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Social Capital as The Basis of Long-Term Partnership

Ayu Dwi Nindyati
Psychology Department, Paramadina University
ayu.nindyati@paramadina.ac.id

Adrian Wijanarko*
Management Department, Paramadina University
adrian.wijanarko@paramadina.ac.id

Handi Risza
Management Department, Paramadina University
handi.risza@paramadina.ac.id

Alfikalia
Psychology Department, Paramadina University
alfikalia@paramadina.ac.id

(Corresponding Author indicated by an asterisk *)

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ABSTRACT

This study aims at analyzing the role of social capital in supporting the long-term partnership. Social capital is considered to influence the performance of organization. The concept reflects the value of relationship and quality among people and organization and increases the ability to achieve goals of the organization through partnership. This study highlights the role of three pillars of social network as the enabling factors in strengthening the partnership-network, norm and shared belief. The method used in this study is qualitative study with the interview method in gathering data from 4 companies with the service and manufacturing background in Indonesia namely cargo, media, advocacy, and manufacturing. The finding shows that social capital supports the communication among participants and creates social environment where the participants can meet one another. The pillars of network, norm and shared belief become the strong points in creating a good collaboration.

Keywords: *social capital, partnership, performance*

1. Introduction

The partnership become an important issue in the last decade. Two things that support the strengthening of partnership issues in the development of life include in business were the MDG and SDG. Why partnership matter? Publow (2010) explained that there were many nationally recognized benefits and advantages to partnership development, the answer to why one seeks to establish partnerships is relatively simple. There is added value in working with other organizations. Partnership have been studied extensively in strategic management, internal business studies and in the non-profit literature (Meyskens, 2010).

Many definitions of partnership had been given by researcher around the world. Publow (2010) explained a working definition of partnership is a collaborative relationship between entities to work toward shared objectives through a mutually agreed division of labour. Teng (2007) mention in his article that partnerships or strategic alliances serve as one means by which social ventures develop adequate resource conditions and strategies that lead to a competitive advantage. Studies that conducted by Kourula and Laasonen (2010) explained that entrepreneurial ventures and non-profit organizations utilize partnership or networks of partnerships to reach their goals. These definitions and the studies give understanding that partnership not just methods or strategy to reach goals, it was deeper substances that will strengthened the business or organization itself. Partnership provides added value for the partnering organizations, not just about hoe to collaborate but also how to deal the challenges to growth and sustained the organization/business.

Previous research in US at 2002 by Eberts and Erickcek already proving that partnership had a great role in economic development and labor market in the US through empowerment the grassroots organizations that traditionally taking the lead in addressing local issues and a long history of decentralized government, it is not surprising that a labyrinth of partnerships characterizes the provision of public services. Lessons learned of this research were: 1) The efficiency of partnership: related to first, the importance of active business involvement is a key component in a partnership's ability to efficiently manage federal and state employment policies. Businesses, involvement in other organizations, identify occupations and industries experiencing labor shortages and skill deficiencies and recommend appropriate training programs and other employment services to address these needs. Second, the existing political environment of the local area plays a critical role. The ability of the partnerships in resolving conflicts between governmental units, community organizations and political parties determines, in large part, its success. Developing an atmosphere of cooperation where none existed before is one of the strongest challenges facing civic entrepreneurship. Such effort requires a high degree of trust and common vision among the partners. 2) The efficiency of service delivers related to the mechanism that ensure the efficient delivery of local employment or economic development services. In this research area have three conditions: first, there needs to be a strong commitment from the business community, stimulated in large part by

economic necessities, such as finding employees or lowering costs. Second, effective civic entrepreneurs are needed to pull together the major stakeholders and keep them together. Finally, the successful partnership creates an environment where partners feel that they have ownership in the process and that their voices matter. 3) The local management of programs, its explained that the business community simply by passes governmental efforts, if they think that they are unresponsive or cumbersome. While it is in the public interest to establish general guidelines such as targeting assistance at individuals and communities that are experiencing economic hardships, if state and federal governments mandate too many guidelines, reporting requirements and procedures, it is possible that the business community will not actively participate. 4) The proper roles of federal, state and local government in the provision of workforce and economic development services. This aspect explained that as state and local economic development efforts focus more and more on improving the competitiveness of their regions, economic development loses some of its zero-sum qualities and there is more reason for the federal government to reenter the game. Federal support of nationwide industry modernization programs and the development of regional industrial cluster initiatives seems reasonable. The federal government is in the best position to fund evaluation programs of local and state economic development initiatives (Eberts & Erickcek, 2002).

