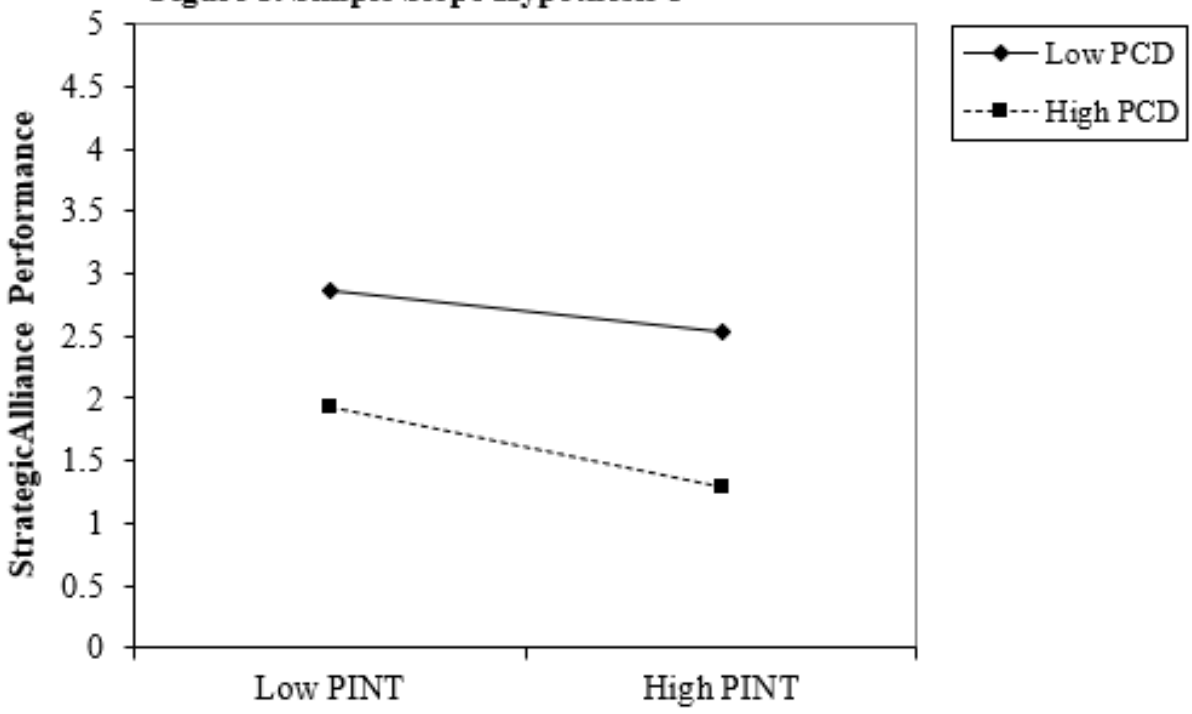
Hypothesis 7 suggested that partner cultural difference would moderate the relationship between partner trust and coordination and strategic alliance performance such that the relationship would be stronger when cultural difference is low then when high. The interaction term was significant ($b = -1.48$, $p < .05$) and the simple slopes analysis showed that the relationship between partner trust and coordination and strategic alliance performance was weaker under high partner cultural difference ($b = .86$, $p < .01$) and stronger under low partner cultural difference ($b = 2.31$, $p < .01$). The difference between the high and low slopes was also significant ($b = -1.45$, $p < .05$). Figure 4 shows that the relationship between partner trust and coordination and strategic alliance performance is higher when partner cultural difference is low rather than high, supporting Hypothesis 7.

Figure 4. Simple Slope Hypothesis 7



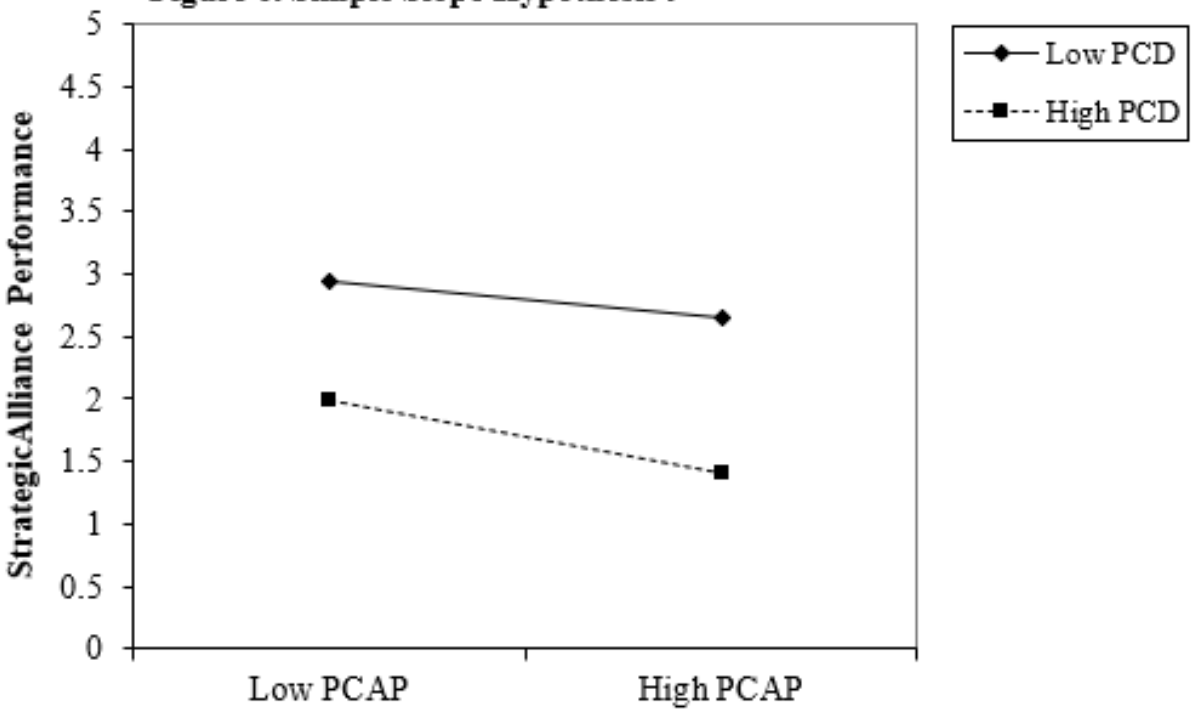
Hypothesis 8 suggested that partner cultural difference would moderate the relationship between partner interdependence and strategic alliance performance such that the relationship would be stronger when cultural difference is low then when high. The interaction term was significant ($b = -.129$, $p < .05$) and the simple slopes analysis showed that the relationship between partner interdependence and strategic alliance performance was weaker under high partner cultural difference ($b = 1.29$, $p < .01$) and stronger under low partner cultural difference ($b = 2.53$, $p < .01$). The difference between the high and low slopes was also significant ($b = -1.24$, $p < .05$). Figure 5 shows that the relationship between partner interdependence and strategic alliance performance is higher when partner cultural difference is low rather than high, supporting Hypothesis 8.

Figure 5. Simple Slope Hypothesis 8



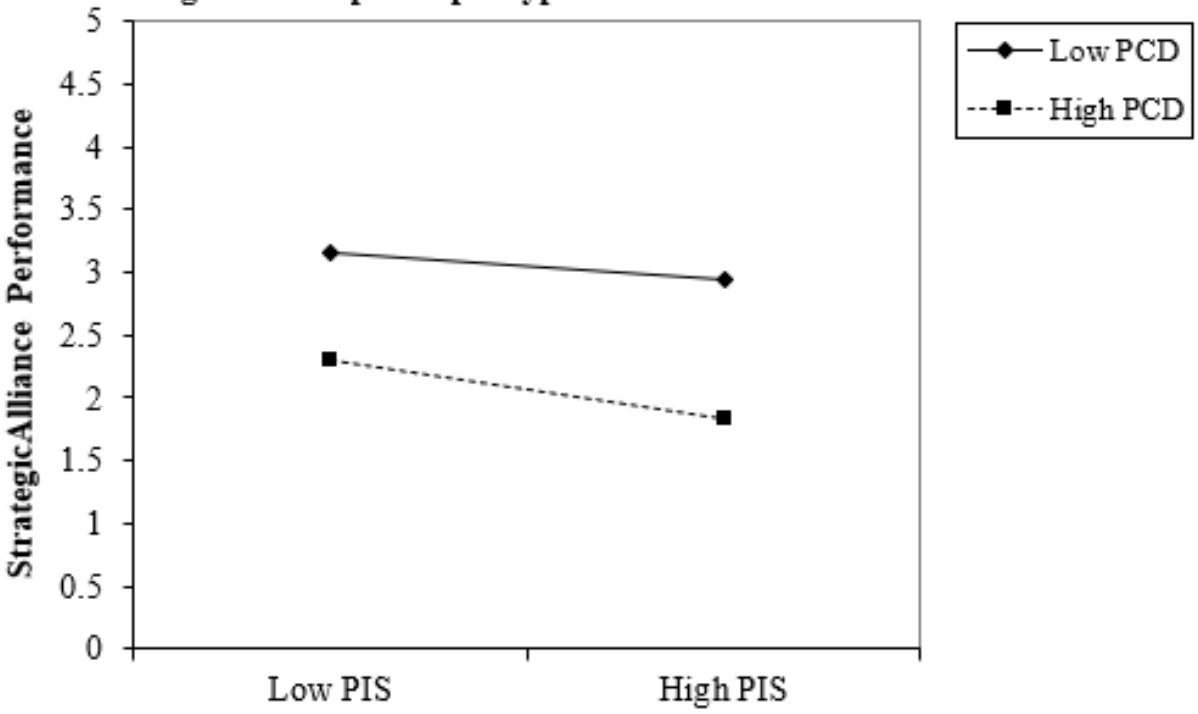
Hypothesis 9 suggested that partner cultural difference would moderate the relationship between partner capabilities and strategic alliance performance such that the relationship would be stronger when cultural difference is low then when high. The interaction term was significant ($b = -.127$, $p < .05$) and the simple slopes analysis showed that the relationship between partner capabilities and strategic alliance performance was weaker under high partner cultural difference ($b = 1.40$, $p < .01$) and stronger under low partner cultural difference ($b = 2.65$, $p < .01$). The difference between the high and low slopes was also significant ($b = -1.25$, $p < .05$). Figure 6 shows that the relationship between partner capabilities and strategic alliance performance is higher when partner cultural difference is low rather than high, supporting Hypothesis 9.

Figure 6. Simple Slope Hypothesis 9



Hypothesis 10 suggested that partner cultural difference would moderate the relationship between partner information sharing and strategic alliance performance such that the relationship would be stronger when cultural difference is low then when high. The interaction term was significant ($b = -.114$, $p < .05$) and the simple slopes analysis showed that the relationship between partner information sharing, and strategic alliance performance was weaker under high partner cultural difference ($b = 1.82$, $p < .01$) and stronger under low partner cultural difference ($b = 2.93$, $p < .01$). The difference between the high and low slopes was also significant ($b = -1.11$, $p < .05$). Figure 7 shows that the relationship between partner information sharing, and strategic alliance performance is higher when partner cultural difference is low rather than high, supporting Hypothesis 10.

