

Exploring Strategic Alliances And Bank Performance: MGA And IPMA Perspectives

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Abstract

In response to the growing demands for cooperation between banks and MSMEs to enhance performance, recognizing the impact of differences in managerial levels on overseeing bank performance is becoming increasingly crucial. This study aims to explore the influence of strategic alliance, MSMEs commitment and sharing knowledge on bank performance by considering the differing perspectives between junior and senior managers. A total of 309 respondents participated in this research using purposive sampling method. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), Multi-Group Analysis (MGA), and Importance-Performance Map Analysis (IPMA). The results indicate that MSMEs commitment is a key contributor to improving bank performance in both manager groups. MSMEs commitment has also been shown to significantly strengthen the relationship between strategic alliance and sharing knowledge towards bank performance for both junior and senior managers. However, the impact of sharing knowledge in strengthening the relationship between strategic alliance and bank performance is only significant for junior manager. The findings of IPMA indicate that for junior managers, strategic alliance is the most significant factor in predicting bank performance, while for senior manager, the dominant role is actually played by MSMEs commitment. These findings provide strategic implications for the banking industry to develop tailored managerial approaches to strengthen strategic alliance and build MSMEs commitment to drive sustainable performance.

Keywords: Bank performance; Strategic alliance, MSMEs commitment, PLS-MGA, IPMA.

Introduction

The role of the Regional Development Bank (BPD) is very strategic in promoting the development of Micro, Small, and Medium Enterprises (MSMEs), which have long been the main driving force of local and national economies. As a financial institution owned by the local government, BPD has a more contextual understanding of the socio-economic characteristics in its operational areas. This makes BPD more adaptive in designing financing products that meet the needs and capabilities of local MSMEs, including in terms of tenure, collateral, and payment schemes (Wansi & Burrel, 2023). Easy, fast, and targeted access to financing is the key to the success of MSMEs in sustaining their businesses, especially amidst market challenges and limited capital. Therefore, the active involvement of regional development banks in supporting access to financing for local MSMEs is not only important from the banking business perspective but also constitutes a direct contribution to the sustainable economic growth of the region (Rasyidin, 2025).

Furthermore, the Regional Development Banks (BPD) act as a catalyst for regional economic development through their support for the real sector dominated by MSMEs. Not only as providers of funds, BPD is also often involved in business mentoring activities, financial management training, and the digitization of business processes for supported MSMEs (Bueno et al., 2024). These activities strengthen the capacity of local entrepreneurs to compete in a wider market and face economic challenges in a more adaptive manner. With a network of branches extending to remote areas, BPD is able to reach entrepreneurs who often do not have access to other formal financial services (Shahrokhi et al. 2024). The collaboration between BPD and local governments in channeling various subsidized credit programs such as Local People's Business Credit also serves as a tangible example of the synergy between the financial sector and public policy

in strengthening the MSME ecosystem at the local level (Khan et al., 2024). This multifunctional role positions BPD as an important pillar in strengthening the foundation of the people's economy.

Nevertheless, the effectiveness of BPD's contribution to MSMEs financing is greatly influenced by the managerial quality within the institution. The differing roles of senior and junior managers in the BPD organizational structure create a unique dynamic in managing cooperation with MSMEs. Senior managers are generally responsible for formulating long-term strategies and financing policies, while junior managers focus on daily operational execution and direct service to customers (Tariq, 2025). If not managed synergistically, these differences can lead to an imbalance between macro strategies and micro implementations, ultimately hindering the effectiveness of financing for SMEs. Additionally, a lack of communication and coordination across managerial levels can also reduce the institution's responsiveness to the needs of local entrepreneurs (Fisera et al., 2025). Therefore, enhancing managerial capacity at all levels and strengthening a collaborative work culture become crucial steps in ensuring that the role of BPD in supporting SME financing can proceed optimally and sustainably (Giraldo et al., 2024).

Previous research has shown that factors such as strategic alliances, commitment of MSMEs, and knowledge sharing significantly influence organizational performance (Kohtamaki et al. 2023; Zahoor et al, 2024). Strategic alliances allow BPD and MSMEs to optimally leverage shared resources, while the commitment of MSMEs fosters loyalty and sustainability of collaboration (Geleta et al. 2025). Furthermore, knowledge sharing accelerates innovation and adaptation to market needs (Lin et al. 2025). However, many studies have not differentiated how these variables' role at different managerial levels within the context of BPD, thus this research aims to fill that gap. A managerial level-based approach is important to consider because the perceptions, experiences, and responsibilities of junior and senior managers can affect the effectiveness of implementing those strategies.

To address this need, this research uses data from 309 junior and senior managers in Regional Development Banks across Indonesia, selected through purposive sampling to ensure data representation. With this representative database, the research can explore how differences in perspectives and managerial strategies impact the management of strategic alliance and MSMEs commitment. This approach provides a comprehensive picture of the effect of different levels of management on the performance of Regional Development Banks, while also complementing the existing literature (Chen & Le, 2023). Additionally, this managerial segmentation-based analysis enables more precise decision-making in formulating internal and external policies for the Regional Development Banks. The novelty of this research lies in its focus on directly comparing the effects of strategic alliances, MSMEs commitment, and knowledge sharing on bank performance based on managerial levels using PLS-SEM, MGA, and IPMA analysis methods (Hair et al., 2017). Such a multi-level approach is still rarely applied in regional banking research in Indonesia. Therefore, the results of this study not only provide theoretical contributions but also practical guidance in developing adaptive and effective managerial strategies according to the characteristics of junior and senior managers. These findings also have the potential to serve as a reference for regulators and policymakers in designing more targeted interventions to enhance competitiveness and sustainability in the local banking sector.

With a deeper understanding of the differences in perspectives and the roles of junior and senior managers in managing collaboration with MSMEs, BPD can formulate more targeted policies and strategies. This research is expected to serve as an important reference for BPD in improving performance while also strengthening its contribution to inclusive and sustainable regional development (Funke et al., 2023). This also opens up

opportunities for the development of managerial training programs tailored to the challenges and needs of each level of leadership. Thus, the synergy between BPD and MSMEs can be optimized for more sustainable local and national economic growth.

