The Effect of University Partners' Satisfaction and Trust in Relationship Commitment

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I N F O ARTIKEL

A B S T R A C T

This study analyzes factors influencing relationship commitment in collaboration with IPB University. A case study in IPB University, this study used survey methods with a questionnaire to 100 respondents. The results identified that satisfaction, communication, and shared value significantly influence trust, while shared value, relationship benefits, and trust significantly influence commitment. Therefore, IPB University shall focus on promoting all six variables to improve collaboration services and trust-building to increase relationship commitment. Shared value can be improved by adding more non-profit-oriented community service programs, while satisfaction can be improved by intensifying collaboration coordination at IPB University, mostly through the Directorate of Collaboration and Alumni Affairs. Enhancing communication can be done through website and social media optimization and information update for collaboration partners, and enhancing relationships can be done by improving human resources and new applicable agriculture technologies.

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1. INTRODUCTION

Universities shall reconsider their role in society and evaluate their relationship with many institutions (Maric, 2013). Higher education shall also continuously evolve to meet society's and government's demands due to uncertainties and extreme dynamic changes in their environment (Bell et al., 2012). Collaboration between higher education and industrial sectors is one of the methods to improve innovations through knowledge exchange (Ankrah & Al-Tabbaa, 2015; Rybnicek & Königsgruber, 2019). To reach this purpose, IPB University collaborates with many kinds of national and international institutions, as well as the community, government, and industrial sectors. To this extent, national partners are the ones dominating the collaboration. National collaboration itself is made with various institutions, including central government (ministry and government bodies), regional government (district, municipal and provincial levels), higher education institutions, private companies, state-owned enterprises (BUMN), and many other institutions. The collaboration is beneficial for IPB University, including absorption of the education, research, and community service of higher education, feedback in evaluating the sustainability of graduates' competencies and research results with industry needs, and involving universities in making strategic policies and as a source of income.

For its legal protection, a collaboration between IPB University and its partners is documented on a Memorandum of Understanding (MoU), concretely manifested in a Collaboration Agreement (PKS). However, the quality of collaboration service to improve satisfaction is a challenge faced by all involved parties within the university (Rajab et al., 2011). As 2018 IPB partnership satisfaction survey concluded that, in general, some partners were satisfied (50.8%), and others were completely satisfied (36.5%) with the collaboration (Directorate of Alumni Cooperation and Relations, IPB University Report 2018). Despite this, in terms of satisfaction, IPB University partners have not yet shown trust and commitment, whereas a relationship commitment and trust are required to create a successful relationship (Morgan & Hunt, 1994; Phelps & Campbell, 2011).

Relationships with partners shall be maintained to establish a sustainable and synergistic collaboration. Nevertheless, this so-called collaboration sometimes cannot be done sustainably and is only meant to be carried out temporarily. Problems may also appear during the collaboration process. For example, some partners failed to objectify the agreed MoU into a Collaboration Agreement, while some others signed the Collaboration Agreement without referring to the MoU. In 2018, only half of the MoU drafts (46.3%) were concretely manifested into a Collaboration Agreement, meaning many drafts were left unmanifested (53.7%).

The novelty of this research is that it combines satisfaction theory and relationship marketing theory with a focus on collaboration partners that have not been widely studied before. Previous studies focus on B2B relationship marketing theory. It is still rare for research to focus on B2G or G2G, thus this is one of the novelties in terms of research objects.

Furthermore, the implementation of relationship partnerships has not been found significant at universities. Thus, research on relationship commitment with IPB collaboration partners as legal state universities needs to be made. This research is aimed to analyze the factors affecting relationship commitment with IPB University's national collaboration partners.

2. LITERATURE REVIEW

Theoretical approach

The main theory used in this study is a combination of satisfaction theory (Parasuraman, Zeithaml & Berry, 1990) and relationship marketing theory (Morgan & Hunt, 1994). Therefore, it is expected that this research can illustrate the current level of relationship commitment as an element to improve program quality and develop collaboration between the parties involved.

Customer satisfaction is the customer's perception of a service experience (Parasuraman et al., 1990). This customer satisfaction is presented in several dimensions as follows: tangible, reliability, responsiveness, assurance dan empathy (Parasuraman et al., 1990; Sumarwan, 2011).