Figure 7. Simple Slope Hypothesis 10



A summary of the results of hypotheses are shown in Table 27 below.

Table 27. Summary of Hypotheses

H1 (Partner Commitment)	Supported
H2 (Partner Trust and Coordination)	Supported
H3 (Partner Interdependence)	Supported
H4 (Partner Capabilities)	Supported
H5 (Partner Information Sharing)	Supported
H6 (Partner Commitment x Partner Cultural Difference)	Supported
H7 (Partner Trust and Coordination x Partner Cultural Difference)	Supported
H8 (Partner Interdependence x Partner Cultural Difference)	Supported
H9 (Partner Capabilities x Partner Cultural Difference)	Supported
H10 (Partner Information Sharing x Partner Cultural Difference)	Supported

CHAPTER 5. DISCUSSION, LIMITATIONS, AND CONCLUSIONS

The purpose of this study was to investigate the direct effect of partner success factors and partner cultural difference with strategic alliance performance, and to understand the relationship between the five success factors (partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing) of a strategic alliance partnership agreement and strategic alliance performance and the role of partner cultural differences in this relationship with regard to the Property Management industry. In doing so, the objective of this study was to examine why and when the five partner success factors of strategic alliance performance in the property management industry can help leverage the strategic partnership agreements set forth by The Sherwin Williams Company's National Accounts Executives (NAE).

The results of the Hierarchical regression analysis showed support for the positive relationship between the five partner success factors (partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing) and strategic alliance performance. The moderation analysis revealed a significant interaction between each of the five partner success factors (partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing) and partner cultural difference such that the relationship between the five partner success factors and strategic alliance performance was stronger under low partner cultural difference and weaker under high partner cultural difference (supporting hypotheses 6-10).

Taken together, these findings are consistent with our expectation that there would be a positive relationship between the five partner success factors (partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing) and strategic alliance performance (H1-H5 supported) and that the relationship would be stronger when cultural difference is low then when high (H6-H10 supported). We discuss the theoretical and practical implications of the findings below.

Theoretical Implications

First, this study focused on how the five partner success factors (partner commitment, partner trust and coordination, partner interdependence, partner capabilities, and partner information sharing) relate to strategic alliance performance through the influence of partner cultural difference. We have found that the five partner success factors have a positive relationship with strategic alliance performance with this relationship moderated by partner cultural difference. These results suggest that these five partner success factors are important assets that can be used to predict positive strategic alliance performance even when moderated by partner cultural difference. Our study further suggests that positive strategic alliance performance (because of the five partner success factors) can happen when partner cultural difference is involved in instances such as similar cultural differences (when cultural difference is low), which will positively influence the ability to leverage a strategic alliance partnership set forth by a strategic alliance partner.

The fact that we found significant moderation effects in the relationship between each of the five partner success factors and strategic alliance performance (i.e., stronger

under low ("similar" culture) partner cultural difference and weaker under high ("different" culture) partner cultural difference) is theoretically important because understanding this moderation effect helps to know how the five partner success factors moderated by partner cultural difference positively relate to a firm's strategic alliance performance at the industrial environment level where there is a three-dimensional contest consisting of bargaining power, rivalry, and threat of entry within a business alliance (Porter, 1980). The findings suggest that additional moderators or factors of partner cultural difference may be needed in future studies to further explain the relationships between the independent and dependent variables investigated in the current dissertation. Potential moderators or factors could include personality types, culture, language, and distance, among others.

Finally, strategic alliance performance is a highly discussed and researched topic. This is due to its association with goal accomplishments that recognize important levels of performance that depend on goals which result in effective financial, operational and organization performance effectiveness. Given the importance of the subject, various antecedents to strategic alliance have been explored in many studies. These include previously mentioned factors such as *measures of steadiness* also known as values of key success factors that lead to strategic alliance usefulness through partner capabilities (PCAP), partner interdependence (PINT), and partner trust and coordination (PTC) which "focuses on those key operational success factors that might lead to financial performance" (Venkatraman & Ramanujam, 1986, p. 804). Lastly, *managerial effectiveness* through partner information sharing (PIS) which is relevant when the partners in a strategic alliance have explicit financial goals for the strategic alliance

agreement and partner commitment (PCOM) which refers to the execution of the organization's goals, bearing in mind the interests of multiple constituencies (Ariño, 2003) and how it should be measured which is widely debated in the literature (Gawande & Wheeler, 1999).

This study focused on the importance of the five partner success factors and partner cultural difference as means to promote positive strategic alliance performance. Our findings confirm the importance of fostering the five partner success factors in strategic alliance partnerships agreements as a direct path to positive strategic alliance performance. The results also underscore the importance of involving partner cultural difference through the building of similar relationships when looking to create positive outcomes of strategic alliance performance.

Practical Implications

The findings of this dissertation have important practical implications for strategic accounts managers and their respective organizations. Results from this study suggest that both the five partner success factors and partner cultural difference are critical ingredients needed for effective strategic alliance performance. More specifically, our findings suggest that strategic account managers should invest in training programs that build better representation of similar cultures among employees that allow employees to better understand the cultural similarities of strategic partners in specific business segments. Research can be done on strategic partners and their respective employee culture so that when at the negotiation table, one can better relate culturally (cultural similar) to the other side which may result in positive strategic alliance performance

results The results of such potential training programs are likely to lead to more strategic partnership agreements that result in positive strategic alliance performance.

Similarly, strategic account managers should create opportunities for skill development, as well as provide an environment where employees could immerse themselves in similar cultural settings which can be vital for securing strategic partnership agreements. When employees are given the ability to learn about cultural similarities, they will be more confident, adaptable, and comfortable in executing strategic account agreements with strategic partners and their evolving cultures. The direct relationship of the five partner success factors with strategic alliance performance finding is also important. The findings suggest that strategic account managers and organizations should thrive to create effective practices that focus on time, money, and assets (partner commitment), reliable, similar, and professional (partner trust and coordination), relationship dependence and relationship control (partner interdependence), skills and resources (partner capabilities), and financial health, level of debt, and ability to grow (partner information sharing), thus helping to leverage the strategic partnership agreements set forth by strategic account managers and organizations.

Furthermore, the creation of trusting interpersonal relationships can lead to a working environment where employees are more prone to have psychological safety (Holland et al., 2017) that allows for *information sharing*, enhanced collaborations, and conflict resolution (Victor & Hoole, 2017). The findings of this study suggest that the presence of the five partner success factors can lead to a higher rate of strategic alliance partnership agreements and execution which consequently leads to positive strategic

alliance performance. These findings provide insights for strategic account managers who aim to find ways to leverage the strategic partnership agreements. For example, our findings suggest that fostering partner cultural difference and the five partner success factors can help create a strategic alliance partnership relationship resulting in positive strategic alliance performance. Therefore, strategic account managers should aim to cultivate and maintain *trusting* relations throughout the working environment as this creates a sense of belonging and psychological well-being that motivates employees to want to make extra efforts to achieve optimal organizational goals (Trejo, 2021).

Strategic account managers and organizations should also understand the value of creating an environment that fosters care and growth for its employees. This should include creating employee development programs to improve skill sets as well as acquire new knowledge (Trejo, 2021). Finally, partner success factors of strategic alliance performance best practices include allowing employees the opportunity to voice concerns and offer solutions to work-related issues that primarily affect them (Trejo, 2021), which could very well be the case with strategic alliance partners. Our findings suggest that incorporating information sharing, employee capabilities, employee commitment, and a trusted employee culture among others by strategic account managers and organizations should provide effective employee development skills, which can translate to a better understanding of the strategic alliance performance expected from strategic alliance partners.

Study Limitations

This study has some notable limitations worth noting. First, our study is cross-sectional, and thus, we cannot claim causality. Second, although we attempted to reduce

the potential issue of common method bias by introducing a psychological separation between the items measuring the independent variables, moderator, and dependent variables, respectively (Podsakoff, Mackenzie, & Podsakoff, 2012), we cannot rule out the possibility of common method bias in our study because all information came from the same source. The third limitation of this study has to do with the collection of data through Mturk. Participants included employees from different organizations and industries. Thus, it might be difficult to tie the findings to a specific organization or industry. Future research may extend the current findings by conducting research using employees from specific organizations or business segments to assess the extent to which specific organization contexts may have influenced our results, such as culture. Another limitation has to do with the different underlying factors or constructs used in the study, such as the five partner success factors. Factors such as partner commitment can be defined in many ways or dimensions such as methods of attentiveness, allegiance, and dedication, among many others. Similarly, partner trust and coordination can be defined by other underlying constructs such as trust in top management, trust between coworkers, or top bottom trust, among others. Using these different underlying constructs could also provide different results. Lastly, the use of different measurement scales to measure different variables found in this study could provide different results.

Conclusion

In our professional careers, we often experience organizational cultures that have overlooked the importance for effective strategic alliance performance (SAP), primarily through the results of negative strategic partnership financial results. We also experience organizational practices lacking honest and transparent discussions that result in

employees understanding of strategic alliance partnerships and SAP. We have witnessed SAP levels that have led to high termination of strategic partnerships, and many complain of lack of transparency of communication that often leads to untrusting environments. In this study, we emphasized the importance of the five partner success factors which produces positive results, but more importantly, highlighted the importance of partner cultural difference (stronger when partner cultural difference if low then when high) which result in positive SAP outcomes. It has been discussed in prior research and it has been continuously shown that SAP is extremely difficult to measure and define. Because of this, further research on potential drivers of such an important organizational concept of SAP is crucial. The results of this study suggest that the five partner success factors are critical factors that might drive SAP. The study also adds to knowledge by identifying partner cultural difference as an important intervening variable that helps explain how the five partner success factors and partner cultural difference positively drive SAP when partner cultural difference is low then when high. We encourage future research to build on our findings by investigating additional moderators and factors that might further explain the underlying mechanisms and conditions under which the five partner success factors are more or less likely to enhance SAP to help strategic account managers and their organizations improve strategic alliance partnerships and SAP.

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Appendices

Appendix A: Survey Instrument – modeled from Monczka et al., (1998) and Ariño, (2003) as each of the five constructs will have five direct measurement items for each construct totaling an average aggregate value for each independent variable, and strategic alliance performance will have thirteen measurement items totaling an average aggregate value for the direct variable.

Appendix B: Informational Letter

Appendix C: Mturk Requester Advertisement

Appendix D: Psychological separator

Appendix E: Test of Normality

Appendix F: Questions Retained for Data Analysis

Appendix G: Master Supply Agreement (Sample) from Sherwin Williams. Please also note that Sherwin Williams customers typically have their own template as well, and the larger the client, the more complicated the agreement can become.

VITA: Vita

Appendix A

Survey Instrument

The Success Factors of Strategic Alliance in Property Management: Mobile Survey

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Informational Consent Form: **The Success Factors of Strategic Alliance in Property Management Study.**

Hello, my name is Luis Angel Gonzalez Jr, Property Service Representative for the Sherwin Williams Paint Company, and Doctor of Business Administration candidate at Florida International University.