The research result that explained by Eberts and Erickcek (2002) relevant to what Publow (2010) that to reach the goal of partnership not just need the good programs and policy or system that provide how the partnership held. However, they mention about how to create trust between each organization or partner. It's also relevance with the research result that conduct in Indonesia, trust is the variable that buffered the efficiency and affectivity of partnership, especially related to sharing benefit from each partner. Trust also make the sustainability of partnership (Nindyati, Mayasari, Sitepu, Wahyuti, & Siraj, 2012).

One of aspect that contains the trust aspect is social capital. Social capital refers to the networks, norms, social collaborations and trusts that have the potential of community productivity. Elements that are included in social capital have a great influence on economic growth through various mechanisms namely, increasing sense of responsibility to the public interest, widespread community participation in cooperation and increase value added. Social capital is a social aspect that binds members of the community so that it can make it as a provision to achieve better quality of community life. Community members that have a social network or personal network, will not grow stronger if not supported by social capital such networks for others. Strengthening social capital will support the ease of collaboration between organizations thereby providing synergies to achieve better performance (Nindyati et al., 2012)

1 Social capital is the collection of resources owned by the members of an individual's personal social network; which may become available to the individual as a result of the history of this relationship (Van der Gaag, 2005). Coleman (1988) argued that social capital is defined by its function. It is not a single entity but a variety of different entities, with two elements in common: they all consist of some aspect of social structures and they facilitate certain actions

of actors-whether persons or corporate actors-within the structure. Like other forms of capital, social capital is productive, making possible the achievement of certain ends that in its absence would not be possible. Social capital inheres in the structure of relations between actors and among actors. It is not lodged either in the actors themselves or in physical implements of production. Because purposive organizations can be actors (corporate actors) just as persons can, relations among corporate actors can constitute social capital for them as well. The form of social capital depends on two elements namely trustworthiness of the social environment which means that obligations will be repaid, and the actual obligation held.

Social capital also involves the relationship between individuals and organizations that facilitate action and create value (Adler, & Kwon, 2002). Enabling people to act collectively, social capital reflects the value of the relationships and does a quality exist among people and organizations. Social capital entails a web of relationships that includes norms, values, and obligations. The concept of social capital refers to internal and external social capital. Hitt and Ireland (2002) argued that internal social capital is concerned with the relationships between strategic leaders and those whom they lead as well as relationships across all of an organization's work units. Strategic leaders must build and utilize great groups as a means of developing effective and collaborative relationship. External social capital is concerned with the relationship between strategic leaders and those outside the organization with whom they interact to further the firm's interest. This need causes organizations to form both formal and informal alliances with other firms to gain access to complimentary and needed resources and participate in a network relationship (Gulati, Nohria, Zaher, 2000). The application of social capital is facilitated by networking. Networking centres around people orientated activities. The characteristic is informal. It is interactive, interchangeable, integrated, habitual. In overseeing and directing all business activities, networking can help organization determine strategies can be brought together to make a complete whole. Networking represents the intangible glue holding business and marketing activities together, matching marketing functions, operations, activities with the more intangible interactive, communicative, and personal characteristics inherent in the networking dimensions.

2. Methods

The analysis in this paper were based on interviews conducted to the representatives of four companies and their respective partners. These companies represent four different business sectors that are important in the development of Indonesia's economy: cargo industry, media industry, advocacy industry, and manufacturing industry. This type of sampling called maximal variation sampling (Cresswell, 2005). With this type of sampling, researchers can have varied perspective on how social capital will give a good impact on partnerships from respective companies.

The representative of each company and their respective partners were interviewed. The interviews were conducted in a semi-structured way that focused on the partnerships done in each respective company. The data gained from the interview were transcribed and coded the text to form themes that related to social capital.

The validity of the findings from interview were ensured by conducting triangulation and member checking. Triangulation process were conducted by interviewing the representative

of each respective partners of the companies. Member checking is process in which the researcher asks one or more participants in the study to check the accuracy of the account (Cresswell, 2005). This process had been done by sending each study result from each company to the representative of the company that had been interviewed, to be validated.

3. Results and Discussion

3.1 The Case study of companies

The study selected four different companies operating in difference business sector. There were cargo, media, advocacy, and manufacturing. These four business sectors are qualified importance to Indonesian's economy in order to boost economic growth as well as provide job's opportunities and employment.

