

## **Collaborative Resilience: Negotiation for Adaptive Strategies in Supply Chain Partnerships**

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### **ABSTRACT**

The research aims to examine the impact of collaborative partnerships on supply chain decision-making under uncertainty, focusing on how negotiation strategies within such partnerships enhance business sustainability, particularly in the dynamic context of Indonesian businesses. Adopting a quantitative approach, this study employs Smart Partial Least Squares (PLS) analysis to test hypotheses relating collaborative cooperation and deliberation to business sustainability. The research population encompasses small and medium-sized enterprises (SMEs) within cooperative associations in East Java, Indonesia, with a purposive sampling method targeting businesses engaged in collaborative partnerships. The findings indicate that collaborative cooperation significantly enhances business sustainability. Deliberation also positively impacts sustainability. However, the interaction between deliberation and collaborative cooperation negatively affects business sustainability, suggesting a need for balance in collaboration and decision-making strategies. This study contributes to the literature by providing empirical evidence on the role of negotiation within collaborative partnerships under uncertain conditions, a relatively underexplored area. It establishes that collaboration and deliberation individually support sustainability, but their interaction can be counterproductive if not well-managed. The research underscores the necessity for businesses, particularly in Indonesia, to foster a strong culture of collaboration as part of their sustainability strategies, while also highlighting the importance of effective deliberation in decision-making processes.

**Keywords:** Collaborative Partnerships, Supply Chain Management, Business Sustainability, Deliberation, Uncertainty, SMEs, Indonesia, Strategic Negotiation.

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## **1. INTRODUCTION**

The Covid-19 pandemic entered Indonesia in early 2020 and has affected all aspects of human life especially consumption patterns (Amelia *et al.*, 2022). Collaborative partnerships frequently aid in minimizing the impact of uncertainty on supply chain management decisions (Oger *et al.*, 2020; Zougagh & Charkaoui, 2023). By establishing collaborative partnerships, firms can mitigate the effects of uncertainty by reducing risks, enhancing information exchange, and overall improving supply chain performance, thereby enabling better decision-making within supply chain management (Aboalghanam & Awad, 2023; Eslami & Melander, 2019; Oger *et al.*, 2020; Zougagh & Charkaoui, 2023).

Specific collaborative activities in business are typically demonstrated in information sharing, collaborative communication, co-created knowledge, and joint efforts that contribute to resilience (Scholten & Schilder, 2015). Various technologies and methods were used by companies to deliver products (Rofiah *et al.*, 2023). Collaborative resilience in supply chains is defined as the ability of the supply chain to handle disruptions and build resilience through collaboration (Aggarwal *et al.*, 2020; Fauji, Pratikto, *et al.*, 2022; Fauji, Sudarmiatin, *et al.*, 2022). Therefore, supply chain strategy and design play a crucial role in shaping supply chain resilience, especially under uncertain conditions (Aggarwal *et al.*, 2020; Botes *et al.*, 2017; Neboh *et al.*, 2022; Shekarian & Mellat Parast, 2021).

While many researchers have discussed collaborative partnerships between entrepreneurs, suppliers, and customers, there has been a lack of empirical research on how entrepreneurs negotiate to adapt within collaborative partnerships and whether this is a realistic solution (Anderson *et al.*, 2023; Castañer & Oliveira, 2020; Giglio *et al.*, 2023). Thus, this study focuses on discussing strategies that enhance entrepreneurs' ability to adapt within collaborative partnerships. In an environment fraught with uncertainty, supply chain resilience becomes critically important. In Indonesia, businesses are frequently faced with various uncertainties such as price fluctuations, regulatory changes, natural disasters, and so forth. Collaborative partnerships can therefore help minimize the impact of these uncertainties by improving information exchange between supply chain actors, allowing for quicker and more accurate responses to environmental changes. Consequently, research on adaptive strategies within collaborative partnerships in Indonesia is not only vital for the sustainability of individual businesses but also for overall economic prosperity. This research will provide deeper insights into how companies can tackle supply chain challenges and seize opportunities through collaborative efforts.