Commitment and trust are both exceptionally important variables in studying marketing relation management or relationship marketing (Caceres & Paparoidamis, 2007; Chen, Chen, & Yeh, 2003; Kwon & Suh, 2005; Morgan & Hunt, 1994; Samudro et al., 2019). Variables used to measure relationship marketing are trust and commitment (Ahmady, 2012; Caceres & Paparoidamis, 2007; Chen et al., 2003; Kwon & Suh, 2005; Morgan & Hunt, 1994), communication (Ahmady, 2012; Caceres & Paparoidamis, 2007; Chen et al., 2003; Morgan & Hunt, 1994; Phelps & Campbell, 2011;), shared value (Ahmady, 2012; Morgan & Hunt, 1994; Phelps & Campbell, 2011), relationship benefit (Ahmady, 2012; Morgan & Hunt, 1994; Phelps & Campbell, 2011) and satisfaction (Caceres & Paparoidamis, 2007; Morgan & Hunt, 1994; Samudro et al., 2020; Susanti et al., 2020).

Higher Education Services

Chapleo and Chris (2010) stated that understanding and managing stakeholders are key throughout university management and policy making. Therefore, marketing theory in business and commerce can be applied to educational institutions, even though marketing goals in business are not the sam   e as those of non-profit organizations, such as educational institutions (Hasbi, 2014).

Hypothesis show intervariable relations in this research. Communication is a medium to bring respective parties together. Thus, sincere and effective communication is essential to develop trust (Morgan & Hunt, 1994; Ruben & Stewart, 2006; Zeffane, Tipu, & Ryan, 2011). Second, shared value is important in interpersonal and organizational relations of partnership collaboration (Abosag & Lee, 2013; Ahmady, 2012; Morgan & Hunt, 1994). A partner who benefits from a special relationship will maintain the partnership (Ahmady, 2012; Dagger & O'Brien, 2010; Morgan & Hunt, 1994; Wong, Wong, & Leung, 2018). Third, trust one's willingness to rely on others by believing that without supervision, the appointed person can act accordingly to meet the respective party's interest (Morgan & Hunt, 1994). Finally, relationship commitment indicates that the relationship is important enough to ensure maximum efforts in maintaining a long-term relationship (Caceres & Paparoidamis, 2007; Morgan & Hunt, 1994).

Relationship of Satisfaction and Trust

Zainal et al. (2014) stated that satisfaction is the response of consumers who feel that their desires have been fulfilled related to the goods or services they use. The need for content-specific questions is seen as very important when making conceptual changes from business to education. Satisfaction has a direct effect on trust (Chen et al., 2003; Robby, Yuliati, & Simanjuntak, 2018; Samudro, Sumarwan, Yusuf, & Simanjuntak, 2018) that it gives a more powerful effect on trust and correlates significantly and positively (Yeh & Li, 2009). Perception of service/product performance can be seen as an antecedent of satisfaction affecting business trust, commitment, and loyalty (Cacares & Paparoidamis, 2007).

Hypothesis 1: Satisfaction has a significant and positive effect on trust.

Relationship of Communication and Trust

Communication, especially timely communication, can develop trust by helping resolve disputes and aligning perceptions with expectations (Morgan & Hunt, 1994). Valid exchange of information is needed with various aspects of business activities through both formal and non-formal media; the exchange of information is fundamental before, during, and when cooperating (Ahmady et al., 2012). A study by Chen et al. (2003) stated that communication positively impacts trust. Sharing information through communication between partners shall increase their trust level (Kwon & Suh, 2005). The exchange of mutual feelings and mutual goals can increase customer confidence and the ability and experience of service providers (Wang, 2009). Communication has a dominant and significant contribution to trust compared to competence and shared value (Ahmady, 2012). In a collaboration, authenticity is required to conduct sincere and effective communication (Zeffane et al., 2011).

Hypothesis 2: Communication has a significant and positive effect on trust.