3.1.1 Cargo Industry

PT Pos Logistik Indonesia (Poslog) is a subsidiary of PT. Pos Indonesia, a state own company. Poslog first emerged in 2004 as business strategy until it officially became a strategic business unit (SBU) in 2007. By becoming an SBU, Poslog has authority to manage the business, setting up its own target performance and had its own target market.



Image 1. PT Pos Logistik Indonesia (Poslog) logo

In 2009, Poslog revitalized to become a more market-oriented business unit and focused on increasing competitive advantage in the logistics industry and focusing on improving business logistics management competencies. Along with this, the company experienced the dynamics of organization and business both inside and outside. To support the business processes to serve the needs of consumers, Poslog establish partnerships. This partnership is conducted by considering the resources and competencies that are limited in the company. With partnerships, Poslog can focus more in providing the best service to the customer, without investing too much in aspects that are not its core business.

3.1.2 Media Equipment

Tempo.co (Tempo) established in 2012, is a subsidiary of PT Tempo Inti Media Tbk. that engaged in media industry with changes in its business landscape. Technological advances primarily the internet, has given the significant changes in Tempo, as such it must broaden its business orientation to the digital business. The stakeholders of the company demand that Tempo must adapt to these changes so that it would be able to maintain the continuity of business in the future. These changes have an impact on the partnerships that have been

created over the years. The success of the partnership is important to support the sustainability of the business in the long term.



Image 2. PT Tempo Inti Media Tbk. logo

3.1.3 Advocacy Product

Indonesia Service Dialogue Council (ISDC) was established in 2010 and became legal in 2016. Some of the function of the council are 1) producing and reproducing knowledge and skills of Indonesia service industry and strengthening and widening stakeholder's partnerships network in Indonesia service industry. ISDC plays an important role in accelerating the growth of service sector in Indonesia and contribute to country development by positioned itself as a hub for service sector partnership, including facilitating government policy as needed.



Image 3. Indonesia Service Dialogue Council logo

3.1.4 Manufacturing Industry

PT. Trakindo Utama (Trakindo) was founded in 1970. The company is one official dealers of Caterpillar heavy equipment products in Indonesia. Caterpillar is a leading manufacturer of heavy equipment company in the America. Partnership as an attempt to reach one target Sustainable Development Goals (SDGs) has been done by Trakindo through corporate social responsibility (CSR) program called Corporate Citizenship Program (PCC). One of the areas in PCC is education. Partnership in education involve educational institutions, Governments, and society, like teachers and lecturers as well as non-governmental organizations. This program has been running since 1996 and has improved the quality of teachers, and more than 3000 students absorbed by Trakindo and other heavy equipment industry. Trakindo has obtained several awards as recognition for partnerships programs in education.



Image 4. PT. Trakindo Utama (Trakindo) logo

3.2. Analysis

3.2.1. Shared believe

Type of Business sectors	Shared believe
Cargo Industry	Poslog realized there are many issues to achieve efficient logistic management system. Operational process and price logistic are considerably high due to lack integration and coordination in logistic sector. Therefore, Poslog's partnership program with it partners are built to tackle the problem. Partners are chosen to support Poslog supply chain whether in air, sea and land transportation, provide technology and information, support material handling equipment (MHE) and warehousing. This partnership was build based on resources and competence that did not have by Poslog.
Media Industry	In 2008 media industry has shifted from paper to internet user. Tempo began to create partnership to support technology and digital infrastructure. Partnership between Tempo and IDN Financial start with the purchase of 10% shares Tempo by IDN Financial. IDN Financial is news portal and data bank to provide foreign investor for gathering public company financial record in Indonesia. This partnership IDN Financial provide data in stock market and other economic data to enrich Tempo content news. For strategic reason partnership with IDN Financial help Tempo to shifted company strategic business form paper to digital news content.
Advocacy Industry	As an organization which formed by private companies in Indonesia, ISDC and its member, has strong shared believe to achieve common goal. The main purpose of the ISDC is to fill in the absence of the association and organization to facilitate service industry in Indonesia's economy. This belief based on the condition and the fact that both private companies and government representative have not built a sustainable partnership to boost national service industry. With that, ISDC was formed with goal is to To become Indonesia's and Asia Pacific Region's leading council on services sectors.
Manufacturing Industry	As manufacturing industry, Trakindo found it on society by conducting a CSR orientation of one of the SDGs through partnerships in the field of education with the PCC program. This program has been made since 1996, reflects the existence of a strong foundation of values so that the program can last for some time. Efforts to strengthen Indonesian human capital through education look with more and enhance the quality of educators and more than 3000 students absorbed in heavy equipment industry.