The micro and small enterprises (MSEs) in Kediri, East Java, present a fascinating case for exploring theories related to Collaborative Resilience and Negotiation for Adaptive Strategies in Supply Chain Partnerships due to several unique regional characteristics. Firstly, Kediri's economic landscape is largely influenced by its agricultural base and emerging industrial sector, which includes food processing and cigarette manufacturing. The interplay between these traditional and modern industries creates a dynamic supply chain environment where MSEs often engage in both competitive and cooperative interactions with larger firms and each other. This setting allows for the examination of how small businesses leverage collaborative strategies to enhance their resilience against market volatility and supply chain disruptions.

Moreover, the cultural context of East Java, which promotes values such as mutual assistance ('gotong royong') and community cooperation, enriches the social capital among MSEs in Kediri. This social capital is crucial for building collaborative

networks that can be mobilized for shared resources, information exchange, and collective bargaining. Studying these networks provides insights into how social structures and cultural norms influence the formation and sustainability of collaborative partnerships, offering practical lessons on enhancing supply chain resilience through community-based strategies.

Finally, the evolving policy landscape in Indonesia, which aims to bolster the growth of MSEs through various initiatives including financial support and training programs, adds another layer of complexity to the business environment in Kediri. Analyzing how these MSEs navigate changes in government policy and global market pressures through adaptive strategies within their collaborative networks can contribute to theoretical models of supply chain resilience. Such research not only tests the applicability of these theories in emerging market contexts but also potentially guides policy makers in designing more effective support mechanisms for small businesses.

Therefore, the main aim of this research is to explore the linkages between collaborative cooperation, deliberation, and business sustainability within the outlined conceptual framework. This study seeks to empirically test three hypotheses that collectively aim to show how collaboration and deliberation contribute to sustainable business practices.

## 2. LITERATURE REVIEW

Research on business sustainability and the influencing factors has become a significant area of scholarly inquiry. In this context, independent variables such as collaborative cooperation and deliberation play a crucial role (Daradkeh, 2023; Stubbs & Cocklin, 2008). Collaborative cooperation and deliberation are integral in supporting business sustainability within the supply chain context. Firstly, collaborative cooperation enables various stakeholders in the supply chain to work together towards common goals (Khurana *et al.*, 2021; Soundararajan *et al.*, 2019). By establishing strong, mutually beneficial relationships between suppliers, manufacturers, distributors, and customers, companies can enhance operational efficiency, reduce risk, and create shared value. For instance, open information sharing and more efficient coordination of activities can lead to reduced time and costs in the supply chain, which in turn may bolster business sustainability by enhancing resource efficiency.

Secondly, deliberation is vital in facilitating effective collaborative cooperation and supporting sound decision-making across the supply chain (Giamporcaro *et al.*, 2023; Gilbert *et al.*, 2023; Soundararajan *et al.*, 2019). Through open and ongoing deliberation among various stakeholders, companies can foster a shared understanding of the challenges and opportunities faced by the supply chain. Moreover, deliberation enables conflict resolution in ways that build better relationships and ensure all parties' interests are considered. Thus, effective deliberation can help strengthen collaborative cooperation, ultimately supporting business sustainability by creating a harmonious working environment and building trust throughout the supply chain.

Overall, collaborative cooperation and deliberation are key elements in achieving business sustainability in the supply chain. Through solid cooperation and open communication, companies can improve operational efficiency, reduce risk, and establish strong relationships with other stakeholders. Consequently, they can

maintain their business sustainability by adapting and evolving in a dynamic and changing business environment.

### **3. CONCEPTUAL FRAMEWORK**

#### **3.1. The Relationship of Collaborative Cooperation to Business Sustainability**

Collaboration is vital for developing sustainable and profitable solutions in business (Jørgensen & Pedersen, 2018). Sustainability-oriented collaboration is a cornerstone of corporate agendas for addressing public concerns over sustainability challenges (Vurro *et al.*, 2023). Horizontal collaboration is an effective strategy for addressing sustainability issues in commodity distribution (Mrabti *et al.*, 2022). Therefore, the proposed "Organizational Sustainability Collaboration" framework can assist organizations in better understanding and collaborating for sustainability, maximizing benefits, and minimizing challenges (Lozano *et al.*, 2021).