Relationship of Shared Value and Trust

Shared value is important in interpersonal and inter-organizational interaction between buyers and sellers (Abosag & Lee, 2013). Shared value is created by redefining productivity in the value chain that focuses on improving internal operations that increase costs, access to inputs, quality, and productivity achieved through environmental improvements, better utilization of resources, investment in employees, supplier capabilities, and other fields (Porter et al., 2012). Shared value has a significant and positive direct effect on trust (Hessling et al., 2018; Korathad & Boonpattarakan, 2017; Wang, 2009; Wong et al., 2018)

Hypothesis 3: Shared value has a significant and positive effect on trust.

Relationship of Shared Value and Relationship Commitment

Phelps and Campbell (2011) found that the most influential factors in trust and relationship commitment were relationship benefits, shared value, and communication. There is a positive and significant relationship between shared value and relationship commitment (Ahmady et al., 2012; Hessling et al., 2018; Zabkar & Makovec, 2004). Theron et al. (2008) have confirmed the important role of trust, communication, shared value, and alternative appeal in managing relationship commitment from the perspective of both the customer and provider.

Hypothesis 4: Shared value has a significant and positive effect on relationship commitment.

Relationship of Benefit and Relationship Commitment

Trust and commitment are the main factors in building relationships (Morgan & Hunt, 1998). Relationship benefit is a determinant that significantly influences relationship commitment (Ahmady, 2012; Wong et al., 2018). Joint communication variables, relationship benefits, transfer costs, and relationship skills are related to relationship commitment (Chen et al., 2003). Relationship benefits significantly affect satisfaction, trust, and commitment (Dagger & O'Brien, 2010).

Hypothesis 5: Relationship benefit significantly and positively affects relationship commitment.

Relationship of Trust and Relationship Commitment

Each party's ability to provide a positive result determines the commitment to the relationship (Morgan & Hunt, 1994). Trust and relationship commitment has a significant positive effect (Chen et al., 2003; Hashim & Tan, 2014; Robby et al., 2017; Samudro et al., 2018). The relationship between trust and commitment is dynamic and changes as the relationship develop (Abosag & Lee, 2013).

Hypothesis 6: Trust has a significant and positive effect on relationship commitment.

Conceptual Framework

Figure 1 shows the relations of the used research model. The hypothesis applied is trust that is positively influenced by satisfaction, communication, and shared value (H1, H2, and H3) which is subsequently followed by a hypothesis on the positive and significant effect of shared value, relationship benefit, and relationship commitment (H4, H5, and H6). The conceptual framework can be built as shown in Figure 1.
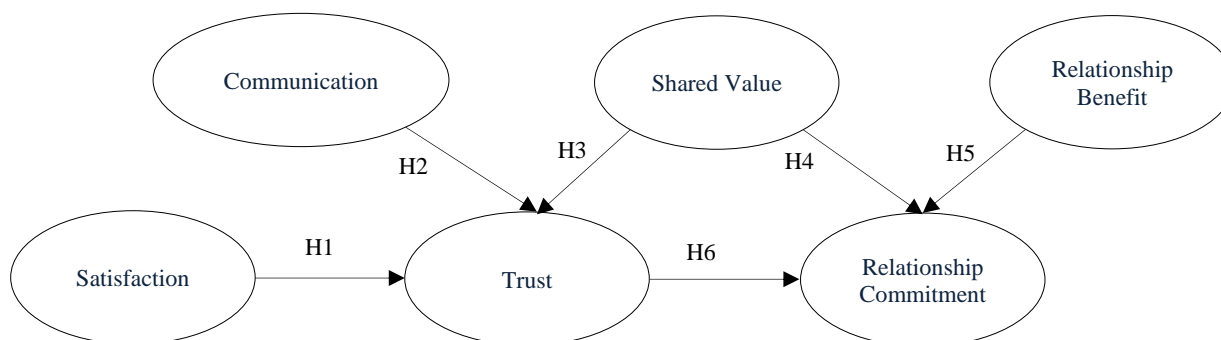

Figure. 1. Analytical Framework of Commitment-Trust IPB University and Partners

3. METHOD

Samples

This study used a quantitative research design with a survey approach from the population of 328 IPB University's national partners. A set of questionnaires was used as a measuring tool with those partners as the object of research.