Literature Review and Hypothesis Development

MSMEs Commitment and Bank Performance

MSMEs commitment is an important element in building sustainable business relationships with financial institutions, especially banks. This commitment reflects the willingness of MSMEs to continue cooperating, maintaining loyalty to bank services, and demonstrating responsibility in financial management. Hoglund et al. (2025) state that commitment is the foundation of mutually beneficial business relationships, as it strengthens trust and reduces the risk of uncertainty. MSMEs with a high level of commitment tend to be more disciplined in meeting financial obligations, open to coaching programs, and responsive to the banking services offered (Malhotra et al., 2024). This attitude provides direct benefits to banks, including an improvement in the quality of the loan portfolio, a reduction in the risk of bad debts, and efficiency in customer service processes. Thus, the commitment of MSMEs is not only an important indicator in assessing loan eligibility but also contributes to the stability and sustainability of long-term relationships with banks.

The commitment of MSMEs also plays a significant role in driving the improvement of bank performance that have a mandate to support local economic growth. MSMEs that consistently use banking products and services can help banks achieve credit growth targets, increase service-based income, and expand market reach. Empirical studies show that active participation of MSMEs in financing activities and financial services is closely related to customer satisfaction, loyalty, and the positive image of banks in the eyes of the public (Al Omoush et al., 2025; Geleta et al., 2025). For bank managers, especially at junior and senior levels, understanding the commitment of MSMEs becomes fundamental in formulating marketing strategies, product development, and risk management. Therefore, based on the literature review and its practical relevance in strengthening bank performance, the proposed hypothesis is:

H1: MSMEs commitment has a positive effect on bank performance among junior and senior managers

Sharing Knowledge and Bank Performance

Sharing knowledge is an important process in the management of modern organizations, including in the banking sector. This process involves the exchange of information, experiences, and best practices among individuals or among units within the organization. According to Khan et al. (2024), sharing knowledge can accelerate organizational learning, promote innovation, and enhance the ability to adapt to changes in the business environment. In the banking sector, sharing knowledge among junior and senior managers can strengthen decision-making, improve operational efficiency, and avoid duplication of work or similar mistakes. Moreover, effectively shared knowledge can help banks respond to market needs more quickly, develop more relevant products, and strengthen relationships with customers.

In banking operations, knowledge sharing also contributes to enhancing performance through increased collaboration among departments, accelerated service innovation, and alignment of business strategies across managerial levels. Previous studies have shown that organizations that encourage a culture of knowledge sharing tend to have better performance, both in financial and non-financial aspects (Jung et al. 2024). In the context

of Regional Development Banks (BPD), the ability of junior and senior managers to exchange information, market insights, and solutions to operational challenges becomes a key factor in creating sustainable organizational value. Therefore, the hypothesis proposed is:

H2: Sharing knowledge has a positive effect on bank performance among junior and senior managers

Strategic Alliance and Bank Performance

Strategic alliance is a form of long-term cooperation between organizations to achieve competitive advantage through the utilization of complementary resources and capabilities (Hassairi & Hussein, 2025; Hoglund et al., 2025). In the context of banking, especially Regional Development Banks (BPD), strategic alliances become highly relevant as they can help address competitive pressures, complex regulations, and demands for financial service innovation. Through partnerships with fintechs or other institutions, BPD can expand service reach, strengthen market position, and enhance operational efficiency. According to Alliance Strategic Theory (Cosma & Pennetta, 2024; Hun et al., 2024), alliances allow organizations to access assets that are difficult to possess independently, such as technology or managerial competencies, thus directly contributing to long-term improvements in organizational performance.

A number of studies support the view that strategic alliances have a positive impact on bank performance, particularly in terms of operational efficiency, improved service quality, and accelerated product innovation (Attah et al., 2024; Rezaei, 2024). The success of alliances is significantly determined by three main dimensions, namely goal alignment, resource sharing, and levels of trust among parties (Blatman, 2024). These three dimensions contribute to the stability and sustainability of relationships among partner organizations. In the context of BPD, strategic alliances not only expand the potential for credit growth and enhance financial inclusion, but also help differentiate services that are more adaptive to local market needs. Thus, strategic alliances become a key element in strengthening the competitiveness of BPD amid the increasingly complex dynamics of the banking industry. Therefore, the hypothesis developed in this study is:

H3: Strategic alliance has a positive effect on bank performance among junior and senior managers

Sharing Knowledge and MSMEs Commitment

Sharing knowledge is a key process in building strong and sustainable relationships between organizations, including between banks and MSMEs. This process involves the exchange of information, experiences, and relevant skills to support performance and joint decision-making (Cataltepe, 2022). In the relationship between banks and MSMEs, sharing knowledge from the bank side, whether conducted by junior or senior managers, can enhance MSMEs' understanding of financial products, risk management, and business development strategies. When knowledge is shared openly and continuously, MSMEs will feel more valued and engaged in the partnership relationship, which ultimately can strengthen their trust and loyalty to the bank (Shan et al., 2020). This process not only promotes efficiency and innovation but also creates a collaborative environment that motivates MSMEs to remain committed in the long term.

Furthermore, sharing knowledge can act as a catalyst in enhancing the strategic commitment of MSMEs to their relationship with banks, as MSMEs tend to be more responsive and loyal when they feel they are gaining concrete benefits from the collaboration. The knowledge shared, such as market insights, financial literacy, or

managerial practices, can expand the internal capabilities of MSMEs, making them better prepared to compete and grow sustainably (Bindra et al., 2019). In the context of Regional Development Banks, junior and senior managers play a crucial role in conveying appropriate and relevant knowledge to partner MSMEs. When the knowledge-sharing process is carried out consistently and effectively, it can strengthen mutual trust, increase MSME participation in banking programs, and reinforce their commitment to the established cooperation (Salem, 2019). This study hypothesizes:

H4: Sharing knowledge has a positive effect on MSMEs commitment among junior and senior managers

Strategic Alliance and MSMEs Commitment

A strategic alliance refers to a long-term partnership between two or more entities that collaborate to achieve mutual interests by combining their resources and competencies. In the context of bank interactions with MSMEs, this approach becomes important as it encourages the creation of synergies that benefit both parties. Banks can provide access to financing, business mentoring, and financial services that support the growth of MSMEs. On the other hand, MSMEs contribute to strengthening the local economic base and expanding the bank's portfolio. According to Zahoor et al. (2022), strategic alliances built on the basis of mutual trust and alignment of goals will enhance the active participation of partners in the relationship. When banks and MSMEs forge strategic alliances, it can create a stronger sense of attachment as both parties feel interdependent in achieving their respective goals.