I am working with the College of Business on doctoral research focusing on the FIVE success factors of strategic alliance in property management.

1. Partner Commitment- the willingness of buyers and suppliers to exert effort on behalf of the relationship.
2. Partner Trust and Coordination- reliable performance, cultural-ethnic similarity, and professional credentials.
3. Partner Interdependence- when one actor (one social unit) does not entirely control all the conditions necessary for achievement of an action or a desired outcome.
4. Partner Capabilities- a mix of skills and resources to match the requirements for which the alliance was initiated.
5. Partner Information Sharing- he extent to which critical and proprietary information is communicated to one's supply chain partner.

If you decide to participate, you will be one of 550 participants in this research study. You will receive $0.40 per completed survey response.

Filling out this survey questionnaire will take 10-12 minutes of your time. There are no right or wrong answers.

Your answers will remain confidential, and results will only be distributed in aggregate data format. If you have any questions about the purpose, procedures, or any other issues relating to this research study you may contact me, Luis Angel Gonzalez Jr, at Lgonz564@fiu.edu or (954)655-1624.

You may also contact the mentoring professor and principal investigator, Dr. George Marakas at (305) 348- 5436/ email: marakasg@fiu.edu.

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494/email: ori@fiu.edu.

Your participation in this research is voluntary, and you will not be penalized or lose benefits if you refuse to participate or decide to stop.

PARTICIPANT AGREEMENT

I have read the information in this consent form and agree to participate in this study. I have had a chance to ask any questions I have about this study, and they have been answered for me. By selecting the option below "I consent to participation", I am providing my informed consent to participate in this survey.

- ☐ I consent to participation (14)
- ☐ I do not consent to participation (15)

(Q1-5) **Part 1.** Indicators of Success **- Partner Success Factors**

Past success (Strongly disagree - Strongly agree)

SF1: In this strategic supplier alliance/partnership relationship, the parties should work together to solve problems (PCOM1)

SF2: Strategic suppliers should be flexible in response to requests we make (PINT1)

SF3: Strategic suppliers should try (make an effort) to help during emergencies (PTC1)

SF4: You are satisfied with the extent to which critical and proprietary information is communicated in this strategic supplier alliance/partnership. (PIS1)

SF5: You are satisfied with this strategic supplier alliance partnerships skills and resources for which the alliance was initiated. (PCAP1)

(Q6-9) **Part 2.** Indicators of Success **- Partner Trust and Coordination** (PTC)

Trust (Strongly disagree - Strongly agree)

Q6. PTC2: We trust that our strategic supplier alliance/partnership will be beneficial to our business unit with good quality and performance (Reliable)

Q7. PTC3: We do not get an equitable deal from our strategic supplier in most alliance/partnerships (Similar)

~~Q8. PTC4: Strategic supplier alliance/partnership relationships are marked by a high degree of assuredness and high standards (Professional)~~

Q9. PTC5: It is important to be satisfied with the business unit's organizational culture within the strategic supplier alliance/partnership in terms of coordination with your strategic supplier. (PCD)

(Q10-13) **Part 3.** Indicators of Success **- Partner Commitment** (PCOM)
Commitment (Strongly disagree - Strongly agree)

Q10. PCOM2: Strategic business partners should provide continued progress based on goals for the year (Time)

Q11. PCOM3: Strategic business partners should set aside funds for goods and services to support strategic supplier alliance/partnership relationship (Assets)

Q12. PCOM4: Strategic business partners should provide capital investment (procurement of money by a company to further its business goals and objectives) to indicate a snapshot of business finances (Money)

Q13. PCOM5: Direct dollar investment in the strategic supplier alliance/partnership relationship is strongly influenced by organizational culture differences (PCD)

(Q14-17) **Part 4.** Indicators of Success **- Partner Interdependence** (PINT)
Interdependence (Strongly disagree - Strongly agree)

Q14. PINT2: In a strategic supplier alliance/partnership one partner that depends on a primary supplier is necessary for achievement of an action or a desired outcome (Relationship Dependence)

Q15. PINT3: The suppliers with greater control over partners decisions do not entirely control all the conditions necessary for achievement of an action or a desired outcome (Relationship Control)

Q16. PINT4: Relationship dependence and relationship control are necessary for achievement of an action or a desired outcome in a strategic supplier alliance/partnership (Relationship Dependence & Relationship Control)

Q17. PINT5: It would be very easy to terminate these most or least successful strategic supplier alliance/partnerships based on company history, principals, and affiliations (PCD)

(Q18-21) **Part 5.** Indicators of Success **- Partner Information sharing** (PIS)
Information sharing (Strongly disagree - Strongly agree)

Q18. PIS2: It is important to share your business unit's future purchase and expansion capabilities with most strategic suppliers in a supplier alliance/partnership (Ability to grow)

Q19. PIS3: Strategic supplier should share how much debt is outstanding (the total principal as well as interest amount of a debt that has yet to be paid) with us in most strategic supplier alliance/partnerships (Level of debt)

Q20. PIS4 It is important to be transparent in demonstrating your financial soundness or wherewithal in most strategic supplier alliance/partnerships (Financial Health)

Q21. PIS5: In relationships, differences in organizational culture and the complexity of managing such differences might strengthen the strategic supplier alliance/partnership (PCD)

(Q22-25) **Part 6.** Indicators of Success **- Partner Capabilities** (PCAP)

Capabilities (Strongly disagree - Strongly agree)

Q22. PCAP2: The ability, capacity, and adaptability to do something well should match the requirements for which the alliance is established (Skills)

Q23. PCAP3: Information, expertise, and management of an organizations assets should meet the complex demands in a strategic supplier alliance/partnership (Resources)

Q24. PCAP4: Partner skills and resources in terms of values and capabilities should support a strategic supplier alliance/partnership (Skills & Resources)

Q25. PCAP5: In managing such differences in organizational culture, partner capabilities are important for success in a strategic supplier alliance/partnership (PCD)

Q26. To what extent do you agree with the following statement.
Movies that end with happy endings make me feel good about myself. (Com_Meth_Bias1)

- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Agree (4)

○ Strongly agree (5)

(Q27-29) **Part 7.** Indicators of Success **- Partner Cultural Differences** (PCD)

Cultural differences (Strongly disagree - Strongly agree)

~~Q27. PCD1: Company history, principals, and affiliations strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance (Backgrounds)~~

~~Q28. PCD2: Plans thought to be true for developing a strategy and making decisions strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance (Assumptions)~~

Q29. PCD3: Differences in organizational culture and the complexity of managing such differences strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance (PCD)

Q30. To what extent do you agree with the following statement. Sports such as golf (hitting a small white ball into a hole), shooting (riffle, pistol, and shotgun target shooting) and archery (where archers try to hit a bull's-eye) should be classified as sports in the Olympics. (Com_Meth_Bias2)

○ Strongly disagree (1)

○ Disagree (2)

○ Neither agree nor disagree (3)

○ Agree (4)

○ Strongly agree (5)

(Q31-36) **Part 8.** Strategic Alliance Performance

Strategic alliance performance: (1 = minimal, 3 = medium, 5 = vital and 6 = NA)

SAP1: Collaborative ventures can be aimed at different strategic goals. How would you describe the importance of a FIRM for each of the following strategic goals when a venture agreement is SIGNED?

	Minimal	Medium	Vital	NA
~~Q31. Reducing costs/obtaining scale economies (SAP1)~~				
Q32. Gaining access to a market in the same industry (SAP2)				
~~Q33. Developing new goals for the year (SAP3)~~				

Q34. Well respected with high standards meeting government requirements (SAP4)

~~Q35. Reducing risks for achievement of an action or a desired outcome (SAP5)~~

Q36. Company history, principals, and affiliations for developing a strategy and making decisions (SAP6)

~~Q 37. SAP7: Overall, to what extent do you think a FIRM is satisfied with the strategic alliance performance results in a venture?~~

~~Very unsatisfied 1~~
~~Unsatisfied 2~~
~~Somewhat satisfied 3~~
~~Satisfied 4~~
~~Very satisfied 5~~

(Q38-43) SAP3: What are your thoughts when considering a FIRM'S strategic goals in relation to how a venture should be met? (1= Very Poorly, 2= Poorly, 3= Normal, 4= Well Very Well, 5= NA)

Q38. Reducing costs/obtaining scale economies (SAP8)	Very Poorly	Poorly	Normal	Well	Very Well	NA

~~Q39. Gaining access to a market in the same industry (SAP9)~~

Q40. Developing new goals for the year (SAP10)

Q41. Well respected with high standards meeting government requirements (SAP11)

Q42. Reducing risks for achievement of an action or a desired outcome (SAP12)

~~Q43. Company history, principals, and affiliations for developing a strategy and making decisions (SAP13 & PCD5)~~

Q44. To what extent do you agree with the following statement.
Vibrant colors (colors very bright and clear) such as horizon blue, corn yellow and pistachio green among others make me feel excited. (Com_Meth_Bias3)

- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Agree (4)
- ○ Strongly agree (5)

Demographic information: Please respond to the following to conclude the survey.

Q45. What is your age group?

- ○ 18-24 (1)
- ○ 25-34 (2)
- ○ 35-44 (3)
- ○ 45-54 (4)
- ○ 55-64 (5)
- ○ 65 years or above (6)
- ○ Prefer not to say

Q46. What is your gender?

- ○ Female
- ○ Male
- ○ Transgender
- ○ Prefer not to say

Q47. What is your age or ethnicity?

- ○ White

- ○ Hispanic, Latino, or Spanish
- ○ Black or African American
- ○ Asian or Asian Indian
- ○ American Indian or Alaska Native
- ○ Middle Eastern or North African
- ○ Native Hawaiian or Other Pacific Islander
- ○ Other please specify _____

Q48. Please select your **geographic location**

○ **Southeastern USA** - DE, FL, GA, MD, NC, SC, VA, D.C., WV, AL, KY, MS, TN, AR, LA, OK, & TX. (1)

○ **Northeastern USA** - CT, ME, MA, NH, RI, VT, NJ, NY, & PA. (2)

○ **Midwestern USA** - IL, IN, MI, OH, WI, IA, KS, MN, MO, NE, ND, & SD. (3)

○ **Western USA** - AZ, CO, ID, MT, NV, UT, WY, AK, CA, HI, OR, & WA. (4)

○ **Canada**

○ **Caribbean**

○ **South America**

○ **Europe**

○ **Africa**

○ **Asia**

○ **Australia**

○ Other please specify (8)

_____

Break

On behalf of Florida International University and its College of Business, I would like to thank you for your participation in this survey.

Should you have any further questions about this study, please feel free to contact me, Luis Angel Gonzalez Jr, Property Service Representative for the Sherwin Williams Paint Company, at Lgonz564@fiu.edu or (954)655-1624.

PLEASE SELECT NEXT BUTTON TO RECEIVE YOUR RANDOM ID.