Determining samples was done by non-probability sampling technique through purposive sampling. The target respondents were IPB University's national collaboration partners within the last five years, and the collaboration itself could be either in the past or was still in progress. The partners could be collaboration executors or contacts involved in collaboration with IPB University. Contacts could be technical implementing staff, middle and managerial level staff, chiefs, or functional staff who recognized collaboration substance and were involved in collaboration with IPB University. After the contact numbers were collected, they were immediately called and asked to fill in the questionnaire.

Partners usually had already had contacts with IPB during the collaboration. The number of samples used for the data processing technique of *Structural Equation Modeling (SEM)* is between 100-200, or by multiplying model parameter numbers from five to ten times. In this research, the sample used was 100 national partners consisting of 13 BUMN, 30 district/municipal officials, eight province officials, 16 central government officials, 27 private companies, and six foundations.

Partners' contacts collected and contacted were 200, with half (50%) questionnaire response rate. The time of questionnaire filling until submission to the researchers was within 0 to 55 days from the first contact. Recontact was made every week when partners had not completed the questionnaire yet or until they refused to fill it. The refusal was normally caused by the minimum understanding of collaboration substance or no longer working at the partner's institution once collaborated with IPB. Such contacts usually refer others to fill out the questionnaire and represent the respective institution. As a result, the average time between questionnaire filling and submission is 6.5 days from the first time the researchers contacted the partners.

From 200 partner contacts, 108 questionnaires were filled and returned to the researchers, and 100 were reprocessed due to twin partners and double filling by the same person. There were 93 copies filled in google forms, two copies by e-mail, three copies filled directly, one copy by interview, and one by WhatsApp messages. Questionnaire data collection was filled online by Google Docs and e-mail or directly on questionnaire sheets. The questionnaire was handed out directly or via e-mail and link on Google Docs. The respondent's positions varied from staff, middle to managerial levels, technical implementing officials to head levels of directors, functional officials, and experts.

Variables

The dependent variable used in this research is relationship commitment with IPB (Y2) and collaboration partnership trust in IPB (Y1), and the independent variables are satisfaction, communication, shared value, and relationship benefit. Satisfaction used five dimensions, each of which has two indicators, while the other variables used three dimensions, which have two indicators each.

The scale used is the Likert Scale with seven performance levels from (1) to (7) ranging from "completely disagree" to "completely agree" (Morgan & Hunt, 1994; Kwon & Suh, 2005; Kunanusorn & Puttawong, 2015). The optimum scale is between 4 and 7 points, and the more reliable scale is between 7 and 9 compared to the shorter scale. The variables used are shown in Table 1.

Table 1. Variables in Measuring Relationship Commitment of IPB Partners

4.

No	Variables	Code	Dimensions	Sources
1	Satisfaction	Sf1	Responsiveness	Parasuraman *et al*. (1990)
		Sf2	Assurance	
		Sf3	Tangible	
		Sf4	Empathy	
		Sf5	Reliability	
2	Trust	Tr1	Honesty and	Morgan & Hunt (1994)
		Tr2	Promise keeping	
		Tr3	Related field expert	
3	Communication	Cm1	Information Update	Morgan & Hunt (1994)
		Cm2	Relationship maintenance	
		Cm3	Comprehension	
4	Shared value	Sv1	Ethical Compromise	Morgan & Hunt (1994)
		Sv2	Unethical behavior	
		Sv3	Values importance	
5	Relationship benefit	Rb1	Alternative partner's benefit	Morgan & Hunt (1994)
		Rb2	Alternative partner's collaboration performance	
		Rb3	Relationship benefit	
6	Relationship Commitment	Rc1	Strong commitment	Morgan & Hunt (1994)
		Rc2	Collaboration Maintainance	
		Rc3	Maximum Maintainance	

Data Analysis

The research's variable reliability was tested using IBM SPSS Statistic 25 version 25. The purpose of this testing is to find out how the measuring instrument consistently measures the concepts. For example, a variable is considered reliable with Cronbach's alpha score of α) > 0.5 (Sekaran & Bougie, 2013), and the result shows that all variables have $\geq$ 0.50 of Cronbach's coefficient score. This proves that statements representing satisfaction, trust, communication, shared values, relationship benefit, and commitments of IPB partners are reliable. SEM Analysis used SmartPLS2 with a second-order confirmatory factor analysis method. SEM can illustrate model concepts using latent variables and measurement indicators (Ghozali & Latan, 2015).