The commitment of MSMEs to cooperate with banks is greatly influenced by the extent of value they perceive from that strategic relationship. When MSMEs see banks as partners in their business growth, rather than merely as credit providers, their loyalty and commitment levels tend to increase. Strategic alliances built on open communication, transparency in decision-making, and ongoing support can strengthen MSMEs' belief that the relationship is worth maintaining in the long term. Previous studies have shown that effective strategic partnerships encourage both emotional and functional engagement from MSMEs, which ultimately enhances their commitment to the established relationships with financial institutions (Dhaundiyal & Coughlan, 2020; Curado & Vieira 2019). Therefore, in the context of regional banking, the strategic alliance managed by junior and senior managers have significant potential to increase MSMEs' commitment to existing cooperation. This study assumes that:

H5: Strategic alliance has a positive effect on MSMEs commitment among junior and senior managers

Strategic Alliance and Sharing Knowledge

In a complex and dynamic work environment like the banking industry, knowledge sharing practices become a key element in driving innovation, improving operational efficiency, and strengthening the quality of decision-making (Hübel et al., 2022). This need becomes increasingly crucial when banks form strategic alliances with external parties, such as MSMEs, government agencies, and other financial institutions. In this context, intensive cross-organizational interactions, both between junior and senior managers as well as across operational units, open up opportunities for broader and deeper knowledge exchange (He et al. 2020). Several previous studies have shown that strategic alliances can serve as catalysts for the formation of shared learning and create structured and goal-oriented information exchange systems (Lo'pez-Duarte et al., 2016). When alliances are managed effectively, a two-way flow of knowledge exchange will be formed, both vertically

(between managerial levels) and horizontally (between work units), which enriches the overall knowledge base of the organization (Xie et al. 2024). For BPD, strategic alliance not only serve as a means of external collaboration but also as a medium for organizational learning that can enhance managerial capacity and adaptability to the dynamics of external environments. Through strong and trust-based alliances, knowledge-sharing practices can be improved, ultimately leading to the creation of knowledge-based competitive advantages. Based on this description, a hypothesis can be developed that strategic alliances have a positive influence on knowledge-sharing practices in banking organizations, particularly in the context of BPD. This study proposes:

H6: Strategic alliance has a positive effect on sharing knowledge among junior and senior managers

Moderating role of sharing knowledge

The success of strategic alliances in enhancing bank performance does not solely depend on formal agreements or resource sharing, but is also greatly influenced by the internal ability to effectively share knowledge. The knowledge sharing process allows managers to exchange insights, experiences, and important information related to the dynamics of strategic cooperation, making the decisions taken more accurate and adaptive (Singh et al. 2021). When junior and senior managers are actively involved in knowledge exchange, they gain a more comprehensive understanding of the potential and risks within the alliances being pursued (Blatman, 2024). This can strengthen the effectiveness of implementing collaborative strategies and enhance organizational responsiveness to environmental changes (Xu et al. 2021). In addition, sharing knowledge encourages the formation of trust and better coordination among managerial levels, which ultimately strengthens synergy in executing strategic alliances (Cataltepe, 2022). Thus, sharing knowledge plays a role as a factor that strengthens the relationship between strategic alliance and bank performance through increased coordination, synergy, and accountability across management levels. This study hypothesizes:

H7: Sharing knowledge strengthens the relationship between strategic alliance and bank performance

Moderating role of MSMEs commitment

MSMEs commitment plays an important role as a moderating factor in the relationship between strategic alliance and bank performance because the level of MSMEs' engagement in partnerships will determine how effectively that collaboration can be realized in the form of tangible results. When MSMEs demonstrate a high level of commitment, they tend to be more active in executing joint agreements, participating in programs organized by the bank, and being willing to contribute to the development of innovations and operational efficiencies (Chen et al. 2023). Strong commitment also strengthens trust and stability in the relationship, allowing both parties to collaborate more effectively in facing challenges and seizing market opportunities. Therefore, strategic alliance supported by high MSMEs commitment will yield a more significant improvement in bank performance compared to alliance without strong commitment support.

The commitment of MSMEs is also key factor that can strengthen the relationship between knowledge sharing and bank performance because the level of commitment of MSMEs determines how effectively the shared knowledge can be implemented in their business practices. When SMEs show a high level of commitment, they are more open and responsive to the information, strategies, and innovations provided by banks through the

knowledge-sharing process (Esubalew & Raghurama, 2022). This commitment encourages MSMEs to adopt new knowledge more seriously and consistently, ultimately enhancing their operational efficiency, service quality, and competitiveness in the market. Thus, the relationship between knowledge sharing and improved bank performance becomes stronger when supported by high MSMEs commitment. This study proposes:

H8: MSMEs commitment strengthens the relationship between strategic alliance and bank performance.

H9: MSMEs commitment strengthens the relationship between sharing knowledge and bank performance.

Methodology

Data collection

This research uses a quantitative approach with a survey method to collect data from junior and senior managers working in the banking sector in Indonesia. Managers classified as junior are those aged 43 years or younger, while those above 43 years are considered senior managers. The classification of the two groups is based on interviews with three banking practitioners who have over 20 years of experience in the Indonesian banking sector. The research instrument is a structured questionnaire developed from indicators that have been validated in previous relevant studies. The measurement of variables uses a ten-point Likert scale, ranging from strongly disagree to strongly agree. To ensure content validity, an initial evaluation process was conducted on the questionnaire items through in-depth interviews with three directors in the banking sector and two professors with expertise in strategic management (Hair et al. 2023). Input from these experts was used to adjust the wording and relevance of the indicators to the context of the banking industry in Indonesia.