Hypothesis 1 (H1): Collaborative cooperation has a positive impact on business sustainability. This is assumed because strong collaborative cooperation allows companies to enhance operational efficiency, reduce risk, and create shared value, all of which support business sustainability.

#### **3.2. The Relationship of Deliberation to Business Sustainability**

Deliberation in business emphasizes the ethical risks and the importance of a comprehensive perspective stemming from Aristotelian deliberation to encourage virtue reflection (Frémeaux & Voegtlin, 2023). The concept of deliberation for corporate social responsibility (CSR) politics is expanded to include beneficial speech acts and various engagement methods, such as strategic deliberation (Dawkins, 2022; Rochayatun *et al.*, 2023). In corporate sustainability research, a conceptual framework is proposed to emphasize behavioral insights by highlighting individual, organizational, and external factors influencing sustainable business behavior (Kubera, 2023; Skritsovali *et al.*, 2023; Soetjipto *et al.*, 2023; Yuliani & Soetjipto, 2019)

Hypothesis 2 (H2): Deliberation positively affects business sustainability. This is based on the assumption that effective deliberation allows companies to identify problems, find joint solutions, and facilitate better decision-making, all of which support business sustainability.

#### **3.3. The Role of Deliberation in Strengthening Collaborative Cooperation for Business Sustainability**

The importance of sustainability-oriented collaboration and its impact on addressing social and environmental issues has been extensively studied (de Almeida *et al.*, 2021; Del Pilar Quiroz Galvan *et al.*, 2021; Lozano *et al.*, 2021). Nevertheless, the effectiveness of collaboration integrated with deliberation remains a challenge (Vurro *et al.*, 2023). Deliberation has the potential to promote voluntary collaboration (Giamporcaro *et al.*, 2023; Soundararajan *et al.*, 2019)

Hypothesis 3 (H3): Deliberation positively moderates the relationship between collaborative cooperation and business sustainability. This means that effective deliberation can enhance collaborative cooperation, which can then improve business sustainability by reducing communication barriers, enhancing coordination, and strengthening stakeholder relationships.