Table 1. Shared believe analysis

3.2.2. Norms

Type of Business sectors	Norms
Cargo Industry	<p>4 In individual level, norms refer to a set of the rule that person rely on as proper or correct and improper or incorrect. This understanding also applies in company. Poslog realized there were many un written law that should follow to sustain the partnership program. Somehow, norm will be used restrictively to apply to collective action problems with the risk of opportunism. Poslog follow the norm to prevent the conflict between the partner. Poslog's activities whether in air, sea and land transportation will interact with collective action from families, social classes or ethnic groups. The challenges to deal with these collective actions were to treat equally each one. Norms will lead to produce trust and trustworthiness can solve the problem of credible commitment in each of these spheres.</p>
Media Industry	<p>At present the media industry has a great opportunity and role in shaping civilization. With the shift of the media that originally used paper as a news media, and now it has moved using internet media or known online media. The broader range of information dissemination and ease of access to information is a challenge that requires Tempo as a media industry to convey information, which not only has business value but also educates the reading community. Tempo is partnering with IDN Financial and is expected to help people become smarter with accurate data and not in conflict with prevailing social norms. This effort is of course accompanied by efforts to harmonize with existing social norms. With the hope that public trust in the media will become stronger and indirectly this will provide benefits to the survival of the company.</p>
Advocacy Industry	<p>ISDC were company that initiating partnership relationship among stakeholders. ISDC is a liaison between government and the private sector to partner in strengthening the growth of Small Medium Enterprises (SME) in Yogyakarta, especially in the creative industry sector. Like other regions in Indonesia, Yogyakarta has social norms that are upheld by its citizens. In order to achieve the trust of the community and its partners, ISDC understands the prevailing social norms. The ISDC standard, which prioritizes quality in its production, is in line with the prevailing social norms, thus making the partnership that is implemented can sustain. Thus, the SME in Yogyakarta also show strong efforts to maintain this partnership because they feel the benefits.</p>
Manufacturing Industry	<p>Trakindo as private sector in Industry concerned to help communities in education. Through company's program CSR, Trakindo develop PCC program that support teachers and students to have good education. By strengthening the education of teachers, the PCC program believes that the way teachers deliver subject matter is also getting better which also impacts on the achievement of the success of their students. Therefore, in addition to having a scholarship program for students to complete their education, the PCC program also scheduled scholarships for teachers. This effort is certainly very</p>

Type of Business sectors	Norms
	much in line with the prevailing social norms related to efforts to help others achieve a better life. It is not surprising that this partnership program can be long-lasting and sustainable. The community showed confidence in this program.

Table 2. Norms analysis

3.2.3. Network

Type of Business sectors	Network
Cargo Industry	<p>Partnership is considered as one way to make a business stand up well, because it will strengthen the existing sharing of resources. This sustainable partnership looks at several aspects that can benefit each other.</p> <ol style="list-style-type: none"> a. The company and partners strive to maintain consistency with an agreed agreement. This is important because each agreement will be able to meet the needs of partners. Each partner also maintains quality and knows each responsibility. Each partner can do a review to conduct an evaluation related to performance achievement. b. Any interaction of learning, sharing skills, competencies, including sharing how to solve problems. So, the company will learn from problems that can be solved with partners. For example, when the company experiences a dispute with a partner related to a matter, in this case, what matters is the creation of flexibility in solving common problems. The company and partners are trying not to end the issue to court. The company seeks to discuss and to negotiate in search of common ground that can ultimately seek out a deal that benefits all parties.
Media Industry	<p>In relation with the idea of partnership with IDN Financial, the first formation of cooperation with the company came from an informal relationship of IDN Financial shareholders with one of the Business Development managers at the company. From an informal relationship and discussion, IDN Financial and the company led to a more formal cooperation and benefits both parties. The basis of this cooperation also saw from the potential of the company related to the network, user, or coverage that has been built so far associated with media business. Seeing this potential and starting from that, IDN Financial CEO took the initiative to build cooperation with the company. In the end both parties agreed on the cooperation which basically had a mutually beneficial purpose of increasing the value of each company.</p>
Advocacy Industry	<p>As an advocacy organization, ISDC's networking is significant to achieve its goal. Every year ISDC held an annual meeting with its member and board of founder to planning partnership program within a year. The programs are selected in priority scale to address</p>

Type of Business sectors	Network
	advocacy issues in services industry sector. The second form of partnership programs held by member's initiative to tackle their private companies related issues related with service industry. Final form of partnership program proposes by government representative to stimulate national service industry. To achieve its goal, ISDC need to build a strong tripartite partnership with private companies, government representatives and civil society. With that, ISDC need a vast and reliable network.
Manufacturing Industry	The partnership program is a way out for private companies to show their concern for the welfare of the communities around the company. The power of networking owned by the company is also a big capital to strengthen the partnership program that is run. The PCC program is indeed the result of CSR from Trakindo, but with strong networking, the PCC program is helped in getting candidates who will receive scholarships. Trakindo networking which is not only from the business community, but also from academics in this case is a university, also helps in carrying out the established partnership program.