Respondents were selected purposefully based on criteria of managerial experience and involvement in strategic decision-making in their respective units. The dissemination of the questionnaire was conducted online through a digital survey platform to efficiently reach respondents while maintaining the confidentiality of personal data. Prior to dissemination, a pilot test of the instrument was conducted with a small number of 30 respondents to ensure clarity of language and understanding of each question item. A total of 432 respondents were collected, and after performing initial data filtering using the Straight Lining Patterns technique (Cheah et al. 2020), which eliminates questionnaires with the same single answer, 309 respondents remained for further analysis. The filtered data were then followed by Common Method Bias (CMB) testing to address potential common method bias using Harman's Single Factor Test.

Common method bias (CMB)

To address the potential common method bias, this study implements several preventive measures. First, the questionnaire design is constructed by randomly distributing indicators among variables to avoid consistent response patterns (Hair et al., 2017). Second, respondents are guaranteed anonymity to reduce social pressure and the tendency to provide socially desirable answers (Hair et al., 2017). Statistically, common method bias is tested using Harman's Single Factor Test through exploratory factor analysis without rotation. This method is used to see if a single factor dominates the total variance. The analysis results show a CMB value of 43.27% (below the threshold 50%), indicating that no single factor explains the majority of the variance in the data, meaning common method bias is not a significant issue in this study (Podsakoff et al., 2012).

Confirmatory Composite Analysis (CCA)

The validity and reliability of the constructs were tested using Confirmatory Composite Analysis (CCA) through the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. This analysis aims to ensure that the constructs in the model meet the criteria of reliability and validity before hypothesis testing is conducted. Composite reliability (CR) and Cronbach's alpha (α) are used to evaluate the internal consistency of indicators, with an ideal value above 0.7 (Hair et al., 2017). Convergent validity is assessed through factor loading (FL) and average variance extracted (AVE), which are required to exceed 0.5 (Hair et al., 2017). Meanwhile, discriminant validity is tested using two approaches, namely the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, where an HTMT value below 0.90 indicates adequate construct discrimination (Henseler et al. 2015).

In addition, the potential problem of multicollinearity among constructs was tested using the Variance Inflation Factor (VIF) values, where all VIF values were below the threshold of 5, indicating the absence of multicollinearity that would interfere with model interpretation (Hair et al., 2017). The structural model evaluation also included the analysis of the coefficient of determination (R^2) to see the proportion of variance in the dependent construct that can be explained by the independent constructs. The R^2 value in the model indicates a moderate to strong level of prediction. The model fit was assessed using the Standardized Root Mean Square Residual (SRMR), with results below 0.08 indicating that the model has a good fit (Hair et al. 2017). The predictive relevance test (Q^2) through the blindfolding technique also shows that all endogenous constructs have positive Q^2 values, indicating that this model has adequate predictive capability (Hair et al. 2017). Based on the overall analysis results, the research model is declared valid, reliable, free from collinearity bias, has a good fit, and is predictively relevant for use in hypothesis testing. Multigroup analysis (PLS-MGA) is performed using a significance level of $p < 0.05$, which indicates that the differences between groups can be considered statistically significant (Zarifis & Cheng, 2022). Furthermore, this study also evaluates Importance Performance Map Analysis (IPMA) to determine which variables are the most important and have high performance in explaining the performance of regional development bank (BPD) in Indonesia.

Result
Table 1. Respondents profile

Category	Criteria	(n=409)	
		F	%
Gender	Male	323	79.0%
	Female	86	21.0%
Age	< = 43 years	257	62.8%
	> 43 years	152	37.2%
Education	Undergraduate	184	45.0%
	Postgraduate	225	55.0%
Bank location	Java	48	11.7%
	Outside Java	361	88.3%

Table 1 presents the profile of respondents totaling 409 people. Based on gender, the majority of respondents are male, totaling 323 people (79.0%), while female respondents amount to 86 people (21.0%). In terms of age, 257 respondents (62.8%) are aged 43 years or younger, classified as the junior manager group, while 152 respondents (37.2%) are older than 43 years or in the senior manager group. Based on education level, the

respondents with postgraduate education are more numerous, totaling 225 people (55.0%), compared to those with bachelor's degrees totaling 184 people (45.0%). Regarding the location of the banks where the respondents work, most are from outside Java Island, amounting to 361 people (88.3%), while only 48 people (11.7%) are from the Java region.

Table 2. Confirmatory Composite Analysis (CCA)

Variables	Items	FL	CR	α	AVE	VIF	Q ²	R ²
Bank Performance (BP)	BP1	0.834	0.957	0.948	0.762	2.518		
	BP2	0.838				2.994		
	BP3	0.900				3.978		
	BP4	0.888				3.748		
	BP5	0.858				3.500		
	BP6	0.902				4.635		
	BP7	0.889				4.077		
MSMEs Commitment (MC)	MC1	0.922	0.957	0.943	0.815	4.265		
	MC2	0.871				3.085		
	MC3	0.927				4.821		
	MC4	0.921				4.425		
	MC5	0.871				3.089		
Strategic Alliance (SA)	SA1	0.732	0.908	0.882	0.586	1.805		
	SA2	0.659				1.561		
	SA3	0.774				1.994		
	SA4	0.767				1.833		
	SA5	0.825				2.343		
	SA6	0.791				2.066		
	SA7	0.797				2.081		
Sharing Knowledge (SK)	SK1	0.855	0.942	0.923	0.764	2.662		
	SK2	0.855				2.631		
	SK3	0.902				3.428		
	SK4	0.887				3.155		
	SK5	0.871				2.902		
Bank Performance							0.489	0.657

Table 2 presents the results of the CCA to test the validity and reliability of the study constructs. All constructs show CR and α values above the minimum threshold of 0.70, indicating good internal reliability. The AVE values for each construct are also above 0.50, indicating adequate convergent validity. The FL values for all indicators range from 0.659 to 0.934, meeting the minimum criterion of 0.70, although there is one indicator in the Strategic Alliance construct (SA2) with a loading value slightly below 0.70 but still acceptable in an exploratory context (Hair et al., 2017). All VIF values are below the threshold of 5, indicating no multicollinearity issues.

In addition, SRMR score is 0.049, below the threshold value at the level of 0.008. The positive Q² values across all constructs indicate a good predictive power of the model, while the R² value for the Bank Performance construct of 0.657 shows that the

independent variables can explain 65.7% of the variation in bank performance, which falls into the substantial category. These findings suggest that the measurement model has good quality and is suitable for further structural analysis.