5. RESULT AND DISCUSSION

Result

The measurement model evaluation shows that all indicators have a loading factor > 0.5 and meet convergent validity. Furthermore, each latent variable with reflective indicator has adequate AVE > 0.5 that PLS models meet good convergent validity requirements. Furthermore, the research result shows that all latent variables have good, accurate, and consistent reliability, as each has a composite reliability score of more than 0.7. They also have good, accurate, and consistent reliability as they meet the requirements of composite reliability score with more than 0.7 of each latent construct.

Hypothesis testing is made by examining the path coefficient on a structural model. The bootstrapping result shows satisfaction, communication, and shared value significantly influence trust at 5% as t-statistics score > t-table (1.96). Furthermore, shared value, relationship benefit, and trust significantly influence relationship commitment at a 5% level, as shown by the t-statistics score > t-table (1.96). Based on this testing, it can be concluded that all the six hypotheses applied are accepted.
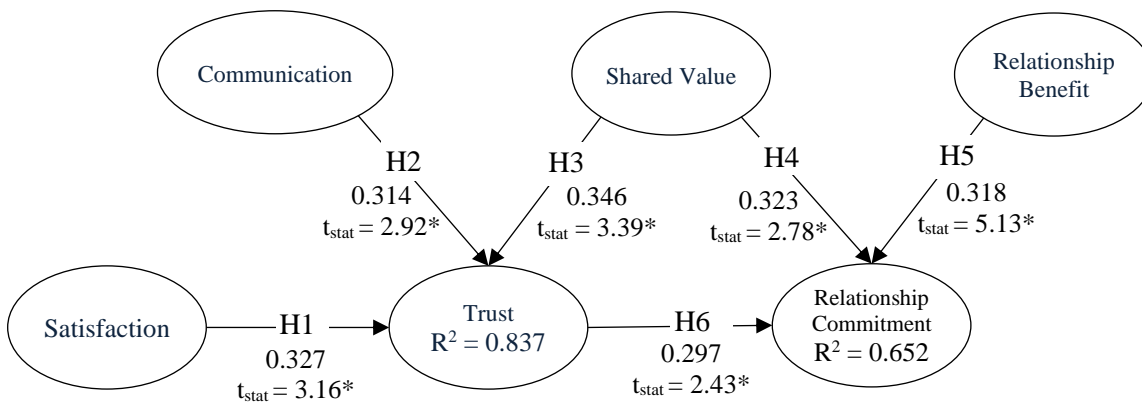

Figure. 2. Structural Model Based on IPB Relationship Marketing

Trust structural model results score of R-*square* 83.7%, which indicates trust variety explainable by satisfaction, communication, and shared value is 83.7%, while other factors explain the rest 16.3% besides the model. These factors include opportunistic behavior (Morgan & Hunt, 1994), customer skill (Chen et al., 2003), and social factors (Begalle, 2008). The relationship commitment structural model results in an R-square score of 65.2%, which means relationship commitment variety explainable by the model consists of satisfaction, shared value, and benefit relationship benefit is 65.2%. In comparison, the rest, 34.8%, is explained by other factors such as relation termination cost (Morgan & Hunt, 194), social factor (Begalle, 2008), and relationship termination cost and propensity to leave (Chen et al., 2003).

Bootstrapping test result for the indirect effect is shown in Table 2. Indirectly, satisfaction does not significantly affect relationship commitment, as shown in satisfaction t-statistics (t stats=1.83) which is less than 1.96. This result contradicts research by Samudro et al. (2019) that showed satisfaction significantly affected commitment. Despite this, this research is considered parallel with Robby et al. (2017), which discovered that satisfaction does not directly affect commitment, and trust is a variable between satisfaction and trust. Therefore, in this research, it is proved that satisfaction only has effects on relationship commitment through trust.