Table 3. Network analysis

3.2.4. Trust

Type of Business sectors	Trust
Cargo Industry	Valuable experiences that can be shared together are complementary to the competence, the creation of trust, always willing to learn, share resources, communicate, and build a wider business network. Collaboration is a form of mutual recognition of the synergy of two units that meet each other's needs. Not all companies have perfect competence, because it requires a large capital to meet all the competencies required. Therefore, collaboration in the form of important partnerships is maintained so that all parties can benefit. It needs the creation of trust. Trust is a social capital that needs to be nurtured to develop partnerships. Each partner has high expectations to be able to fulfill all the responsibilities agreed upon in the contract. This belief reduces the perception of risk of uncertainty in working together. In order to maintain long-term trust, each partner needs to maintain professional work.
Media Industry	The consideration that IDN Financial is willing to invest in the company is inseparable from the offered offer and the logical count on the current stock price and valuation of the company as well as future projected assessments will rise according to the target of IDN Financial. IDN Financial in this case has the trust to the company to increase the desired rating so that cooperation in the form of investment can be agreed by both parties. With such cooperation, IDN Financials existence can contribute to stock presence and trade analysis, as well as other economic data that can enrich the existing portal of the company. In addition, the

Type of Business sectors	Trust
Advocacy Industry	<p>existence of IDN Financial also helps in the process of transforming company's strategy to retain members in business processes that are now moving in the digital era. This is in accordance with the organization development strategy that leads to the transformation of digital business through the company. Digital transformation itself is very important. This cannot be separated from market demands that have changed and the company must be able to answer the challenge.</p> <p>Trust is the foundation in advocating. To build trust in internal organization, ISDC and members gathers in annual meeting to plan programs. Outside the organization, ISDC work closely with government, private firms and society to achieve its goal. Thus, trust is the key factor in this partnership so that every issues ISDC promote can be resolves to stimulate services sector in Indonesia.</p>
Manufacturing Industry	<p>One of the key success of a program related to the community or other people is trust. All activities carried out by parties who have partnerships have two potential, namely to strengthen or weaken trust. If trust is strengthened, the partnership will last long and be sustainable, and vice versa if there is no trust, the partnership program will be finished, there will be no continuation. The efforts made by Trakindo through the PCC program show how this trust plays a big role. Efforts carried out by involving other trusted parties further strengthens public trust in this program. In addition, there is evidence that the PCC program not only provides scholarships to students but also distributes to the workplace, especially in heavy equipment companies which in Trakindo network, further strengthens trust and keeps the partnership program running.</p>

Table 4. Trust analysis

4. Conclusions

This research gives point of view that social capital has yielded important contribution to the partnership strengthened in many sectors. This research concerned in cargo, media, advocacy and manufacturing industry. Four aspects of social capital have important role and come up in different way in each company. First, shared believes of each company plays an important role and colors the course of the partnership. The shared believes from each company that runs a partnership play in determining the program and with whom it will partner. This is one of the keys to maintaining the partnership that will be carried out.

The second aspect of social capital is the norms. In social capital, norms are important aspects to maintain existing relationships or bonding the relation. To continue to strengthen the existing bonds, a social norm is needed which will determine the actions that are allowed and not to be done. Every company in this study shows that its concern for social norms is reflected in the partnership program that is implemented oriented towards the progress of the community where the partnership is implemented.

Networking is the third aspect of social capital which also plays an important role in maintaining sustainability of partnerships. Every company has a network that will support its sustainability. The network of these companies will also play a role in strengthening the partnership program implemented. With more and more parties helping the partnership program, its continuity will be increasingly intertwined.

The last aspect of social capital is trust. This aspect is formed one of them with the adherence to existing social norms. In addition, this trust is formed also because of seeing the trust that is owned by the company that carries out the partnership. Prospective partners will show their trust if they see the same value with potential partners who want to partner. Thus, trustworthiness is formed not apart from the other aspect of social capital.

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