Break

Random ID

Here is your ID: ${e://Field/Random%20ID}

Copy this value and paste into Mturk.

When you have copied the ID, please click the next button to submit your survey responses.

Appendix B

Informational Letter

Invitation to participate in a Survey:
The Sherwin Williams Company.
The Success Factors of Strategic Alliance in Property Management.
Luis Angel Gonzalez Jr - Property Service Representative (PSR).

- Currently a PSR in Miami, Florida, and Doctor of Business Administration (DBA) graduate student at Florida International University (FIU).
- I am capturing important information seeking to understand the relationship between five success factors…
  1. Partner commitment
  2. Partner trust and coordination
  3. Partner interdependence
  4. Partner capabilities, and
  5. Partner information sharing of a strategic alliance partnership, strategic alliance performance and the role of partner cultural differences in this relationship in property management.

- Taking part in this research project is voluntary. If you decide to participate, you will be one of 550 participants from Amazon Mturk in this research study and will receive $0.40 per fully completed survey response.
- I am asking you to complete a short survey that will take approximately 10 minutes.
- The information will assist me in formulating results that will identify how the five success factors of strategic alliance in the property management industry support strategic partnership agreements to improve strategic alliance performance.

  Feel free to contact me anytime throughout this survey at my personal mobile (954) 655-1624, work mobile (786) 412-3925, and email address **Luis.A.Gonzalez@sherwin.com.**

  Please select link below to participate.

Survey link: https://fiu.qualtrics.com/jfe/form/SV_6y98SKNet58uXgq

Appendix C

Mturk Requester Advertisement

Survey Link Instructions
Participate in a quick survey about strategic alliance performance.

- You will answer questions focusing on the Five success factors of strategic alliance in property management.
- The survey is intended to better understand strategic alliance performance (within the hospitality, property management, construction and building materials industries) who do business with the Sherwin Williams paint company or companies alike.
- The survey will take about 10-12 minutes.
- We set the expiration time to 2 hours, so you do not have to rush.
- You will be compensated $0.40 for fully completing the survey.
- Please select the link to access the survey but leave this browser open as you will have to paste the completion code in the box below.

Make sure to leave this window open as you complete the survey. When you are finished, you will return to this page to paste the code into the box.

Template note for Requesters - To verify that Workers complete your survey, require each Worker to enter a unique survey completion code to your HIT. Consult with your survey service provider on how to generate this code at the end of your survey.

Survey link: https://fiu.qualtrics.com/jfe/form/SV_6y98SKNet58uXgq

Appendix D

Psychological separator

***Common Method Bias question 26**

Q26. To what extent do you agree with the following statement.
Movies that end with happy endings make me feel good about myself. (Com_Meth_Bias1)

- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Agree (4)
- ○ Strongly agree (5)

***Common Method Bias question 30**

Q30. To what extent do you agree with the following statement. Sports such as golf (hitting a small white ball into a hole), shooting (riffle, pistol, and shotgun target shooting) and archery (where archers try to hit a bull's-eye) should be classified as sports in the Olympics. (Com_Meth_Bias2)

- ○ Strongly disagree (1)
- ○ Disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Agree (4)
- ○ Strongly agree (5)

***Common Method Bias question 44**

Q44. To what extent do you agree with the following statement.
Vibrant colors (colors very bright and clear) such as horizon blue, corn yellow and pistachio green among others make me feel excited. (Com_Meth_Bias3)

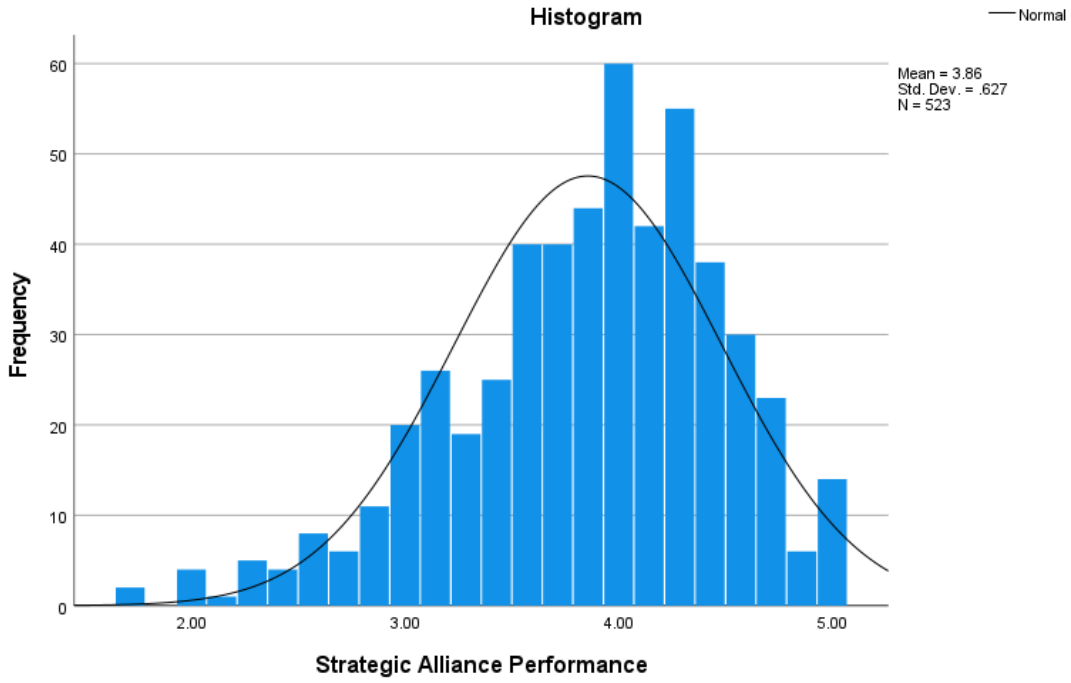
- ○ Strongly disagree (1)

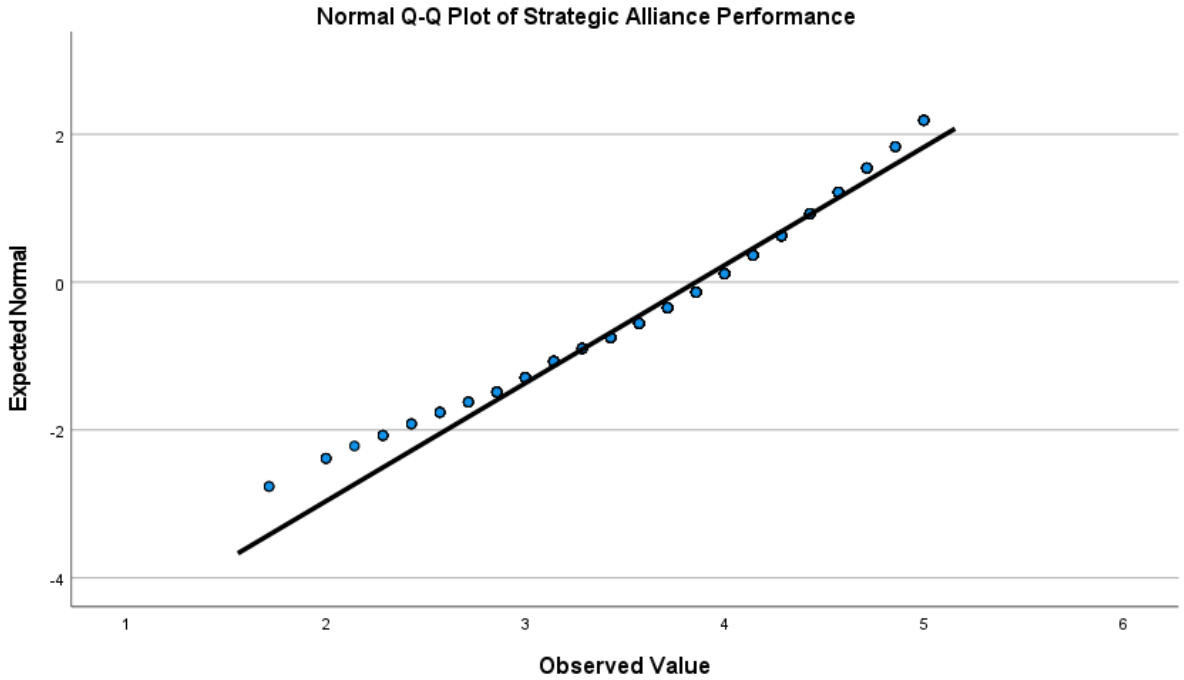
- ○ Disagree (2)
- ○ Neither agree nor disagree (3)
- ○ Agree (4)
- ○ Strongly agree (5)