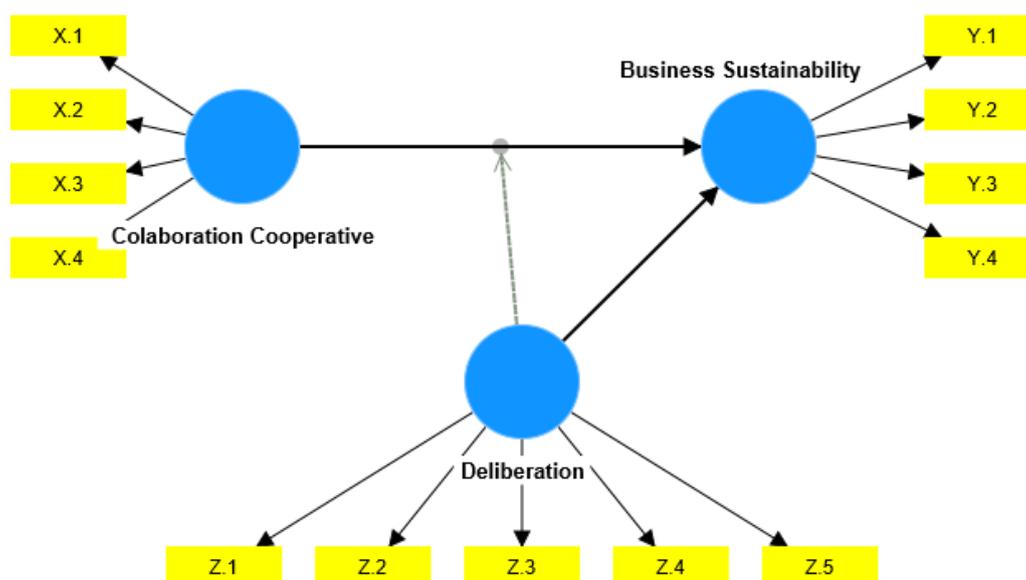


Figure 1. Research framework

#### 4. METHODOLOGY

This research aims to investigate the influence of collaborative cooperation and deliberation on business sustainability in Indonesia, particularly in East Java. A quantitative approach is employed, utilizing the Smart Partial Least Squares (PLS) analysis technique to test hypotheses and examine the relationships between the variables of collaborative cooperation (unity), deliberation, and business sustainability. The study population consists of small and medium-sized enterprise (SME) cooperatives in East Java. The sample was selected using purposive sampling, with inclusion criteria encompassing businesses that have engaged in collaborative cooperation with suppliers and/or customers within their supply chain. Data were collected via an online survey distributed to managers or executives responsible for supply chain management within their companies. The variables in this study include independent variables, namely collaborative cooperation or unity, deliberation (joint communication), and the dependent variable, which is business sustainability. Data analysis was conducted using the Smart PLS technique, a multivariate statistical method for structural equation modeling. Smart PLS was chosen for its capability to handle complex models and the use of relatively small sample sizes. Additionally, Smart PLS is suitable for the type of analysis used in this research.

After data collection was completed, the first step was to test the validity and reliability of the survey instrument using descriptive statistical analysis and Cronbach's alpha. Subsequently, path analysis was conducted to test the proposed hypotheses. This path analysis involved assessing the direct and indirect effects of collaborative cooperation on business sustainability, as well as testing the moderating effect of the deliberation variable. The results of the analysis will be presented in the form of appropriate tables and graphs, with an in-depth interpretation of the significant findings. Practical and theoretical implications of the research findings will also be discussed, along with recommendations for further research development.

#### 5. RESULTS AND DISCUSSION

## 5.1. Description of Research Object

Table 1 Description of the condition of the research object

No	Description	Amount	Percentage
1	Never active in groups	32	14,5%
2	Ever active in groups	22	10%
3	Often active in groups	82	37,3%
4	Very often active in groups	84	38,2%
	Total	220	100%

The findings indicate that the majority of micro, small, and medium-sized enterprise (MSME) actors in the Kediri area of East Java are inclined to participate in groups or cooperatives. Specifically, 38.2% of respondents reported being very active, while another 37.3% stated they were often active. This highlights a strong propensity for collaboration and interaction with others in a business context. Such a trend serves as a vital asset to strengthen the MSME sector, enhance resource access, and create better business opportunities. Furthermore, the role of government, particularly the cooperative and micro-enterprise services, is a significant factor in fostering a healthy and sustainable MSME ecosystem. In the current business environment, collaboration with various stakeholders enables organizations to access information and knowledge, reduce costs and risks, and quickly capitalize on opportunities for developing new products and services (Ozdemir, Kandemir, & Eng, 2017; Rindfleisch & Moorman, 2003; Thomas, 2013; Xu, Wu, & Cavusgil, 2013). Moreover, stakeholder collaboration is increasingly associated with the potential for environmental innovation (product and process innovation) and a growing demand for skilled workers (Ozdemir *et al.*, 2023).

In the context of business development, the presence of cooperatives or collective groups can play a significant role in supporting growth and continuity. The research findings reveal that the formation of these cooperatives is driven by the awareness and initiative of the members themselves, rather than external pressure or coercion. This denotes an intrinsic motivation among cooperative members to develop their enterprises through cooperation and collaboration.

As stated by (Putnam, 2000), the existence of "social capital" found within cooperatives can contribute to economic success and innovation. Social capital refers to the trust, norms, and networks that facilitate cooperation for mutual benefit. Within the cooperative context, social capital acts as a conduit for members to share knowledge, resources, and opportunities. Additionally, the benefits of belonging to a cooperative extend beyond economic gains. As identified by (Coleman, 1988), social capital can also offer advantages such as social support, access to information, and the establishment of trust among members. For cooperatives, this means members can support one another in facing challenges, seizing opportunities, and building strong relationships for the future.