Table 3. Fornell-Larcker criterion

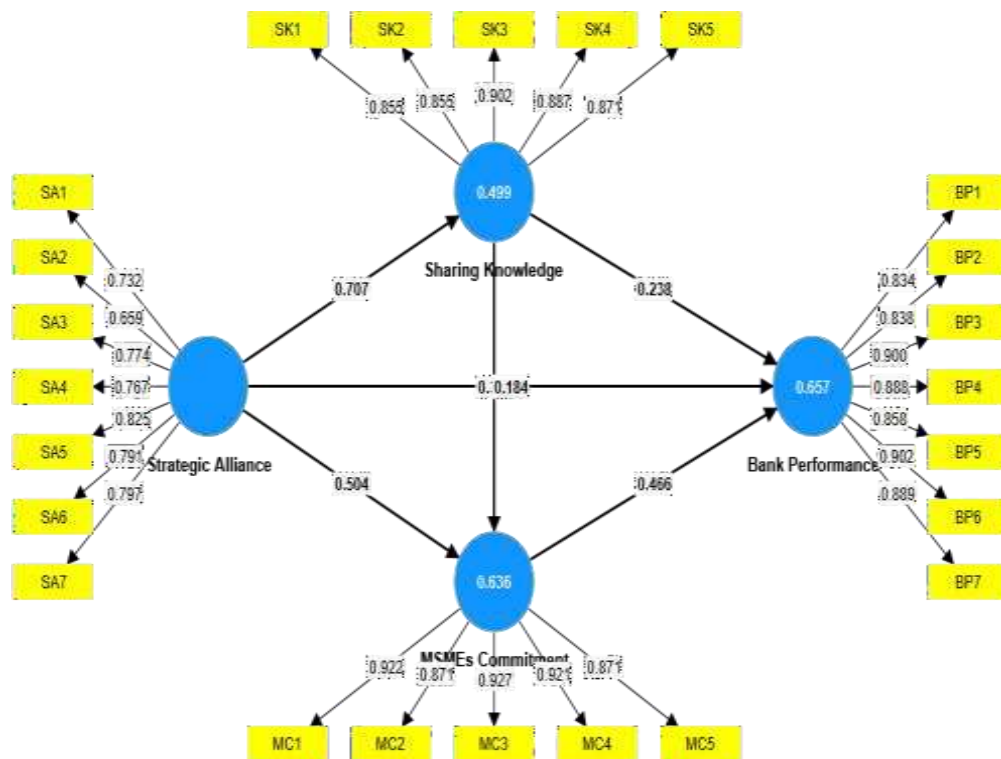
	Bank Performance	MSMEs Commitment	Sharing Knowledge	Strategic Alliance
Bank Performance	0.873			
MSMEs Commitment	0.775	0.903		
Sharing Knowledge	0.700	0.713	0.874	
Strategic Alliance	0.704	0.756	0.707	0.765

Table 3 presents the results of discriminant validity analysis using the Fornell-Larcker criterion. The square root values of AVE displayed on the diagonal of the table indicate higher values compared to the correlations with other constructs in the same row and column. For example, the square root AVE value for the construct Bank Performance is 0.873, which is higher than its correlation with MSMEs Commitment (0.775), Sharing Knowledge (0.700), and Strategic Alliance (0.704). A similar pattern is also seen in other constructs, such as MSMEs Commitment (0.903), Sharing Knowledge (0.874), and Strategic Alliance (0.765), each having an AVE root value greater than the correlation values with other constructs. These results indicate that each construct has adequate discriminant validity, as these constructs correlate more strongly with their forming indicators than with other constructs in the model (Hair et al., 2017).

Table 4. HTMT

	Bank Performance	MSMEs Commitment	Sharing Knowledge
Bank Performance			
MSMEs Commitment	0.816		
Sharing Knowledge	0.745	0.762	
Strategic Alliance	0.759	0.823	0.777

Table 4 presents the results of the discriminant validity evaluation between constructs using the Heterotrait-Monotrait Ratio (HTMT) approach. All HTMT values are below the recommended threshold of 0.90 by Henseler et al. (2015), indicating that each construct has adequate discriminant validity. The highest HTMT value is recorded between Strategic Alliance and MSMEs Commitment at 0.823, which is still within an acceptable range. Meanwhile, other HTMT values also remain below the critical limit, such as between Bank Performance and MSMEs Commitment (0.816), Sharing Knowledge and MSMEs Commitment (0.762), and Bank Performance and Sharing Knowledge (0.745). These results confirm that each construct in the research model has clear differences and does not overlap, so the model can be said to meet the criteria for statistical discriminant validity. The measurement model result is displayed in Figure 1.

Figure 1. Measurement Model**Table 5. Direct path result**

Hypothesis		Junior Manager			Senior Manager		
		Origin Sample	p- valu e	Decision	Origin Sample	p- valu e	Decision
H 1	MSMEs Commitment -> Bank Performance	0.353	0.00	supported	0.655	0.00	supported
H 2	Sharing Knowledge -> Bank Performance	0.269	0.00	supported	0.143	0.07	supported
H 3	Strategic Alliance -> Bank Performance	0.280	0.00	supported	0.066	0.52	supported
H 4	Sharing Knowledge -> MSMEs Commitment	0.272	0.00	supported	0.541	0.00	supported
H 5	Strategic Alliance -> MSMEs Commitment	0.581	0.00	supported	0.335	0.00	supported
H 6	Strategic Alliance -> Sharing Knowledge	0.674	0.00	supported	0.756	0.00	supported

Table 5 shows that, although junior and senior managers have the same view regarding the relationship between MSMEs Commitment and Bank Performance (H1), which is a

positive and significant relationship, there is a noticeable difference in perception between the two groups regarding the influence of other factors. Junior managers tend to assess that Sharing Knowledge and Strategic Alliance have a direct and significant positive influence on Bank Performance (H2 and H3), while senior managers do not find a significant influence in both hypotheses.