Appendix E

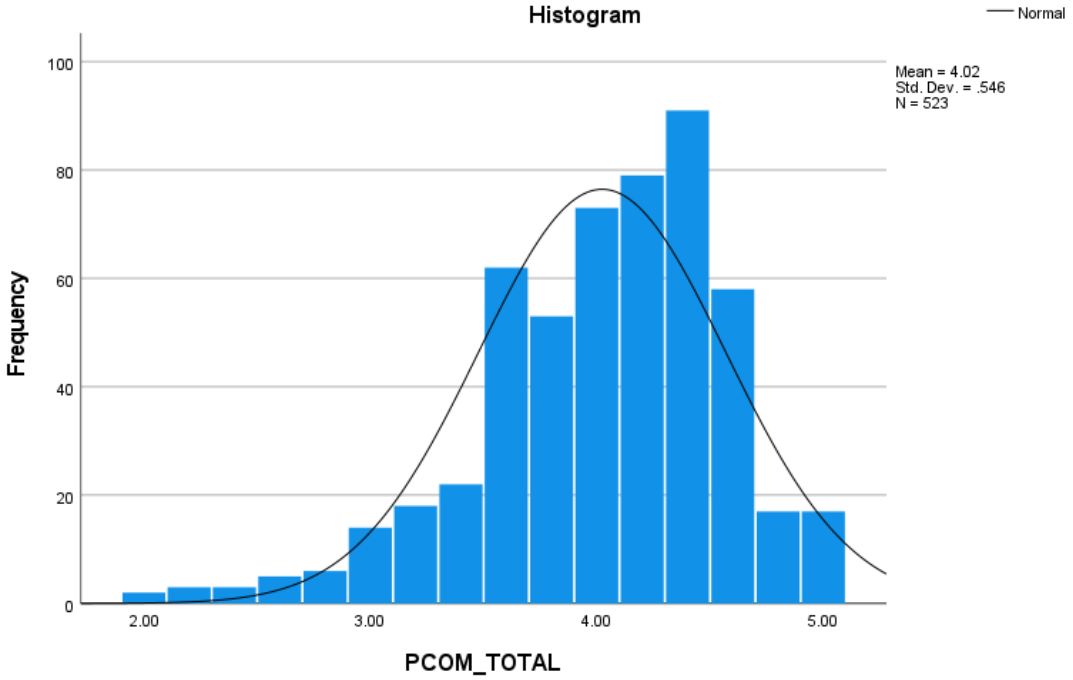
Test of Normality

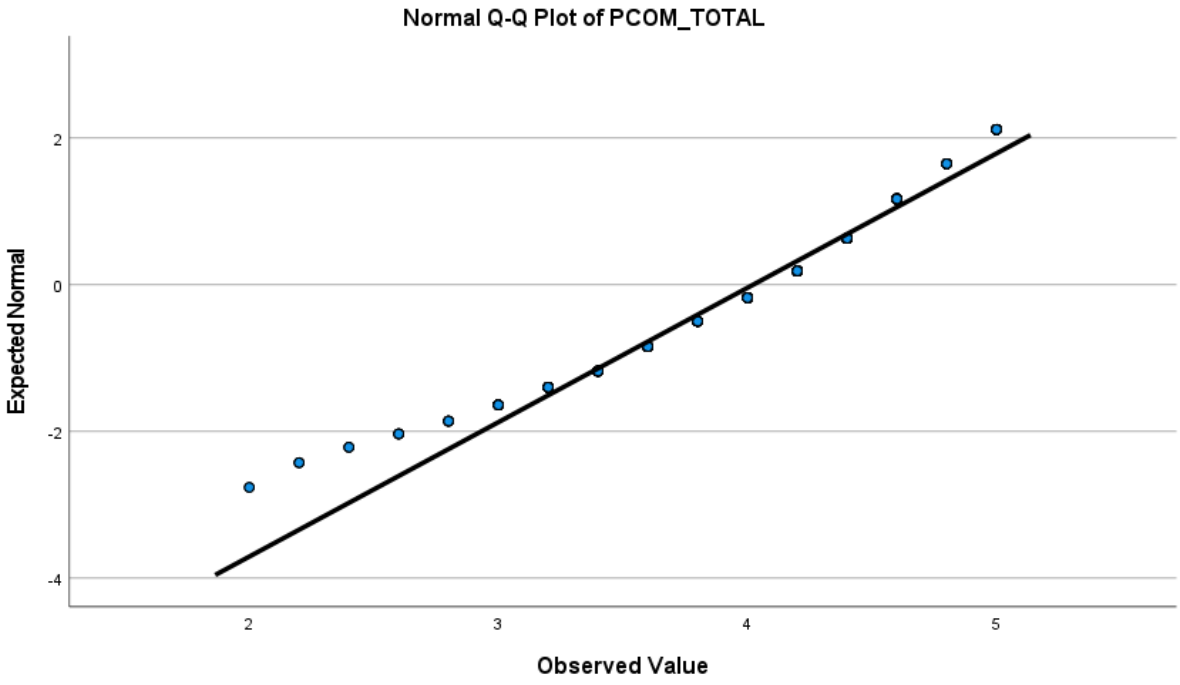
Strategic Alliance Performance



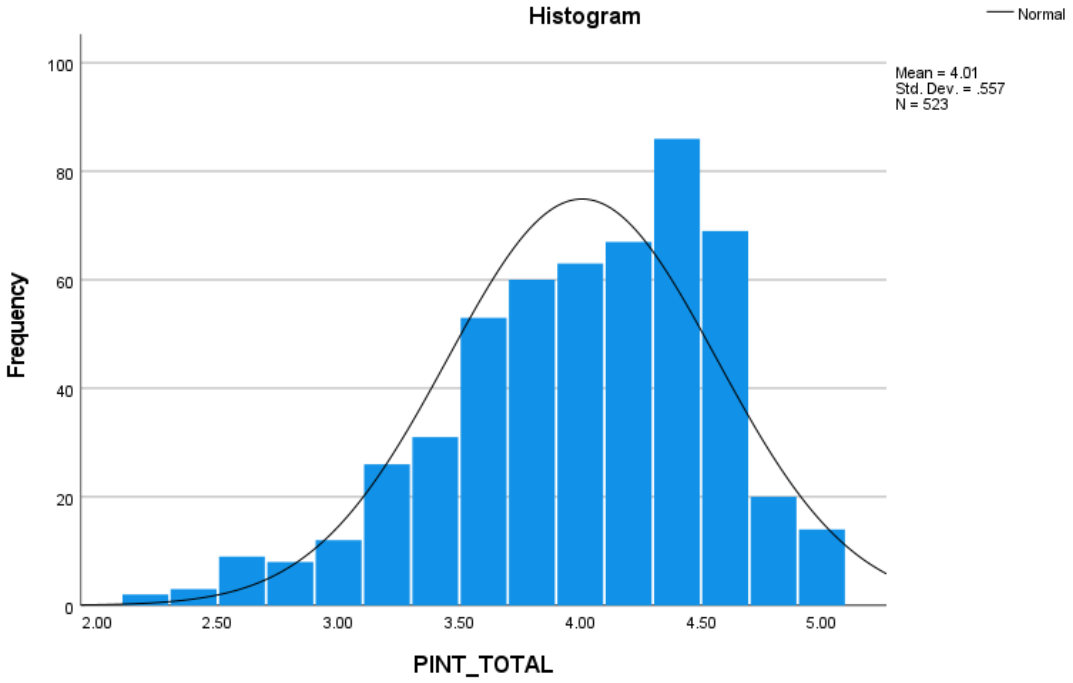


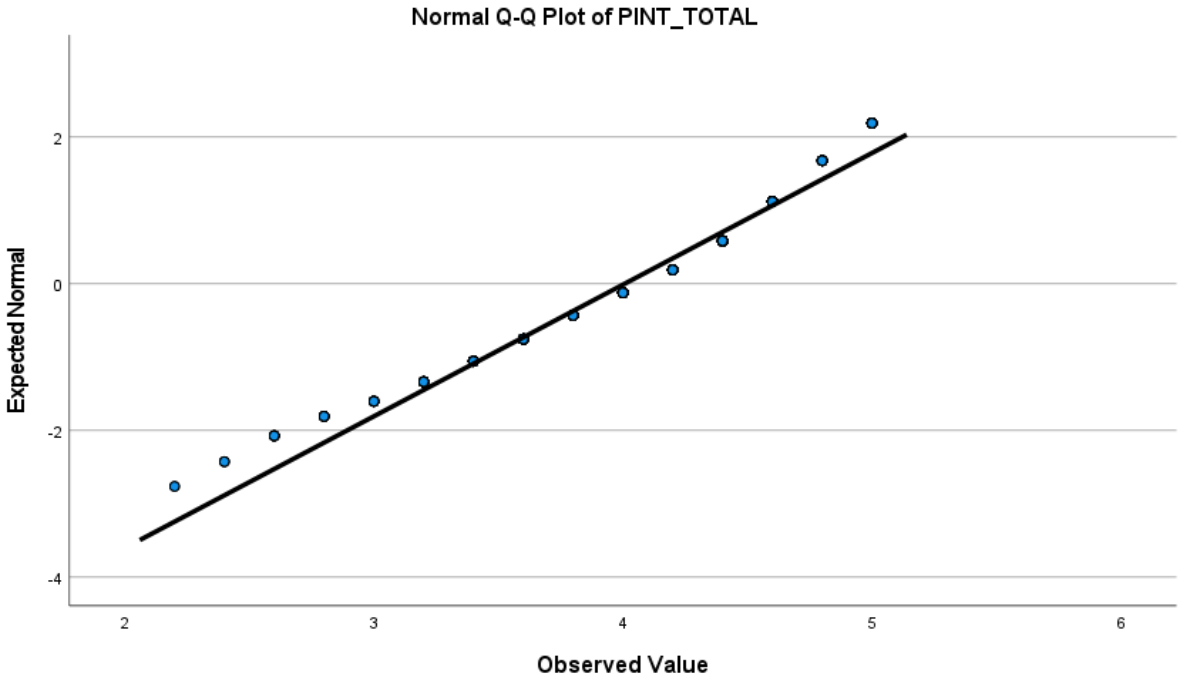
Partner Commitment



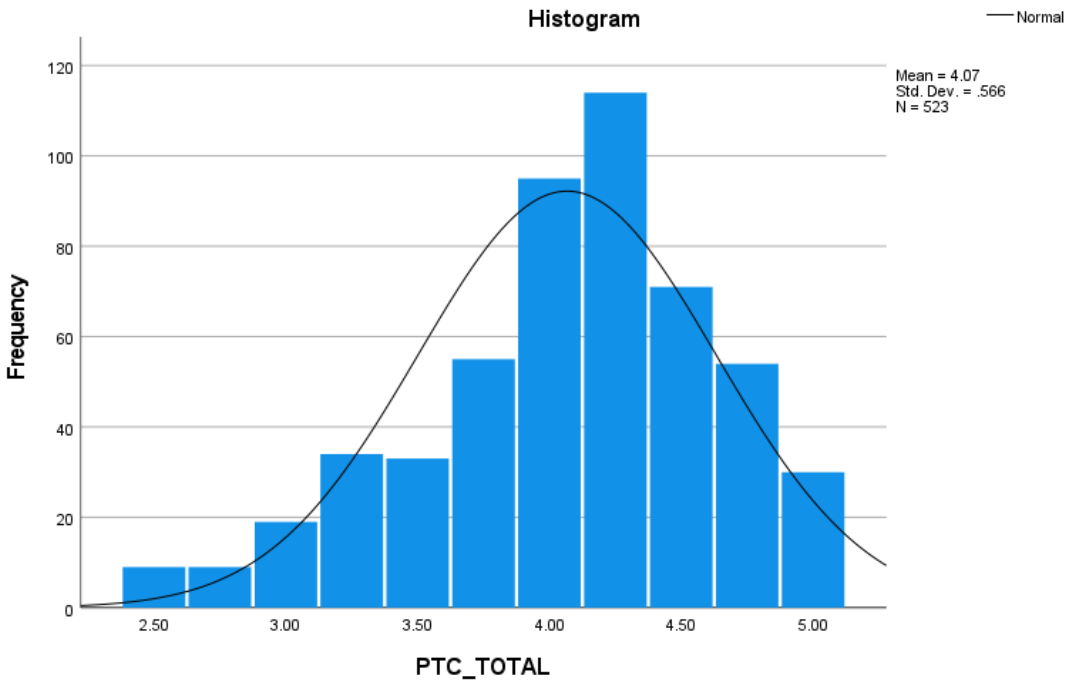


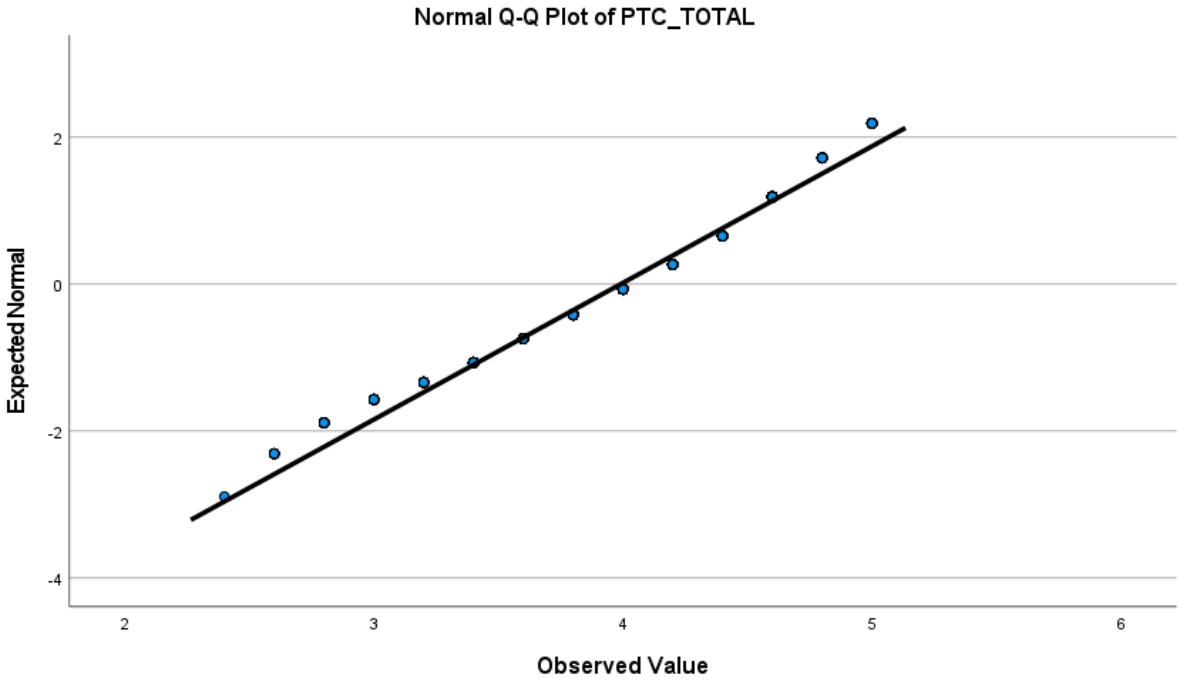
Partner Interdependence



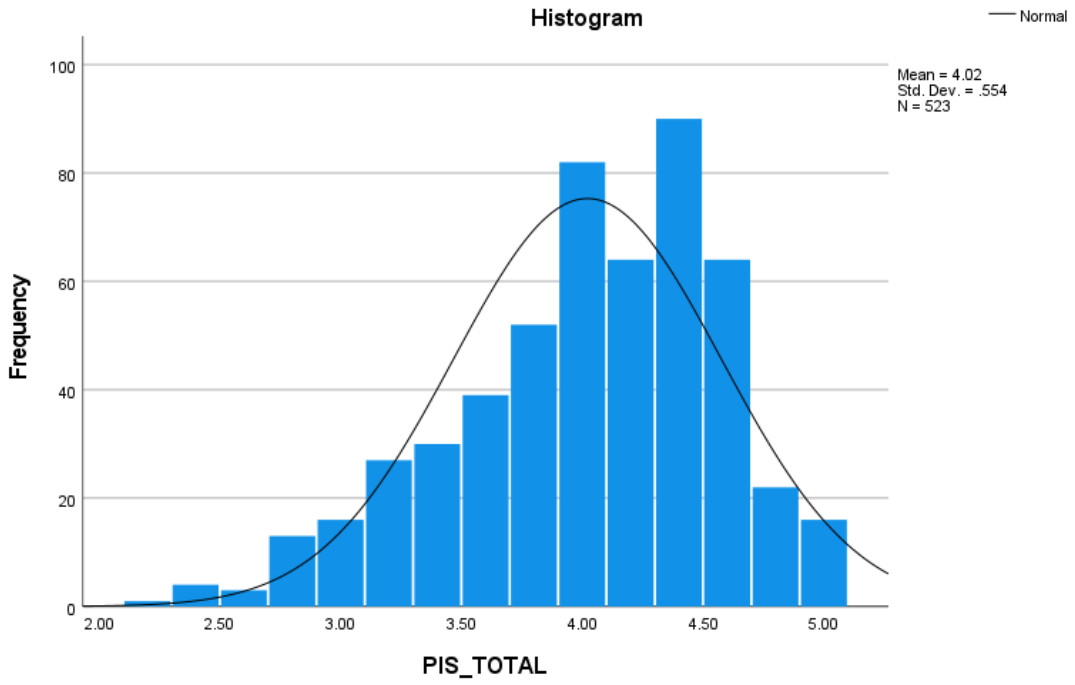


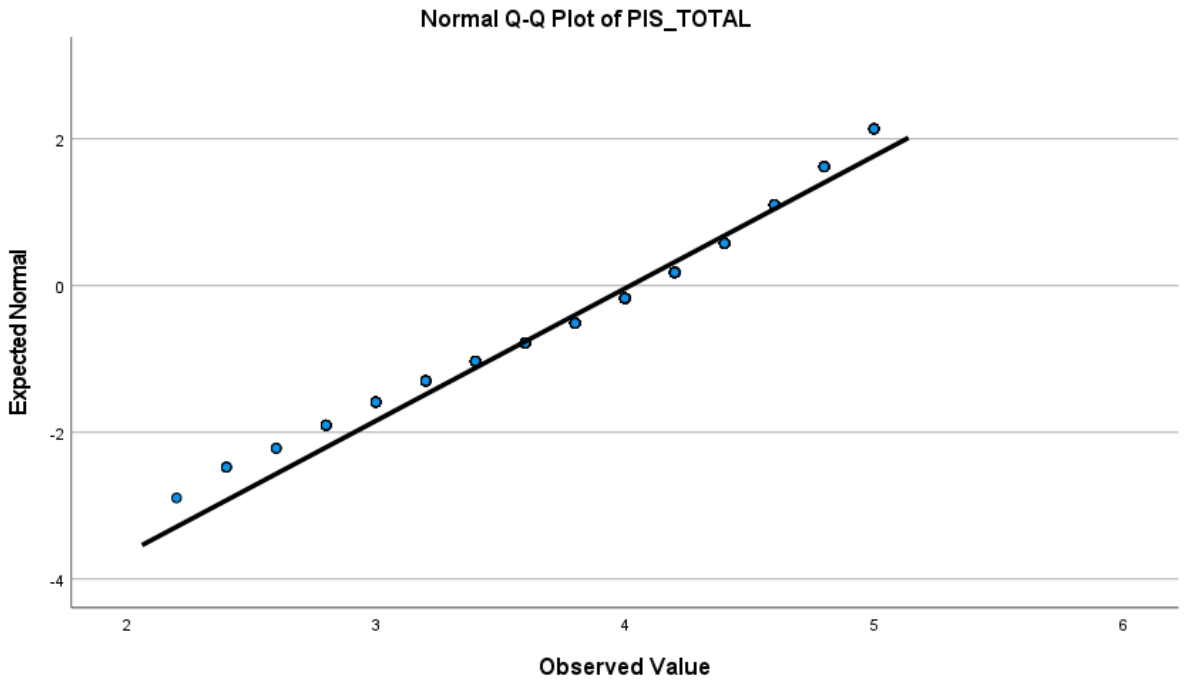
Partner Trust and Coordination



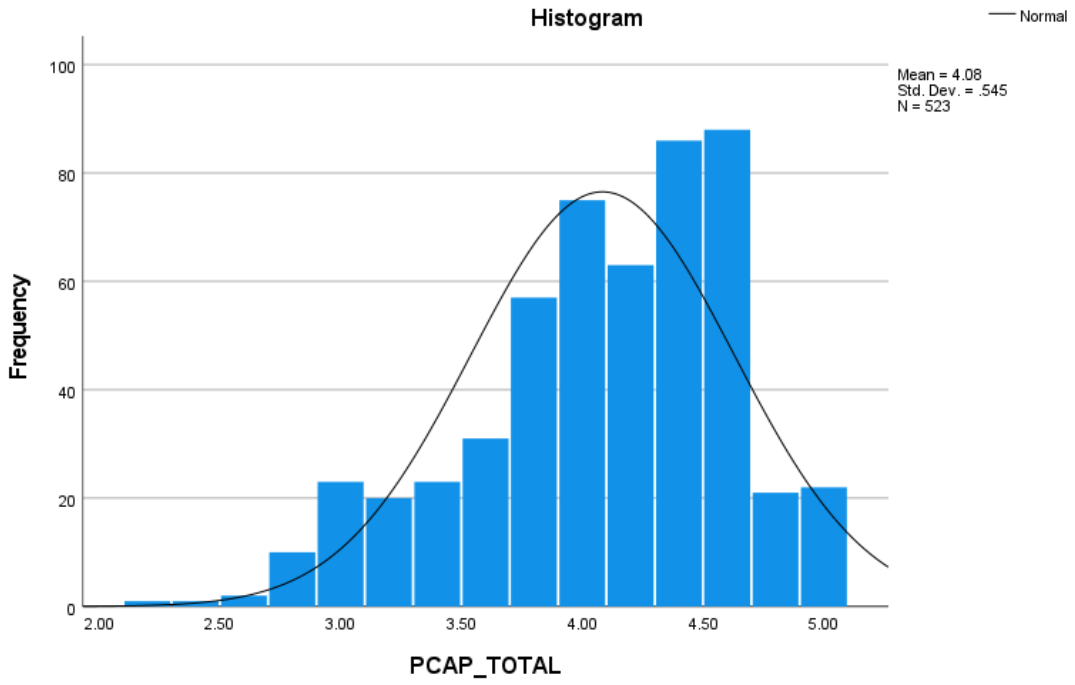


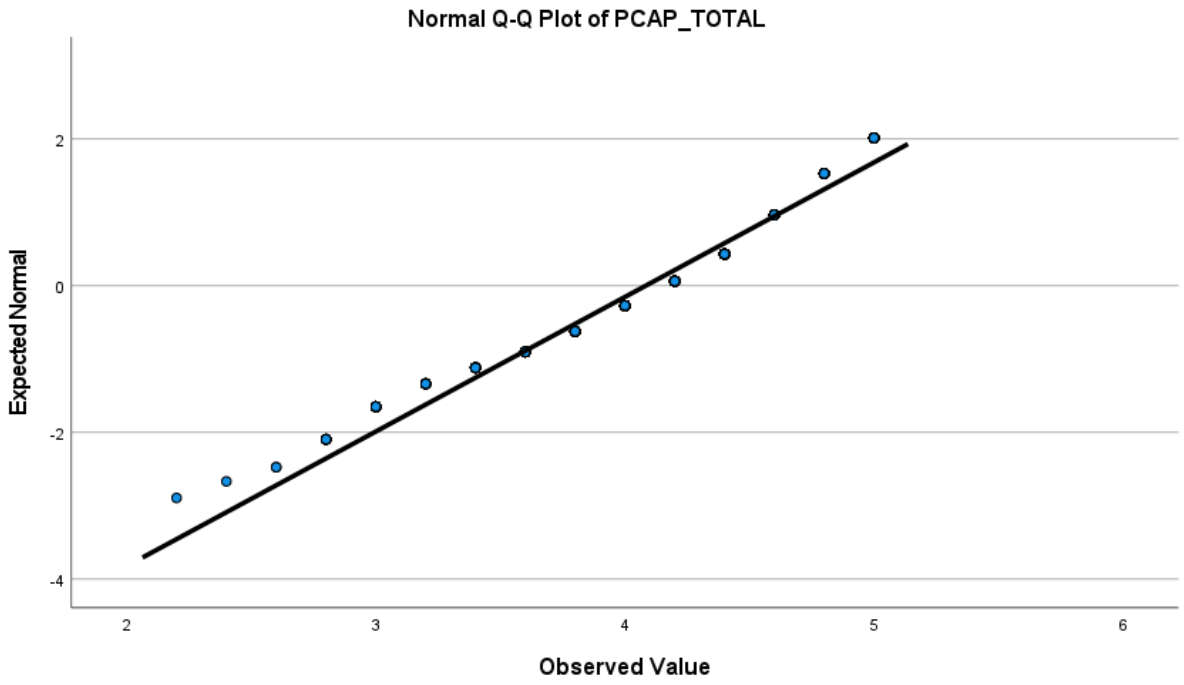
Partner Information Sharing



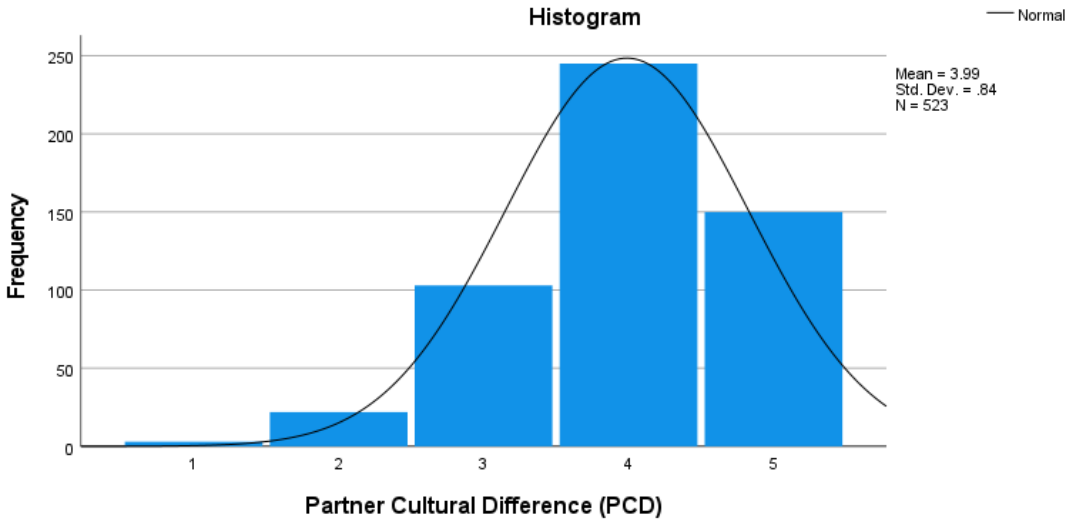


Partner Capabilities





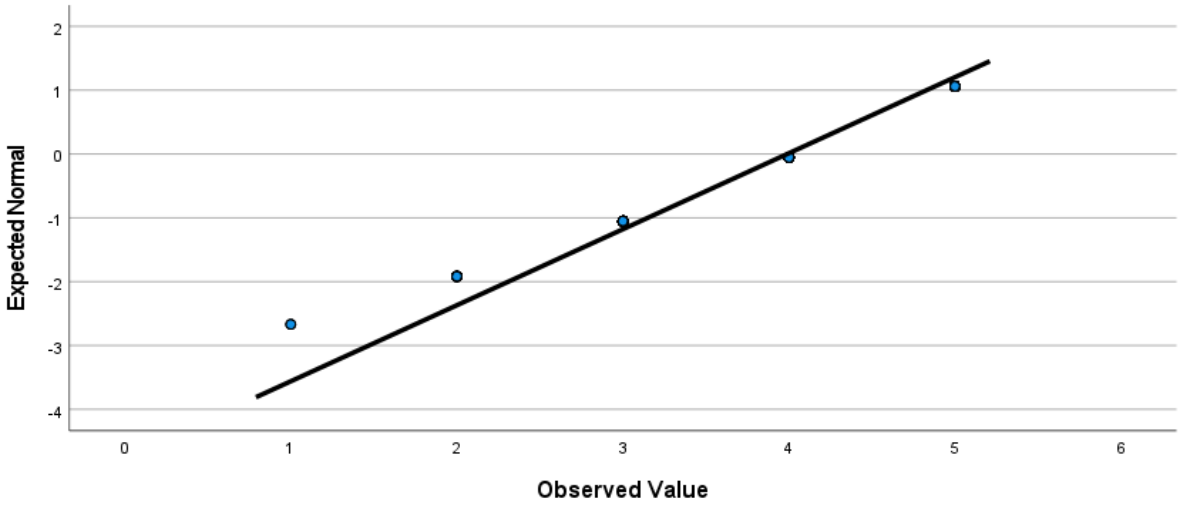
Partner Cultural Difference



Cultural differences (Strongly disagree - Strongly agree) - Differences in organizational culture and the complexity of managing such differences strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance.

Normal Q-Q Plot of Partner Cultural Difference (PCD)

Cultural differences (Strongly disagree - Strongly agree) - Differences in organizational culture and the complexity of managing such differences strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance.



Appendix F

Questions Retained for Data Analysis (33 questions; 4 demographics; totals 37 questions)

1: In this strategic supplier alliance/partnership relationship, the parties should work together to solve problems (PCOM1)

2: Strategic suppliers should be flexible in response to requests we make (PINT1)

3: Strategic suppliers should try (make an effort) to help during emergencies (PTC1)

4: You are satisfied with the extent to which critical and proprietary information is communicated in this strategic supplier alliance/partnership. (PIS1)

5: You are satisfied with this strategic supplier alliance partnerships skills and resources for which the alliance was initiated. (PCAP1)

6.We trust that our strategic supplier alliance/partnership will be beneficial to our business unit with good quality and performance (PTC2)

7. PTC3: We do not get an equitable deal from our strategic supplier in most alliance/partnerships (PTC3)

9. It is important to be satisfied with the business unit's organizational culture within the strategic supplier alliance/partnership in terms of coordination with your strategic supplier. (PTC5)

10.Strategic business partners should provide continued progress based on goals for the year (PCOM2)

11. Strategic business partners should set aside funds for goods and services to support strategic supplier alliance/partnership relationship (PCOM3)

12. Strategic business partners should provide capital investment (procurement of money by a company to further its business goals and objectives) to indicate a snapshot of business finances (PCOM4)