Therefore, the formation and participation in cooperatives offer numerous benefits to members, both economically and socially. With the presence of mutual trust and support, cooperative members have a greater potential to achieve success in their ventures.

### Description of respondent characteristics

Respondent characteristics are a crucial element that is inseparable in research. In this study, we will present the characteristics of respondents based on gender, age, and length of business considering that the main data source for respondents has been obtained from trusted relevant agencies, so the three characteristics that will be presented in this study are more relevant to the topic of this research which focuses on respondents who are members of in the MSEs association.

Also, firm characteristics are one of the control variables in this study and the results of this study also explain that on the larger scale of the company, decision making with respect to the variables studied will require longer time. Meanwhile, the smaller the scale of the company, the funds owned by the company for financing will be smaller so that it requires more priority scale in running.

### Characteristics of Respondents Based on Gender

In every research, it is necessary to understand the characteristics of the respondents. One important aspect that influences differences in individual views, behavior, and preferences is gender. Gender is a social attribute that plays an important role in shaping the way individuals interact with the world around them. A better understanding of respondent characteristics based on gender will help researchers develop more comprehensive insights. Therefore, in this study, the results of the tabulation of respondent characteristics based on gender are presented in table 2.

Table 2 Respondent characteristics based on gender

No	Description	Qty	Percentage
1	Male	42	19%
2	Female	178	81%
Total Qty		220	100%

Based on Table 2, it is known that the majority of respondents are women with a percentage of 81% and the number of male respondents is 19%. These data show that the level of participation of women in community associations is very large, and indeed in the field, many MSEs are managed by women. Women in MSMEs often become important agents in the family and community economy. The role of women in MSMEs not only increases their economic independence but also contributes to family welfare and local economic growth (Kabeer, 2018). This shows the importance of supporting and recognizing the contribution of women in MSMEs.

### Characteristics of Respondents Based on Age

Recognizing the characteristics of respondents based on age is one of the important aspects of this research, which aims to understand various social dynamics and behaviors in different community groups. Age is one of the demographic dimensions that greatly influences the way individuals interact with the world around them, make decisions, and respond to social and economic changes. Analyzing the characteristics of respondents based on age, it will add a more comprehensive understanding of how age differences influence thoughts and actions in the context of this research. Based on this, this research presents the results of the distribution of respondents based on

age characteristics in Table 3 below:

Table 3 Characteristics of Respondents Based on Age

No	Description	Qty	Percentage
1	21 – 30	36	16%
2	31 – 40	103	47%
3	41 – 50	57	26%
4	51- 56	24	11%
	Total Qty	220	100%

Based on Table 3, all respondents are of productive age in Indonesian society. Respondents in this study were dominated by those aged 31 – 40 years, amounting to 47%. Respondents aged 41-50 years were 26%, followed by those aged 21-30 years at 16% and finally respondents aged 51-56 years at 11%. The majority of MSME respondents aged 31 to 40 years are often in an important phase in their career and personal life, which according to life stage theory is a period where individuals try to achieve career stability and achievement (Erikson, 1958).

#### Characteristics of Respondents Based on Length of Business

Amidst the diversity of MSMEs, one of the key aspects that determines the success and resilience of a business is the length of the business. The length of operation of an MSME can reflect various things, such as adaptability, and financial stability, as well as the experience and networks that have been built. In this research, the characteristics of respondents based on the length of business can provide in-depth insight into the needs, aspirations, and obstacles faced by MSMEs at various stages of their development. Therefore, in this study, the characteristics of respondents based on length of business are presented as shown in Table 4.

Table 4.1 Respondents based on length of business

No	Description	Qty	Percentage
1	1 – 5	125	57%
2	6 – 10	86	39%
3	11 – 35	9	4%
	Total	220	100%

Based on Table 3, it appears that the majority of respondents have a business experience of 1-5 years, 57%, of which respondents with a business experience of 1-5 years are businesses that are still in the early stages of growth. A total of 86 respondents or 39% have a business period of 6-10 years, this indicates that the MSE group has reached the stabilization stage and around 4% of the total have a business operational range of 11 - 35 years. This group represents businesses that have entered a small industry, so the distribution of this research data includes micro and small businesses under the research focus. This data distribution offers important insights into the life cycle of MSEs from the initial phase to the mature phase.