Table 2. Result of the indirect effect of SEM model estimation

Path	Path coefficient	t-statistics	Conclusion
X1.Satisfaction→Y1.Trust→ Y2.Relationship Commitment	0.097	1.826	Not significant
X2.Communication→ Y1. Trust → Y2. Relationship Commitment	0.093	1.817	Not significant
X3.Shared value → Y1. Trust → Y2. Relationship Commitment	0.426	4.765*	Significant

Note : → = intervariable effects to one another

Discussion

The Effect of Satisfaction on Trust (H1)

The first hypothesis testing (H1) in this research is the effect of satisfaction on trust. The result shows that satisfaction has a positive and significant effect on trust, with a beta coefficient score of 0.327 and t-statistics of 3.16. It indicates the improving satisfaction of partners on IPB collaboration service will increase their trust level (Caceres & Paparoidamis, 2007; Hashim & Tan, 2014; Korathad & Boonpattarakan, 2017; Wang, 2009; Yeh & Li, 2009).

Trust can be defined as trust accumulation experienced by IPB collaboration partners. Therefore, they see satisfaction assurance (SF2) as the most important indicator in trust building. On the other hand, adequate support from the institutions for the IPB University collaboration team to perform a good collaboration (SF22) is the most fundamental in collaborating with IPB University. Therefore, trust assurance through good coordination between the IPB University collaboration team and the institutions is crucial in improving partners' satisfaction to increase their trust in IPB University.

The Effect of Communication on Trust (H2)

The second hypothesis tested in this research is the effect of communication on trust. The result shows that communication has a positive and significant effect on trust, with a beta coefficient score of 0.314 and t-statistics of 2.92. It indicates that communication improvement in IPB University collaboration service shall increase the trust level of its collaboration partners (Ahmady, 2012; Chen et al., 2003; Kwon & Suh, 2005; Wang, 2009; Zeffane et al., 2011).

Communication is an important factor in creating partners' trust in IPB University. Partners consider the main factor in the communication dimension of trust-building is relationship maintenance (CM2). No difficulties in contacting the IPB team anytime (CM22) is the most important indicator. Partners suggested better and more effective communication that IPB shall intensify its communication with partners to acknowledge and fulfill both needs. The more information shared by customers and the more transparent communication conducted, the easier it is to identify customers' demands and to provide the values designed for the collaboration (Samudro et al., 2019). The latest information updates related to the collaboration that will be being and has been completed with IPB are the partner's demand in developing good communication and trust-building.

The Effect of Shared Value on Trust (H3)

This research's third hypothesis (H3) is the effect of shared value on trust. The result shows that shared value has a positive and significant effect on trust, with a beta coefficient score of 0.346 and t-statistics of 3.39. Furthermore, it indicates that shared value improvement in IPB collaboration service shall increase partners' trust level in IPB (Hessling et al., 2018; Korathad & Boonpattarakan, 2017; Phelps & Campbell, 2011; Wang, 2009; Wong et al., 2018).

Shared value is one of the main aspects of partnership collaboration, especially in increasing mutual financial profit (Ahmady, 2012). It is also the most influential factor in trust compared to satisfaction and communication. As stated by Abosag & Lee (2013), the prior research study in relationship marketing emphasizes the significance of contextual and cultural elements (Abosag & Lee (2013). The most contributing indicator influencing shared value is IPB's urgency to hold ethical values (SV31). Along with it, partners suggested that IPB maintain good communication, work with honesty and spirit, and keep the applicable norms.

The Effect of Shared Value on Relationship Commitment (H4)

The fourth hypothesis tested in this research is the effect of shared value on relationship commitment. The result shows that shared value has a positive and significant effect on relationship commitment with a beta coefficient score of 0.323 and t-statistics of 2.78. It indicates that the improvement of shared value in IPB collaboration service shall increase partnership commitment to IPB (Ahmady, 2012; Hessling et al., 2018; Korathad & Boonpattarakan, 2017; Phelps & Campbell, 2011; Theron et al., 2008).

Shared value is one of the main aspects of collaboration between partners, specifically in increasing mutual benefits financially (Ahmady, 2012). Compared to relationship benefit and trust, shared value is the most influential variable in relationship commitment. Partners believe IPB must uphold ethical values in established collaborations (SV31). Therefore, IPB needs to improve ethical aspects and commitment, including complete team availability and time dedication in collaborating and internal solidity among IPB researchers to prevent impressions of negative competition. By complying with similar values, partners shall improve their commitment to the collaboration. A challenge faced in improving shared values is the diversity of national culture. The prior research emphasizes the need to consider contextual and cultural elements in the study of relationship marketing (Abosag & Lee, 2013). Related to the location factor, the nearer the location is with IPB, the more respondents are available. A nearby location tends to indicate a similar culture and values. However, as Zabkar & Makovec (2004) reveals, there may be a different shared value between different environments with distinct backgrounds and conditions.