13. Direct dollar investment in the strategic supplier alliance/partnership relationship is strongly influenced by organizational culture differences (PCOM5)

14. In a strategic supplier alliance/partnership one partner that depends on a primary supplier is necessary for achievement of an action or a desired outcome (PINT2)

15. The suppliers with greater control over partners decisions do not entirely control all the conditions necessary for achievement of an action or a desired outcome (PINT3)

16. Relationship dependence and relationship control are necessary for achievement of an action or a desired outcome in a strategic supplier alliance/partnership (PINT4)

17. It would be very easy to terminate these most or least successful strategic supplier alliance/partnerships based on company history, principals, and affiliations (PINT5)

18. It is important to share your business unit's future purchase and expansion capabilities with most strategic suppliers in a supplier alliance/partnership (PIS2)

19. Strategic supplier should share how much debt is outstanding (the total principal as well as interest amount of a debt that has yet to be paid) with us in most strategic supplier alliance/partnerships (PIS3)

20. It is important to be transparent in demonstrating your financial soundness or wherewithal in most strategic supplier alliance/partnerships (PIS4)

21. In relationships, differences in organizational culture and the complexity of managing such differences might strengthen the strategic supplier alliance/partnership (PIS5)

22. The ability, capacity, and adaptability to do something well should match the requirements for which the alliance is established (PCAP2)

23. Information, expertise, and management of an organizations assets should meet the complex demands in a strategic supplier alliance/partnership (PCAP3)

24. Partner skills and resources in terms of values and capabilities should support a strategic supplier alliance/partnership (PCAP4)

25. In managing such differences in organizational culture, partner capabilities are important for success in a strategic supplier alliance/partnership (PCAP5)

29. Differences in organizational culture and the complexity of managing such differences strongly support those key operational facts that are required to accomplish one or more desirable business goals that might lead to financial performance (PCD3)

32. Gaining access to a market in the same industry (SAP2)

34. Well respected with high standards meeting government requirements (SAP4)

36. Company history, principals, and affiliations for developing a strategy and making decisions (SAP6)