### Description of Outer Loading

Outer loading is a critical component of factor analysis, providing insights into the strength of the relationship between observed variables (indicators) and latent factors. It measures the extent to which each indicator contributes to the measurement of its corresponding latent factor. Understanding outer loading is essential for assessing the quality of the measurement model and ensuring the validity and reliability of the results.

In this study, the outer loading values are presented to demonstrate the effectiveness of the indicators in measuring their respective latent factors. High outer loading values indicate that the indicator is a strong measure of the latent factor, while low values suggest a weaker relationship. By examining these values, researchers can identify indicators that may need refinement or removal from the measurement model.

The purpose of presenting the outer loading results is to provide a comprehensive evaluation of the measurement model's quality. This analysis helps researchers make informed decisions about the inclusion or exclusion of indicators, ultimately improving the validity and reliability of the factor analysis results.

Table 4.2 Outer loading

	Outer loadings	
X.1 <- Collaborative Cooperation	0.975	Valid
X.2 <- Collaborative Cooperation	0.979	Valid
X.3 <- Collaborative Cooperation	0.974	Valid
X.4 <- Collaborative Cooperation	0.98	Valid
Y.1 <- Business Sustainability	0.972	Valid
Y.2 <- Business Sustainability	0.971	Valid
Y.3 <- Business Sustainability	0.968	Valid
Y.4 <- Business Sustainability	0.977	Valid
M.1 <- Deliberation	0.981	Valid
M.2 <- Deliberation	0.974	Valid
M.3 <- Deliberation	0.976	Valid
M.4 <- Deliberation	0.984	Valid
M.5 <- Deliberation	0.984	Valid
Deliberation x Collaborative Cooperation -> Deliberation x Collaborative Cooperation	1	Valid

Table 4 reveals exceptionally high outer loading values for all measured variables, with all values exceeding 0.96, indicating high reliability and construct validity within the research model. This suggests that the items used to measure each construct are highly relevant and accurately represent the concepts under investigation. Specifically, the Collaborative Cooperation variable, measured through four items (X.1 to X.4) with loading values ranging from 0.974 to 0.980, shows that this construct is valid and has high homogeneity in depicting collaborative cooperation. Business Sustainability, measured through four items (Y.1 to Y.4), also demonstrates

high validity with loading values from 0.968 to 0.977, underscoring the importance of this factor within the research context. Deliberation, measured through five items (Z.1 to Z.5), has very high loading values ranging from 0.974 to 0.984, indicating that these items accurately measure the deliberation process in the studied context. These values reflect the consistency and strength of the Deliberation construct in the model. Furthermore, the interaction between Deliberation and Collaborative Cooperation (expressed as Deliberation x Collaborative Cooperation → Deliberation x Collaborative Cooperation) shows a perfect loading value of 1, affirming a positive and significant relationship between the two variables. This indicates that the combination of Deliberation and Collaborative Cooperation has a strong and positive impact on the measured construct, supporting the theory that these two factors reinforce each other in enhancing the research outcomes.

Table 5 Test Results Cronbach alpha, Composite reliability, AVE

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Business Sustainability	0.981	0.981	0.945
Collaborative Cooperation	0.984	0.984	0.955
Deliberation	0.99	0.99	0.96

Overall, the values in the table indicate that the reliability and validity of measurements for Business Sustainability, Collaborative Cooperation, and Deliberation are very high. High reliability, as indicated by Cronbach's Alpha values and composite reliability, along with strong convergent validity (evidenced by the high Average Variance Extracted (AVE) values), suggest that the scales or instruments used to measure these constructs are highly reliable and valid. This affirms the methodological quality of the research and the credibility that can be attributed to the findings related to these constructs.

Table 6 R- square adjusted

	R-square	R-square adjusted
Business Sustainability	0.783	0.780

With a high R-square value (0.783) and an almost identical adjusted R-square (0.780), these results indicate that the research model possesses strong predictive power for Business Sustainability. These values confirm that a significant portion of the variance in Business Sustainability can be explained by the variables included in the model, with only a slight reduction in explanation after adjustments for the number of variables and sample size. This signifies that the selected independent variables are relevant and significant in influencing Business Sustainability, and the

developed model is robust and reliable in the research context.

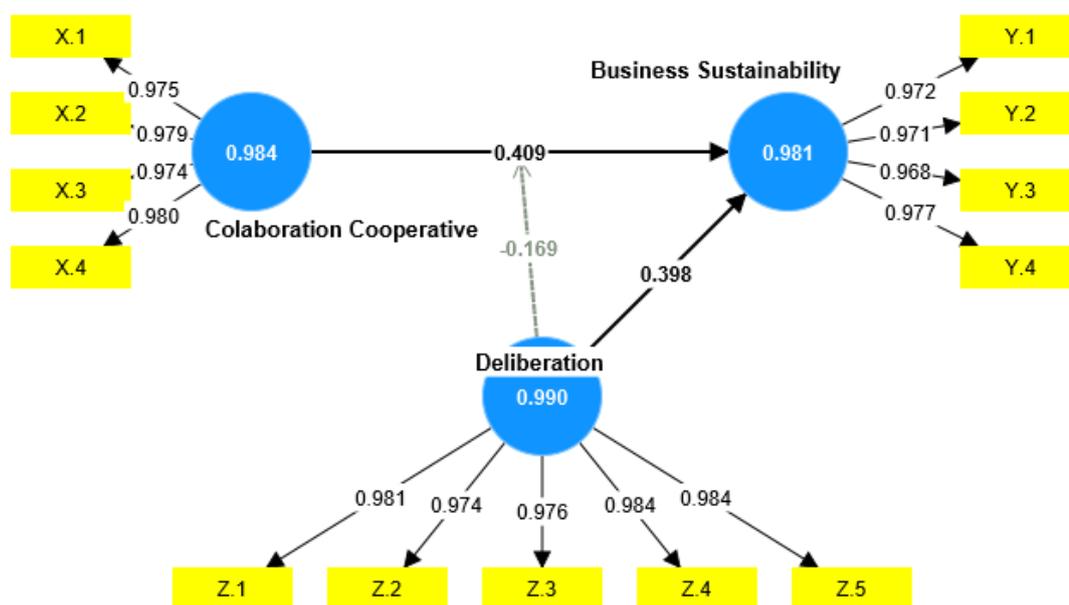


Figure 1 Test Result

Based on Figure 2, it was found that: The path from Collaborative Cooperation to Business Sustainability, with a path coefficient of 0.409, indicates a positive and significant relationship between Collaborative Cooperation and Business Sustainability. The path from Deliberation to Business Sustainability, with a path coefficient of 0.398, also indicates a positive and significant relationship between Deliberation and Business Sustainability. There is also an insignificant path coefficient (marked with dashed lines) from Deliberation to Collaborative Cooperation, with a value of -0.169, suggesting that deliberation does not strengthen the impact of Collaborative Cooperation on Business Sustainability. Overall, the model demonstrates that both Collaborative Cooperation and Deliberation have a positive and significant influence on Business Sustainability within the context studied.

Table 7 Path Koefisien

Path	Path Coefficient	T statistics ( O/STDEV )	P values	Hypothesis
Collaborative Cooperation -> Business Sustainability	0.409	3.983	0	Accepted
Deliberation -> Business Sustainability	0.398	3.854	0	Accepted
Deliberation x Collaborative Cooperation -> Business Sustainability	-0.169	4.394	0	Rejected

Based on Table 7, it can be explained that the hypotheses for the first two

paths (Collaborative Cooperation → Business Sustainability and Deliberation → Business Sustainability) are "Accepted," meaning there is sufficient evidence to state that both independent variables have a significant influence on Business Sustainability. The hypothesis for the interaction path Deliberation x Collaborative Cooperation → Business Sustainability is "Rejected," indicating that the interaction between Collaborative Cooperation and Deliberation does not positively influence Business Sustainability; in fact, it significantly negatively affects it. This may suggest the presence of moderation effects or complex interaction effects that require further investigation.

Overall, these results demonstrate that Collaborative Cooperation and Deliberation each positively contribute to Business Sustainability. However, when they interact, the effect becomes negative on Business Sustainability. This indicates the complexity of relationships between variables and the importance of understanding how independent variables can influence each other in specific contexts.

The results showing that Collaborative Cooperation has a significant positive relationship with Business Sustainability, as indicated by a path coefficient of 0.409 and a significant T-value (3.983), are consistent with prior research indicating that collaboration among individuals and departments within an organization can enhance sustainable business performance (Lozano *et al.*, 2021; Ma *et al.*, 2023). Effective collaboration facilitates information exchange, boosts innovation, and optimizes resources, all critical for sustainability (Chauhan *et al.*, 2022). This reflects the view that internal and external collaboration is an essential asset in achieving sustainability goals (Mariani *et al.*, 2022). Given the urgency for companies to operate sustainably under increasing environmental, social, and governance pressures, these findings affirm the central role of collaboration as a catalyst. Therefore, companies should invest in building and maintaining a strong collaboration culture as part of their sustainability strategy.

Deliberation has a positive and significant impact on Business Sustainability, with a path coefficient of 0.398 and a T-value of 3.854. Previous research has identified deliberation, or the reflective collective decision-making process, as a key component in developing effective sustainability initiatives (Warm, 2022). Effective deliberation ensures that all voices are heard and allows for the integration of diverse perspectives, which is crucial for sustainable solutions (Carrick *et al.*, 2023). These findings support the argument that companies should do more than merely involve stakeholders superficially; they must embrace a deep and reflective decision-making process to understand and integrate input from various sources, ultimately aiding in achieving long-term sustainability goals.

As for the interaction between Deliberation and Collaborative Cooperation, the results show a significant negative effect on Business Sustainability with a path coefficient of -0.169 and a highly significant T-value (4.394), leading to the rejection of this hypothesis. This may indicate that excessive deliberation in a collaborative context can lead to 'paralysis by analysis,' where too much discussion or consideration impedes effective and efficient action (Dietz & Stern, 2008). It could also reflect conflict theory, stating that excessive collaboration, especially involving diverse stakeholders with varying interests, can lead to conflict and reduce decision clarity (Nunkoo & Sungkur, 2021; Valente *et al.*, 2016). Therefore, although both collaboration and deliberation are important, there is an optimal point for both. Organizations should strive to find the right balance between thinking and acting.

## Novelty

This research offers organizations a pathway to achieve sustainability; although collaboration and deliberation are important, both must be carefully managed to ensure they effectively contribute to sustainability goals without hindering each other. Thus, these findings propose a new paradigm in strategic sustainability management, where finding the right balance between thinking and acting becomes paramount.

## 6. CONCLUSION

The influence of collaborative partnerships and deliberation processes on business sustainability has been realized with significant results. In the context of frequent uncertainty in Indonesia, findings show that collaborative partnerships play a role in reducing risk and enhancing supply chain performance, enabling more effective decision-making. Through implemented adaptation strategies, collaborative partnerships have proven to be a realistic and practical solution supporting business resilience in the face of market fluctuations and external challenges.

The novelty of this research lies in its in-depth exploration of negotiation methods within collaborative partnerships as an adaptation tool. While the literature has extensively discussed the benefits of collaborative partnerships, this study reveals how negotiation and adaptation strategies can be applied to optimize the benefits of such partnerships. It provides new insights that forming partnerships is important, but so is the way entrepreneurs negotiate and adapt within these partnerships to achieve maximum results, especially in the dynamic business context of Indonesia.

The impact of this study is significant, providing empirical evidence that collaborative cooperation and deliberation not only support business sustainability but also identify limitations in their effectiveness. It offers strategic insights for business stakeholders to implement collaborative partnerships more directedly and efficiently, avoiding the potential for 'paralysis by analysis.' Therefore, this research contributes not only to academic literature but also to business practices, recommending a balanced approach between collaboration and deliberation to enhance business resilience and sustainability in the long term.

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