The Effect of Benefit on Relationship Commitment (H5)

The fifth hypothesis testing (H5) in this research is the effect of relationship benefit on relationship commitment. The result shows that relationship benefit positively and significantly affects relationship commitment with a beta coefficient score of 0.318 and t-statistics of 5.13. Furthermore, it indicates that improving relationship benefits with IPB shall increase partners' commitment level to IPB University (Ahmady, 2012; Chen et al., 2003; Dagger & O'Brien, 2010; Wong et al., 2018).

An outstanding financial performance may only be achieved if the company's resources keep producing competitive advantages regardless of what its competitor does (Morgan & Hunt, 1994). The most significant indicator is IPB's performance which is considered better compared to similar partners (RB12). Collaboration is generally conducted in a personal way, the relationship benefit appears in business and social matters. Ahmady (2012) said that interconnections are not only created by transactional relationships in which financial profit becomes the main purpose as it also involves psychological aspects that enrich the financial goal with emotional and social sense. Therefore, IPB University shall be able to give a better benefit compared to similar-type partners, not only by focusing on skill and quality as already acknowledged by partners through satisfaction survey but also in other aspects desired by partners

such as expert team availability, administrative preparedness, accuracy and accessibility towards IPB's expert team. Since IPB's numerous experts are not supported by adequate competence regeneration, partners can only collaborate with certain limited experts in particular fields. These experts collaborate with many partners; consequently, the more partners to serve, the more limited experts are accessible. On the other hand, many IPB experts have not been specified into certain expertise. Often they also have to deal with time-consuming collaboration administration tasks that may overall affect service quality received by partners.

The Effect of Trust on Relationship Commitment (H6)

The sixth hypothesis testing (H6) in this research is the effect of trust on relationship commitment. The result shows that trust positively and significantly influences relationship commitment with a beta coefficient score of 0.297 and t-statistics of 2.43. It indicates that trust improvement shall increase partners' commitment level to IPB University.

Relationship commitment and trust are the main variables in relationship marketing (Abosag & Lee, 2013; Ahmady, 2012; Begalle, 2008; Chen et al., 2003; Hashim & Tan, 2014; Kwon & Suh, 2005; Morgan & Hunt, 1994; Robby et al., 2017; Shi, 2014, Wang, 2009; Wong et al., 2018; Zeffane et al., 2011). The most influential aspect of partners' trust in IPB is honest and sincere behavior owned by the IPB collaboration team (TR1), while relationship commitment is mostly influenced by partners maintaining the collaboration to be well conducted (RC22). Interconnection patterns are not only based on a transactional relationship where financial profit becomes the main purpose but also on psychological aspects that enrich the financial goal with emotional and social sense (Ahmady, 2012). By maintaining a partnership, IPB shall apply ethical and sincere behavior to keep a well-conducted collaboration. Delinquent behavior in collaboration shall be avoided so that it may cause agreement defects.

Intervariable Indirect Effects

Indirectly, communication does not have any significant effect on relationship commitment, as shown by the testing result score of t communication statistics (t stat = 1.82) which is less than 1.96. Along with other variables, communication is connected through trust. As research conducted by Chen et al. (2003), relationship commitment is explained by the direct effect given by relationship benefit, diversion cost, communication, and trust.

In contrast to satisfaction and communication, a shared value significantly affects relationship commitment through trust, as shown by a t-value of 4.765, which is more than 1.96, and a beta coefficient score of 0,426. It indicates that improving per unit shared value shall increase relationship commitment through the trust of 42.6%. Furthermore, in assessing shared value, partners did not only rate IPB but also rated themselves. This result proves that perspective, values, and goal compatibility in collaborating with IPB can build partners' trust, creating an improvement effect to maintain the established collaboration.

Limitations

This research has limitations: first, respondents who participated in this research are individuals representing a partner institution that may only serve a particular collaboration field. Hence, MoU may be divided into collaborations of various fields with distinctive needs offering a different experience to partners. Second, research and community service are known as the most common collaboration fields implemented by IPB, but the number of respondents who participated in those areas is unproportional compared to that fact. Third, both directly and indirectly, the varied data collection technique can potentially affect the research result.

Implications

Commitment and trust are crucial aspects in relationship marketing as the actors involved nowadays are mostly individuals, resulting in commitment and trust being created among individuals (Ahmady, 2012). Therefore, in improving collaboration service to IPB's partners, the six variables can be enhanced based on priority level: shared value, satisfaction, communication, and relationship benefit, which are the forming variables of collaboration trust and commitment with IPB's collaboration partners.

Shared value is very important to improve. If a company does not comprehend the interdependency between social and business results, it may lose significant opportunities for innovation, growth, and sustainable social impacts (Porter et al., 2012). Therefore, partners suggested that IPB add more community services that focus on business profit and apply it in terms of shared value improvement.

Satisfaction is the second priority to improve. A partner once said that IPB University was a large institution with numerous experts who tend to overlap when dealing with partners' services. Therefore, internal solidity within IPB University management shall be maintained to prevent negative competition among experts that may be disadvantageous not only for partners but also for IPB University as an institution.

Partners suggest that collaboration highlight its joint function by accommodating all task units since the collaboration is usually conducted personally. However, some partners find difficulties arranging meeting times due to the strict schedule of the IPB University team. In this case, IPB University shall improve its coordination functions

through the Directorate of Collaboration and Alumni Affairs. Moreover, collaboration management still spreads through various units in IPB, so creating a certain media to centralize accessible collaboration data is crucial.

The third priority to improve is communication. Internet development has caused online and real-time information updates on the IPB website, e-mail, application-based messaging service, and social media to be in partners' demand. Partners also need information about IPB's potential competence in initiating new collaboration fields. As IPB has just rebranded itself to be IPB University, intensive communication through internet websites has been highly prioritized. Despite this fact, collaboration information specified in IPB competencies has not been fully accommodated, and it is suggested to be the content priority on the IPB website, especially on the Directorate of Alumni Cooperation and Relations, IPB University site. Social media managed by the Directorate of Alumni Cooperation and Relations, IPB University, shall be optimized by improving followers as informed to partners through various occasions. IPB's availability is also determined by its existence in cyberspace. Therefore, the latest information about collaboration development, in particular, has become a necessity for partners.

Relationship benefit is the fourth priority to improve. IPB's knowledge and innovation development shall be able to meet partners' demands. Competencies and technology are required in response to business and knowledge changes. In this case, human resources improvement has also become a necessity. Therefore, in increasing benefit, partners need a new applicable agriculture technology to accelerate regional development.

6. CONCLUSIONS

This research shows positive and significant relations between 6 variables. Improving satisfaction, communication, and shared value shall increase partners' trust in IPB. As a shared value, relationship benefit, and trust are improved, each factor shall also increase IPB relationship commitment. The shared value mostly affects trust, while trust in relationship commitment has the least effect.

IPB shall concentrate on shared value, satisfaction, communication, and relationship benefit in improving collaboration service of partnership and trust building and creating priority-based relationship commitments. Community service programs shall focus on gaining business profit and increasing shared value, while satisfaction can be reached through collaboration coordination, which is mainly conducted by the Directorate of Alumni Cooperation and Relations, IPB University.

A certain media is also needed to centralize accessible collaboration data. Thus, communication can be improved by optimizing websites, social media, and information updates. In addition, relationship benefits can be achieved by improving human resources and new applicable technology in agriculture to accelerate regional development.

Cooperation is the interaction of two or more parties to achieve goals together. Referring to the research results, further research can be done by measuring the perception of IPB as a service provider to partners using the same model. Thus, both parties can know the perception, and a more optimal strategy can be formulated. In addition, uniformity in the method of data collection is also recommended so that diversity can be achieved and research results can be minimized. Further research can also be done with research into the impact analysis of the collaboration carried out by IPB and Partners related to the Sustainable Development Goals or SDGs (Sustainable Development Goals).

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