38. Reducing costs/obtaining scale economies (SAP8) Very Poorly Poorly Normal Well Very Well NA

40. Developing new goals for the year (SAP10)

41. Well respected with high standards meeting government requirements (SAP11)

42. Reducing risks for achievement of an action or a desired outcome (SAP12)

45. What is your age group?

46. What is your gender?

47. What is your age or ethnicity?

48. Please select your geographic location.

Appendix G

Master Supply Agreement (Sample) from Sherwin Williams

MASTER SUPPLY AGREEMENT

This Master Supply Agreement (this "Agreement") establishes the legal relationship between The Sherwin-Williams Company ("Sherwin-Williams") and the client named below ("Client") regarding the supply of products listed in Addendum No. 3 (the "Products"). This Agreement includes each of the following Addenda each of which is incorporated into this Agreement by reference.

ADDENDA:
Addendum 1: General Terms
Addendum 2: Supplier Status
Addendum 3: Products and Pricing
Addendum 4: Incentives

EFFECTIVE DATE:	January 1, 2019

~~CLIENT:~~	~~SHERWIN-WILLIAMS:~~
By: _____ (Signature)	The Sherwin-Williams Company an Ohio corporation By: _____ (Signature)
(Printed Name and Title)	(Printed Name and Title)
(Address)	(Address) 101 W. Prospect Avenue
(Address)	(Address) Cleveland, Ohio 44115 Attention, Vice President, National Accounts
(Client Contact Name and Title)	(Sherwin-Williams Contact Name and Title) Bob Brophy, National Account Executive
(Telephone)	(Telephone) 216-374-4304
(Fax)	(Fax)
(E-mail)	(E-mail) rnbrophy@sherwin.com

Local Victories. National Champions.

Addendum 1

General Terms

1. Effective Date and Term.

1.1. Effective Date. This Agreement will be effective for all purchases of the Products on and after the Effective Date stated on the signature page.

1.2. Term. Unless earlier terminated in accordance with this Agreement, the term of this Agreement (the "Term") will begin on the Effective Date and will end on the 31st day of December, 2021.

1.3. Breach-Termination.

Either party may terminate this Agreement due to the other party's material breach if

(a) notice of breach is given sixty (60) days in advance of termination, and the breach has not been corrected within the sixty (60) day notice period.

(b) Either party may immediately terminate this Agreement if the other party becomes insolvent, makes a general assignment for the benefit of creditors, files a voluntary petition in bankruptcy, suffers or permits the appointment of a receiver for its business or assets, becomes subject to any proceeding under any bankruptcy or insolvency law or is winding up or liquidating its business, voluntarily or otherwise.