Table 6. Moderating path result

Hypothesis	Junior Manager			Senior Manager		
	Original Sample	p-value	Decision	Original Sample	p-value	Decision
H7 Strategic Alliance -> Sharing Knowledge -> Bank Performance	0.182	0.001	supported	0.108	0.074	not supported
H8 Strategic Alliance -> MSMEs Commitment -> Bank Performance	0.205	0.000	supported	0.220	0.003	supported
H9 Sharing Knowledge -> MSMEs Commitment -> Bank Performance	0.096	0.003	supported	0.354	0.000	supported

Table 6 explains the results of the moderation path analysis which reveals a difference in perception between junior managers and senior managers regarding the indirect mechanisms that influence bank performance. In the junior manager group, all three tested moderation paths, namely H7, H8, and H9, show significant effects. This finding reflects that junior managers tend to view strategic alliances and knowledge sharing activities as important instruments that can indirectly enhance bank performance, both through improving the quality of relationships with MSMEs and through strengthening knowledge capacity within the internal environment.

In contrast, in the group of senior managers, only two moderation pathways were significantly supported, namely H8 and H9, while H7 did not show a significant influence. This indicates that senior managers place more emphasis on the role of MSMEs Commitment as the main moderator in strengthening the influence of strategic alliances and knowledge sharing on bank performance. They tend to not view Knowledge Sharing as an effective moderation channel in the context of the relationship between strategic alliances and bank performance.

Table 7. PLS MGA result

Hypothesis	Difference (Junior manager - Senior manager)	1-tailed (Junior manager vs Senior manager)	2-tailed (Junior manager vs Senior manager)	Decision
		p value	p value	
H10 MSMEs Commitment -> Bank Performance	-0.303	0.990	0.019	supported

	Sharing Knowledge -> Bank				
H11	Performance Strategic Alliance -> Bank	0.127	0.140	0.280	not supported
H12	Performance Sharing Knowledge -> MSMEs	0.214	0.055	0.111	not supported
H13	Commitment Strategic Alliance -> MSMEs	-0.269	0.993	0.015	supported
H14	Commitment Strategic Alliance -> Sharing Knowledge	0.246	0.022	0.045	supported
H15	Knowledge	-0.082	0.839	0.322	not supported

Table 7 explains the results of the PLS-MGA analysis which shows significant differences between the perceptions of junior managers and senior managers regarding several relationships among variables in the model. Specifically, significant differences were found in three hypotheses, namely H10 (MSMEs Commitment to Bank Performance), H13 (Sharing Knowledge to MSMEs Commitment), and H14 (Strategic Alliance to MSMEs Commitment). These findings indicate that the two managerial groups have different views on the contribution of MSMEs Commitment to Bank Performance, as well as the role of Sharing Knowledge and Strategic Alliance in shaping MSMEs Commitment.

Importance Performance Map Analysis (IPMA) result

Figure 3. IPMA for Junior Manager



The results of the Importance-Performance Map Analysis (IPMA) for the junior manager group provide strategic alliance regarding priorities for improvement in efforts to enhance the bank's performance. Based on the mapping, Strategic Alliance occupies the position with the highest level of importance (total effects), which is around 0.735, but with relatively moderate performance (around 80). This position indicates that strategic alliances are the most influential factor on the bank's performance according to the junior manager's perception, but their implementation has not been fully optimal. Therefore, strategies to improve the bank's performance should focus on strengthening the strategic alliance aspect, such as building more synergistic collaborations with external and internal partners.

Meanwhile, MSMEs Commitment and Sharing Knowledge show a fairly high performance (around 81 and 76 respectively), but have a lower level of importance, around 0.35–0.41. These findings indicate that although both of these variables have been executed well, their contribution to improving Bank Performance is relatively smaller compared to Strategic Alliance. Thus, junior managers tend to assess that a greater investment of resources in the development of strategic alliances will have a more significant impact on achieving organizational performance goals. This IPMA serves as an important basis for managerial decision-making to prioritize the most potential strategic aspects in boosting overall performance.

Figure 4. IPMA for Senior Manager



In the senior manager group, it shows that the three main variables, msme commitment, strategic alliance, and sharing knowledge, have high performance levels (above 75), reflecting that the implementation of all three has been optimal in the context of improving bank performance. Among the three, MSMEs Commitment occupies the most strategic position with the highest importance value (total effects) of around 0.665, and the highest performance level of about 85. This finding indicates that from the perspective of senior managers, MSMEs commitment is the most crucial factor and significantly impacts the achievement of bank performance.

In contrast, Strategic Alliance also shows a high importance value (around 0.658) with performance approaching 83, indicating that the form of strategic collaboration between organizations or between internal work units is considered important and has been implemented effectively. On the other hand, Sharing Knowledge received a relatively

lower importance value (around 0.50) even though it still shows adequate performance (around 79). This indicates that according to senior managers, the activity of sharing knowledge is not as important as the other two variables in influencing bank performance. Overall, this IPMA suggests that to better optimize bank performance, strategic enhancement focus should be given to the dimensions of MSMEs Commitment and Strategic Alliance, both of which hold significant positions in terms of influence and implementation.

Discussion

The findings of this research indicate that the commitment of MSMEs has a consistent influence on the performance improvement of banks, as perceived by both junior and senior managers. Both groups agree that when MSMEs demonstrate high loyalty, engagement, and trust towards the bank, it positively impacts the financial institution's performance. However, senior managers exhibit a stronger level of confidence regarding the contribution of MSME commitment to shaping the long-term performance of banks. This perspective reinforces previous findings by Chen et al. (2023) and Ngamvilaikorn et al. (2024), which state that the loyalty of small business customers plays a crucial role in enhancing the efficiency and profitability of financial institutions.

In contrast to the influence of knowledge sharing on bank performance, junior managers view knowledge sharing as a significant factor in improving the bank's operational performance. They may feel the direct impact of this practice through increased collaboration and daily work effectiveness. On the other hand, senior managers tend to not see a meaningful influence of knowledge sharing on the bank's performance outcomes, likely because they assess that the impact of knowledge is indirect and more relevant to long-term development. This indicates that there is a difference in perspective between management levels regarding the strategic value of knowledge exchange. Khan et al. (2024) and Lin et al. (2025) support this finding by stating that knowledge has a significant contribution to innovation, especially at the operational level of organizations. A similar problem is seen in the relationship between strategic alliances and bank performance. Junior managers believe that strategic collaboration can directly enhance bank performance. They may see the results of cooperation in the form of work process efficiency or expanded service networks. However, senior managers do not see any significant relationship between the two. This perspective may be because they believe that the results of strategic alliances will only be felt in the long term, so their impact is not yet directly visible on current bank performance. This finding supports the idea proposed by Geleta et al. (2025) and Lin et al. (2025) that the benefits of strategic alliances are often long-term in nature and highly dependent on the management of inter-organizational relationships.

Meanwhile, knowledge sharing has been shown to have a positive influence on the commitment of MSMEs according to both groups of managers. This practice is seen as enhancing trust, building mutual understanding, and creating emotional engagement between MSMEs and banks. Senior managers even showed a higher appreciation for the importance of knowledge exchange in maintaining long-term relationships with MSMEs (Rajakumar et al., 2024). This perspective reinforces the findings of Luo et al. (2021) which emphasize that knowledge sharing enhances relational ties in a business-to-business context, including between financial institutions and SME actors.

Furthermore, strategic alliances have also proven to strengthen the commitment of MSMEs in establishing relationships with banks. Junior managers view these alliances as a tangible effort by banks to provide added value to MSMEs, for example through access to training, business mentoring, or cross-sector cooperation (Hübel et al., 2022). Senior managers also acknowledge the importance of alliances as a means to strengthen trust

and a sense of ownership in relationships with MSMEs, although from a more strategic perspective. These findings align with He et al. (2020) which states that strategic alliances are an important foundation in building long-term commitments between business partners.

Finally, the results of the hypothesis research also show that strategic alliances play a significant role in fostering a culture of knowledge sharing, both among junior and senior managers. Collaboration with various external parties opens opportunities for organizations to acquire new knowledge, broaden perspectives, and enrich internal practices (Lo'pez-Duarte et al., 2016). Senior managers even demonstrate a stronger understanding of the importance of alliances as a strategic channel for accelerating knowledge exchange. This is in line with the view of Xie et al. (2024) which states that strategic alliances are one of the main mechanisms for organizations to effectively access and absorb external knowledge.

The results of indirect hypothesis indicate that knowledge sharing moderates the relationship between strategic alliances and bank performance; however, this moderating effect is only significant from the perspective of junior managers. They see that strategic alliances not only function as a form of external cooperation but also as a means to acquire new knowledge that can be directly implemented to improve operational effectiveness and efficiency. In contrast, senior managers do not seem to have seen the direct impact of the knowledge sharing process on performance outcomes, perhaps because they assess that knowledge integration requires time and organizational structural support. These findings are consistent with research by Singh et al. (2021) and Xu et al. (2021), which states that the knowledge transfer process through alliances requires organizational cultural readiness.

Meanwhile, commitment of MSMEs has proven to be a significant moderator in the relationship between strategic alliances and bank performance for both groups of managers. This indicates that the alliance formed between banks and strategic partners can strengthen the emotional connection and loyalty of MSMEs, which in turn drives the improvement of financial organizational performance. Both junior and senior managers recognize that the success of strategic alliances heavily depends on how well these initiatives can build trust and engagement from MSME actors. Research by Chen et al. (2023) states that commitment is at the core of sustainable mutually beneficial business relationships. Additionally, Esubalew & Raghurama (2022) demonstrate that when inter-organizational relationships are based on trust and commitment, the long-term performance outcomes tend to be more stable and positive.

The research results indicate that the commitment of MSMEs also moderates the relationship between knowledge sharing and bank performance significantly in both groups of managers. Intensive information exchange is deemed capable of strengthening the trust and attachment of MSMEs to financial institutions, thereby encouraging better and sustainable performance outcomes. Senior managers, with their long-term perspective, see that knowledge sharing not only enhances efficiency but also strengthens the social and emotional relationships that form the loyalty of SME partners. This finding is supported by research from Singh et al. (2021) which explains that openly shared knowledge plays a crucial role in forming productive long-term relationships. Additionally, research by Tsai et al. (2022) emphasizes that knowledge sharing fosters a sense of belonging and emotional engagement among organizational partners.

The results of the multigroup analysis revealed significant differences between junior and senior managers in perceiving the impact of MSMEs' commitment on bank performance. Senior managers showed a stronger belief in the contribution of MSMEs' commitment to improving the performance of financial institutions. This reflects their understanding that loyalty and long-term relationships with MSMEs are strategic assets for banks. In contrast,

junior managers tend to focus more on short-term operational aspects, thus not fully recognizing the long-term impact of MSMEs' commitment. These findings are reinforced by the research of Funke et al. (2023), which states that commitment is a key driver in establishing stable and productive business relationships. Furthermore, the study by Levovnik et al. (2025) explains that loyal customers make significant contributions to long-term profitability.

Furthermore, significant differences were also found in how the impact of knowledge sharing on MSMEs commitment is perceived. Senior managers are more aware that knowledge exchange can strengthen relationships with MSMEs and encourage deeper emotional engagement. This indicates that senior managers position knowledge sharing not merely as a communication tool, but as a strategy to build trust and loyalty among business partners. Meanwhile, junior managers tend to view knowledge sharing functionally and operationally and have not fully linked it to the development of long-term relationships. These findings align with the research by Luo et al. (2021), which states that knowledge sharing has a positive impact on business partner attachment. Haider et al. (2022) also mention that openly shared knowledge creates a psychological climate that supports commitment.

Another significant difference is seen in the views on the influence of strategic alliances on the commitment of MSMEs. Junior managers show a higher assessment of the impact of strategic alliances in enhancing the loyalty of MSMEs. This may be due to their direct involvement in the implementation of collaboration programs, allowing them to witness firsthand how cooperation with third parties, such as training institutions or technology providers, can enhance the trust and dependency of MSMEs on bank services. Conversely, senior managers, while understanding the importance of alliances, appear more cautious in assessing their short-term impact on SME commitment. These findings are consistent with the study by O'Dwyer & Gilmore (2018) and Al-Tabbaa & Zahoor (2024), which emphasizes that strategic alliances can generate competitive advantages if they can create shared value for partners.

The results of the IPMA analysis explain the importance of influence and performance showing differences in strategic orientations between junior managers and senior managers in assessing the determinants of bank performance. Junior managers place strategic alliances as the most important aspect in driving performance improvement, although its implementation is still not optimal compared to other factors (Koval et al., 2024). This reflects that they see strategic alliances as external resources that can expand access to knowledge, technology, and markets, in line with the views of Robson et al. (2019) which emphasize the importance of alliances in accelerating organizational learning processes.

On the other hand, senior managers view the commitment of MSMEs as the most important factor for having a high-performance level, reflecting the importance of loyalty and long-term relationships with business partners. This finding is supported by Chen et al. (2023), who explain that commitment is a key foundation in building trust and sustainable relationships that impact organizational performance. Meanwhile, both junior and senior managers assess that knowledge sharing still has relatively low performance despite its great potential for improvement, especially due to its role in strengthening the internal capabilities of the organization. This view aligns with the study by Lui et al. (2024), which emphasizes that knowledge sharing encourages innovation, cross-functional collaboration, and organizational productivity. Therefore, these results highlight the importance of aligning strategies between operational and managerial levels so that the potential of every organizational element can be utilized sustainably.

Theoretical and practical implication

Theoretical implication

The findings of this research provide an important contribution to the development of Alliance Strategic Theory by demonstrating how strategic alliances not only have a direct impact on organizational performance but also have an indirect influence through moderation mechanisms such as knowledge sharing and commitment from business partners, particularly MSMEs. This research expands the theoretical understanding that strategic alliances are not only about resource exchange and market access but also play a role in shaping the dynamics of interpersonal and organizational relationships. The results of the multigroup analysis reinforce the proposition that the impact of strategic alliances can vary depending on the perspective of the managerial level, indicating that perceptions of the value of alliances can be influenced by different experiences, responsibilities, and time focuses across management levels.

Furthermore, the results of the Importance-Performance Map Analysis indicate that strategic alliances have a high level of importance but have not yet been fully optimized in terms of performance, especially according to junior managers. This implies that in the context of Alliance Strategic Theory, the success of alliances is not only determined by the formation of formal relationships but also by the extent to which the alliance is strategically leveraged in daily operations. Thus, strategic alliance theory needs to consider vertical integration between strategy and execution at different management levels in order to maximize the impact of the alliances.

This finding also enriches the literature on the role of strategic alliances as drivers of organizational learning and enhances trust relationships with external partners. In line with the views of Inkpen and Tsang, this research shows that well-designed strategic alliances can serve as a primary channel in promoting knowledge-sharing processes and strengthening partner commitment, both of which have been shown to contribute to improving organizational performance. Therefore, this study not only confirms fundamental concepts in Alliance Strategic Theory but also offers new insights into how the social and relational dimensions of alliances can be moderated by internal factors and influenced by managerial structure.

Practical implication

This finding has important implications for managerial practices in the banking industry, particularly in designing and managing strategic alliances. Banks need to view alliances not only as a form of formal collaboration but as a means to strengthen the internal value of the organization through enhanced knowledge sharing and emotional relationships with MSME partners. Therefore, management, especially at the operational level, needs to be actively involved in the planning and execution processes of alliances so that their strategic benefits can be internalized in daily practices. In addition, banks need to ensure that the outcomes of the alliances are translated into tangible services felt by MSMEs, such as business training, access to financial information, or technology support, thus encouraging long-term commitment from partner parties.

In addition to focusing on alliances, banks also need to enhance the performance of knowledge sharing elements, which, although considered important by both groups of managers, has not yet shown optimal performance. Knowledge sharing practices can be strengthened through the creation of open communication systems, cross-functional training, and digital platforms that support the exchange of information between managers and MSME service units. On the other hand, the results of the IPMA show that MSME commitment has demonstrated high performance, particularly from the perspective of senior managers. This indicates that customer loyalty must be maintained by providing consistent, responsive, and value-added services. Overall, the success of

banks in integrating alliance strategies with knowledge-sharing practices and strengthening relationships with MSMEs can be key to enhancing competitiveness and ensuring the sustainability of financial institution performance amidst the ever-changing dynamics of the industry.

Limitation and suggestion for future study

This research has several limitations that need to be considered in the interpretation of the results. First, this study uses a quantitative approach with respondents limited to junior and senior managers from the banking sector in Indonesia, so the findings may not be generalizable to other sectors or countries with different organizational characteristics. Second, the data collected is cross-sectional, which means it cannot fully capture the dynamics of changes in strategic alliance relationships, SME commitment, and knowledge sharing on bank performance in the long term. Third, the focus of this research is still limited to three main variables considered strategic, without considering external factors such as regulations, market conditions, or technological changes that may also affect alliance effectiveness and the performance of financial institutions.

Based on these limitations, future research is suggested to expand the scope of the population by involving various types of industries or non-bank financial institutions to gain a more comprehensive understanding of the role of strategic alliances. Researchers are also advised to adopt a longitudinal approach to observe changes in management perceptions and the impact of alliance strategies over a longer period. In addition, enhancing qualitative approaches such as in-depth interviews or case studies can provide deeper insights into how the processes of forming, managing, and integrating strategic alliances are carried out at the practical level. Finally, the addition of contextual variables such as organizational culture, information technology support, and external environmental factors can contribute significantly to developing a more holistic and applicable theoretical model in the context of modern financial industries, such as financial technology.

Conclusion

This research highlights the importance of strategic alliances as a key element in improving bank performance through the moderating role of knowledge sharing and commitment from MSMEs. The findings show that both the direct and indirect relationships between strategic alliances and bank performance are significantly influenced by the internal dynamics of the organization, including how managers at both junior and senior levels interpret and implement these strategies. The differences in perception between the two groups of managers indicate that alliance strategies require alignment across management levels to achieve maximum impact.

Furthermore, sharing knowledge and the commitment of MSMEs has proven to play an important role in strengthening the relationship between organizations and external partners. The commitment of MSMEs not only has a direct impact on performance but also moderates the influence of various internal strategies, including knowledge sharing. An analysis of the importance of influence and performance further clarifies that several strategic factors, such as alliances and knowledge sharing, still have great potential to improve their implementation to contribute more optimally to organizational performance. Thus, this research contributes theoretically to the development of Alliance Strategic Theory, while also offering practical implications for banking management in formulating integrated and sustainable collaborative strategies.

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