1.4. Effect of Termination. Upon the termination of this Agreement, any existing rights, obligations or liabilities of Client and Sherwin-Williams with respect to outstanding purchases of Products will continue.

2. Purchase of Products. During the Term, Client will purchase the Products from Sherwin-Williams.

2.1. Purchases by Client and the Properties. During the Term, Client and any individual property owned or managed by Client (each, a "Property") will purchase Products by placing an order through and/or purchasing Products directly at any of Sherwin-Williams' paint stores (each, a "Paint Store").

2.2. Purchases by Contractors. Client and the Properties may utilize third party contractors ("Contractors") to purchase and/or apply paints, sundries and related products to Properties ("Projects"). Prior to the start of a Project, Client will (a) provide written or electronic "Notice" to Sherwin-Williams and (b) instruct each Contractor to purchase the paint, coatings, sundries and related products for the Project from Sherwin-Williams. The Notice will include the name and location of the Project, the expected start date and the identity of the Contractor. If Sherwin-Williams receives a timely Notice, then Sherwin-Williams **will ensure that the Contractor receives the pricing set forth in Addendum 3**.

3. Price and Payment Terms.

3.1. Price. The price of each Product, except floor coverings, purchased by Client during the Term is stated on Addendum 3. On or after October 1, 2018, and on or after each succeeding six (6) calendar month period during the Term, Sherwin-Williams may increase

the price of any or all of the Products, except floor coverings, upon thirty (30) days' prior written notice to Client. Any price change will be reflected in Client's price record card in Sherwin-Williams' point of sale system.

The price of floor covering products shall be the price in effect at the time of purchase.

3.2. Client and the Properties. Client will submit payment in cash or check to Sherwin-Williams on or before the 20th day of the calendar month for all Products purchased by Client during the preceding calendar month. Sherwin-Williams may, in its sole discretion, determine the credit limit of Client or any of the Properties and Sherwin-Williams may extend, deny, temporarily suspend or terminate the credit privileges of Client or any of the Properties at any time. Client acknowledges and agrees that it will be jointly and severally liable with respect to any purchases of Products by the Properties.

3.3. Contractors. The payment terms for all purchases made by Contractors will be determined by Sherwin-Williams at the time of purchase. Sherwin-Williams may, in its sole discretion, determine the credit limit of any Contractor and Sherwin-Williams may extend, deny, temporarily suspend or terminate the credit privileges of any Contractor at any time. Sherwin-Williams is responsible for obtaining payments for Products from Contractors. All disputes and controversies concerning services and Products or any purchase order, invoice, goods, materials, shipments, performance, scheduling, and/or delivery will be handled by Sherwin-Williams on a direct basis with the applicable Contractor.

4. Confidentiality. Each party will hold in confidence and will not disclose to others the terms and conditions of this Agreement, including, without limitation, pricing, rebates and incentives.

5. Use of Trade Names and Marks. Client acknowledges and agrees that it will not use the Sherwin-Williams trade name, trademarks, or logos in any manner or for any purpose except with prior written approval of Sherwin-Williams, its subsidiaries or affiliates; any other use is specifically prohibited and is cause for immediate termination of this Agreement.

6. Warranty-Limitation of Liability. Sherwin-Williams warrants that the Products shall be free of manufacturing defects, as determined by Sherwin-Williams, and shall conform with the specifications, if any, provided by Sherwin-Williams. Except as expressly provided in this Agreement and in any project-specific warranty issued by Sherwin-Williams, SHERWIN-WILLIAMS DISCLAIMS ALL OTHER EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, THE WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR USE. ALL CLAIMS FOR INCIDENTAL, SPECIAL, EXEMPLARY OR CONSEQUENTIAL DAMAGES, WHETHER BASED UPON THEORIES OF CONTRACT, TORT OR OTHERWISE, ARE WAIVED BY BOTH PARTIES. Sherwin-Williams does not warrant the application of any Products notwithstanding periodic visits to any of Client's project(s) by any representative of Sherwin-Williams and notwithstanding any representations made by any representative of Sherwin-Williams to the contrary. Sherwin-Williams' liability and Client's exclusive remedy for any cause of action arising from this Agreement or the sale and use of the Products, is expressly limited to, at Client's option, replacement of the Products with respect to which damages are claimed, or credit of the purchase price for the Products with respect to which damages are claimed.

7. Miscellaneous.

7.1. U.S. Only. This Agreement applies solely to the supply and purchase of Products within the ~~United~~ States of America.

7.2. Notice. Any notice, consent or other communication required or permitted under this Agreement will be delivered at the respective addresses of Client and Sherwin-Williams indicated on the cover page of this Agreement by any commercially reasonable written or electronic means and will be deemed given when delivered in person, when electronic

7.12. Expenses. Client and Sherwin-Williams will each bear the costs, charges and expenses it incurs in connection with this Agreement and the consummation of the transactions contemplated by this Agreement.

7.13. Force Majeure. Neither party will be liable to the other party or deemed to be in breach of this Agreement for any delay or failure to perform its obligations under this Agreement (other

delivery is confirmed, when delivered by any reputable courier service, or seven (7) days after being sent by registered or certified U.S. mail, postage prepaid, return receipt requested.

7.3. Assignment. Neither party will assign this Agreement without the other party's prior written consent, and any attempt to do so will be void; provided however, that Sherwin-Williams may assign this Agreement to any of its affiliates without Client's consent. This Agreement will be binding upon the permitted assignees of Sherwin-Williams and Client.

7.4. Products. Client: (a) represents and warrants to Sherwin-Williams that Client can obtain products of a like grade and quality to the Products from another supplier on terms and conditions that are similar to the terms and conditions set forth in this Agreement; and (b) acknowledges and agrees that Sherwin-Williams has offered the terms and conditions set forth in this Agreement in order to meet such competitive offer.

7.5. Entire Agreement. This Agreement constitutes the entire agreement and understanding between the parties regarding the subject matter of this Agreement and supersedes all prior or contemporaneous agreements and understandings whether written, oral or implied between Sherwin-Williams and Client. The terms and conditions contained on any purchase order or other document submitted by Client, a Property or a Contractor will not apply to any purchase of Products.

7.6. Amendment. Except as otherwise stated in this Agreement, this Agreement may not be amended, superseded or altered, and no agreements among or consents of Sherwin-Williams and Client will be effective, except by an instrument in writing duly executed and ~~delivered~~ on behalf of Sherwin-Williams and Client.

7.7. Waiver. No failure or delay on the part of Sherwin-Williams or Client to exercise any right, ~~privilege or~~ power under this Agreement will operate as a waiver or relinquishment of such right, privilege or power.

7.8. Severability. The provisions of this Agreement are separate and divisible. If any court of ~~competen~~t jurisdiction determines that any provision of this Agreement to be void and/or unenforceable, then the remaining provision or provisions will be construed as if the void and/or unenforceable provision or provisions were not included in this Agreement.

7.9. ~~Survival. Except~~ as expressly provided herein, the termination of this Agreement will not in any way affect any obligations under this Agreement which are expressly stated to be continuing or are by their nature continuing.

7.10. Governing Law. This Agreement will be governed and construed in accordance with the local laws of the State of Ohio. Client and Sherwin-Williams consent to the exclusive jurisdiction and venue of the courts of proper subject matter jurisdiction located in the City of Cleveland, County of Cuyahoga, Ohio, USA for all purposes related to this Agreement or any contract related to this Agreement.

7.11. Counterparts. This Agreement may be executed in counterparts, each of which will be deemed an original but all of which taken together will constitute one instrument. A facsimile or e-mailed "PDF" of an executed counterpart of this Agreement will be deemed to constitute due and sufficient delivery of an original of this Agreement.

than failure to pay amounts due) due to fire, explosion, flood, war or threat of war, act of God, act of any governmental authority or agent, labor disputes or troubles, shortage of materials or raw materials, failure of sources of supply, or any other circumstance or event beyond such party's reasonable control.

7.14. Terms Controlling. To the extent there are any conflicting terms in this Addendum and the other Addenda made part of this Agreement, the terms of such other Addenda will control.

Local Victories. National Champions.

Addendum 2

Supplier Status

During the Term, Sherwin-Williams will be Client's sole preferred supplier for the following products. Client shall name no other person or concern as a preferred, primary or similar designation of supplier and Client will instruct the Properties and Contractors to purchase the following Products from Sherwin-Williams:

☒ Paint

During the Term, Sherwin-Williams will also be Client's preferred supplier for the following products:

☒ Brushes/Rollers
☒ Associated Products
☒ Floor Coverings
☒ Spray Equipment

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Addendum 3

Products and Pricing

Product	Price

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Addendum 4

Incentives

1. Rebate. Sherwin-Williams will pay Client an annual rebate (the "Rebate") in an amount equal to the percentages set forth below of Sherwin-Williams' Net Sales (as defined below) of those Products set forth below that are sold by Sherwin-Williams directly to Client and the Properties during the preceding 12 months.

☒ Paint %

2. Marketing Commission. As consideration for Client's distribution of information concerning Sherwin-Williams to the Properties and Contractors, as well as for other good and valuable consideration, Sherwin-Williams will pay Client an annual marketing commission (the "Marketing Commission") in an amount equal to the percentages set forth below of Sherwin-Williams' Net Sales (as defined below) of those Products set forth below that are sold by Sherwin-Williams to Contractors for which Sherwin-Williams has received a Notice.

☒ Paint %

3. Payment Schedule. The Rebate, Marketing Commission and Sales Incentive will be paid to Client on or before the March 1 following each calendar year during the Term.

4. Sponsorship. Sherwin-Williams will pay up to $X per calendar year to sponsor events and programs hosted by Client. Any amounts paid toward the sponsorship shall be on a case-by-case basis at Sherwin-Williams' discretion. Sherwin-Williams shall be recognized as a sponsor by Client.

5. Definition of Net Sales. "Net Sales" means the gross sales of the applicable products by Sherwin-Williams to the applicable parties, during the applicable period, minus all allowances, returns, credits, freight, unpaid invoices, bad debt, labor, sales taxes and/or similar taxes. Net Sales will be calculated based upon Sherwin-Williams' sales records. Client acknowledges and agrees that Sherwin-Williams will have the right to withhold from any Rebate, Marketing Commission and Sales Incentive and to deduct or set-off any amounts which Client or any Property owes to Sherwin-Williams.

6. Overlap Members. In the event that any Property or Contractor is a member or part of a: (a) group purchasing or similar organization or (b) corporation, organization, entity or business with which Sherwin-Williams has a current contract (either of such will be referred to herein as an "Overlap Member"), then Sherwin-Williams' sales of Products to an Overlap Member will not be included in gross sales. If Client desires that Sherwin-Williams' sales of Products to an Overlap Member be included in gross sales for the purposes of this Addendum 4, then Client will instruct the Overlap Member to send written notice of the same to Sherwin-Williams. Based upon the foregoing, Client acknowledges and agrees that Sherwin-Williams' sales to an Overlap Member will be credited to only one group purchasing or other organization.

VITA

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PUBLICATIONS AND PRESENTATIONS

TBD: