

## **The Role of Altruism, Organizational Learning Capability and Organizational Trust: A Study from Online Motorcycle Drivers in Jakarta**

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### **ABSTRACT**

The study tested the role of altruism, organizational learning capability and organizational trust from online motorcycle drivers in Jakarta. More specifically, the purpose of this study was to examine whether and how altruism influences organizational learning capability and organizational trust as a mediating variable. The survey was administered to 115 respondents and collected by purposive sampling method. The methods that are used to analyze this research are, instrumental test such as validity and reliability also hypothesis test using structural equation model (SEM) that use AMOS as a program. The results obtained show that Altruism has a direct influence on Organizational Learning Capability and also indirect influence on Organizational Learning Capability mediated by the Organizational Trust in Online Motorcycle Driver in Jakarta. Organizational trust has a positive influence on Organizational Learning Capability. This result are the same with previous research that altruism has an effect to organizational learning capability and organizational trust. So it can be concluded that the altruism of the Online Motorcycle Drivers in Jakarta can improve the Organizational Learning Capability directly or indirectly mediating by the Organizational Trust.

Keywords: Altruism, Organizational Learning Capability, Organizational Trust.

### **1. INTRODUCTION**

In terms of organization each company has a unique goal depending on the thinking and understanding of the organization. To achieve its objectives, the organization must implement the vision and mission that is the motto of the organization. Developing organizations will continue to organize organizational learning to create innovation and strengthen competitiveness.

Akgun et al., (2007) argues that there is still debate about how a manager develops organizational learning abilities efficiently within their organizations. Previous studies of organizational learning have demonstrated several leadership styles, such as supportive, transitional, transformational, spiritual, or authentic leadership leadership. This has triggered a positive effect on organizational learning (Berson et al., 2006). In developing Organizational Learning Capability leaders have their own way to overcome obstacles in organizational learning according to the style of leadership, such as examples provide direct motivation through interaction between employees so as to create a good working environment.

When employees have felt the impact of a good working environment of employees will feel more comfortable with the workplace situation, so that with such

situations can create employee morale is higher, Through cooperation among employees can also create social interactions such as mutual help between individuals experiencing difficulties or constraints with limited expertise possessed by another employee. Altruism exists because everyone has a sense of caring among people. A sense of wanting to help, wanting to help colleagues or strangers in desperate need of help is a hallmark of Altruism. This concept is very important to be applied in the organization because in berorganisasi taught to work together in a team, so that each individual can not be self-interested for one purpose. This alternative paradigm proposes a more balanced view of seeing individuals as collaborative, empathetic, altruistic, and also motivated by caring about the well-being of others (Akgun et al., 2007).

Compared to other organizational attitudes, Altruism is an attitude that arises from voluntary, unforced, and initiative behaviors whose interactions are directly perceived by one individual to the other. Thus, it is very relevant to reveal the relationship of Altruism and Organizational Learning Capability. The organizational learning process consists of acquisition, dissemination, and knowledge use (Argote et al., 2003). And the Organizational Trust has been identified as a decisive factor in acquiring, disseminating, and possessing knowledge and has an important role in organizing process (McElroy 2002).

This also applies to service companies such as online motorcycle drivers (Go-Jek and Grabbike). Online motorcycle trends are initiated by Go-Jek was increasingly popular. Following Go-Jek, Grab Bike appears (liputan6.com, 2015). Since its establishment in July 2015, Go-Jek is said to have more than 10,000 drivers, and has operated in several major cities in Indonesia, namely Jakarta, Bandung, Surabaya, Bali and Makassar. Until the beginning of July 2015, the GrabBike claimed to have succeeded in holding more than 5,000 motorcycle riders to join. ([www.Motorinaneews.com](http://www.Motorinaneews.com), 2015). Until the end of 2015, there are already more than 200 thousand Go-Jek drivers in 5 operational cities, of which about 100 thousand of them operate in Jabodetabek area. While GrabBike, online service ojek owned by startup from Malaysia, GrabTaxi, it has not updated the number of its fleet. However, in August 2015 and then recorded there are already 8,500 GrabBike drivers listed. ([www.money.id](http://www.money.id), 2015). This research was conducted on online motorcycle drivers where every online motorcycle drivers has different nature and background, which then united in one organization. How the drivers help new drivers to adapt to the system-driven world of work and adaptation drivers who are less skilled at operating intermediaries in the form of communication tools to directly interact with customers or motorcycle based users online.

## **2. LITERATURE REVIEW**

### **2.1. Altruism**

According to Al-Zu'bi, (2011) Altruism is the behavior of helping other employees without any coercion on tasks that are closely related to the task within the company. Friendship relationship is one factor that can support Altruism (Sanderson, 2010). Altruism's behavior arises when it is done or commonly practiced by most societies and based on existing norms (Rawls, 2011). Altruism is an important part of the humanitarian process and is considered a universal phenomenon (Yeung, 2006). According to Babcock & Strickland (2010) Altruism is a spontaneous and direct behavior to help others. Altruistic behavior is usually regarded as a type of prosocial behavior motivated by a

genuine desire for the benefit of others, without the hope of self-benefit (Feigin et al., 2014). Altruism is attitude willing to help the party or other colleagues) is an attitude that leads to action, either directly or indirectly to assist other colleagues in addressing the problems and complete the task, this behavior will certainly encourage solidarity that is needed in the work team. Moreover, the jobs that are charged will be easier to solve (Emilisa and Gatri, 2018).

Pujiyanti, (2009) shows the component Altruism is as follows: 1. Sharing: individuals who often behave altruis usually provide assistance to others who need it more than themselves; 2. Cooperative: individuals who have the nature of altruis prefer to do a job together, because they think by working together they can be more social with fellow human beings and can speed up the work; 3. Donating: individuals who have the nature of altruis love to give something or a favor to others without expecting the rewards of the people who helped; 4. Helping: individuals who have altruistic traits love to help others and provide what is useful when others are in distress because it can create positive feelings in the helper; 5. Honesty: individuals who have an altruistic nature have an attitude that is straight-hearted, sincere and unethical, they put the value of honesty in themselves; 6. *Generosity*: individuals who have the nature of altruis have the attitude of people who like charity, like to give charity or merciful to others who need his help without expecting any reward from the person he helped; 7. Consider the rights and welfare of others: individuals who have the nature of altruis always try to consider the rights and welfare of others, they always try to make others do not experience distress.

## **2.2. Organizational Learning Capability**

Organizational learning is the company's way to improve employee performance in order to be able to face the company's competition. Organization learning Capability has been considered as one of the strategic means to achieve long-term success of the organization (Liao & Wu, 2010). According to Prieto & Revilla (2006), companies need to change and refine their knowledge depending on their environmental conditions, and this may be through the process of Organization Learning Capability. Feigin et al., (2014) states that companies need to develop not only development based capabilities and core knowledge but also must seek, adapt and integrate new knowledge, and facilitate Organizational Learning Capability in order to create capabilities and expertise of a valuable person adapt in a dynamic environment.

According to Chiva et al., (2007) proposed an integrative conceptualization of organizational learning abilities. The dimensions of organizational learning include five dimensions: 1. Experiments, 2. Risk Acceptance, 3. Interaction With the Environment, 4. Dialogue, 5. Participation in Decision Making.

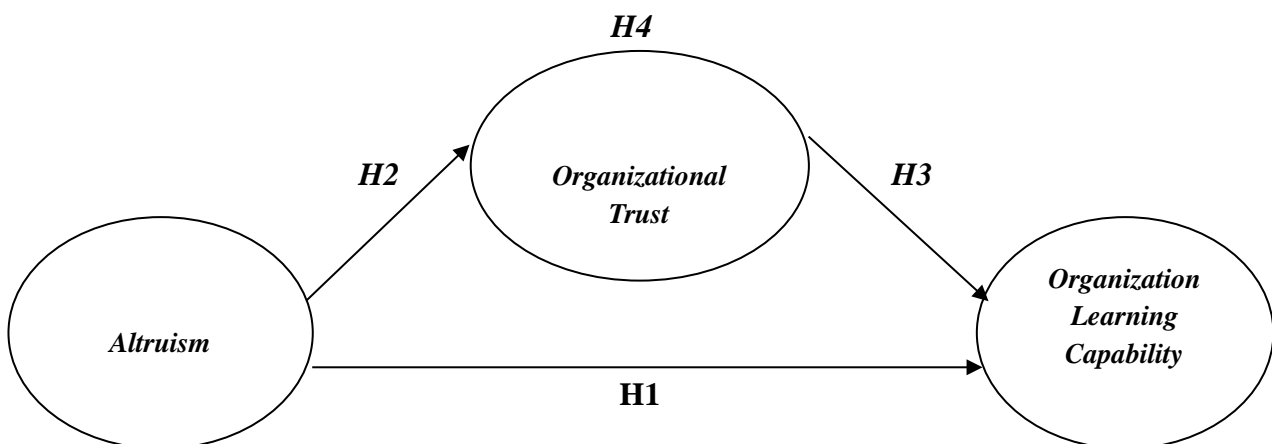
## **2.3. Organizational Trust**

Organizational trust is defined as an expectation regarding organizational rules and practices that affect members of the organization (Petrella, 2013). From this perspective, organizational members who exhibit high organizational trust levels can be expected to demonstrate behaviors beyond and beyond what is their initial expectation (Petrella, 2013), although employees have no possibility to influence decision making, they believe that the

organization will work for their interests or at least will not harm them and should voluntarily maintain the behavior that controls them. Organizational trust is analyzed as a result of the tendency to believe (both at the individual and group level), in the characteristics of trusted individuals and situational situations.

In his research Oktug (2013) found that trust in organizations has a significant effect on emotional management in the workplace. Farahbod, Azadehdel & Jirdehi (2013) explains that Organizational Trusts have a positive and significant impact on organizational outcomes: improving participative atmosphere among employees, employee accountability, productivity, organizational commitment, consensus culture, cooperation, high job satisfaction and increased participation decision making.

### 3. CONCEPTUAL FRAMEWORK



**Figure 1**  
**Conceptual Framework**

### 4. HYPOTHESES DEVELOPMENT

A worker behaves in Altruism, when he helps or cooperates with other workers voluntarily on duty (Fassina et al., 2008). For this reason, Altruism can be linked to the dimensions or factors that facilitate Organization Learning Capability proposed by (Chiva et al., 2007) experimentation, risk-taking, and interaction with the environment, dialogue, and participatory decision-making. Since Altruism's behavior is intended to help or cooperate with others, workers may increase contact and interaction with others and can improve the exchange of information and communication. The result is logical to show that Altruism in the organization increases the likelihood of interaction with others who can positively contribute to dialogue and communication also opens the possibility of interaction with the external environment (Guinot et al., 2016). Therefore, altruistic behavior seems to be closely related to the dimensions or factors that facilitate organizational learning. Then the hypothesis can be formulated

*H1. Altruism has a positive influence on Organizational Learning Capability.*

Behavior that is considered voluntary, beyond formal requirements, without formal rewards or approval, may be interpreted by the recipient as a sign that the person is trustworthy (Ferrin et al., 2006). Altruism can help create behavioral expectations or positive values toward others, which can make it possible to increase the Organizational Trust. In addition, Altruism in the organization can encourage the climate of Organizational trust within the organizational context (Guinot et al., 2016). Altruistic motivation has more confidence in the organization. Then the hypothesis can be formulated

H2. Altruism has a positive influence on the Organizational Trust.

The presence of Organizational Trust in companies can encourage the process of Organization Learning Capability (Guinot et al., 2013). Research has shown that impact-based and cognitive trust has a positive influence on knowledge sharing (Wu, Hsu, & Yeh, 2007). If either party believes that the other party is professional, dedicated, knowledgeable, capable, and will act responsibly, that party is more likely to be willing to cooperate, participate, or delegate power, thereby reducing control (Guinot et al., 2013). Therefore competence, integrity-based trust plays a central and effective role in sharing knowledge that can fundamentally influence organizational learning abilities (Guinot et al., 2013). This consideration shows that trust in the organization can encourage organizational learning abilities. Then the hypothesis can be formulated.

H3. Organizational Trust has a positive influence on Organizational Learning Capability.

Altruism in the organization seems to increase Organizational Learning Capability. However, to achieve a better understanding of the effects of Altruism on larger organizational variables, the incorporation of certain mediation processes is recommended (Bolino et al., 2013). In addition, Altruism in organizations can foster a climate of confidence in the context of organizing (Guinot et al., 2016). Organizational trust can stimulate certain behaviors that affect Organizational Learning Capability (Guinot et al., 2016). Based on the above argument, a positive relationship between Altruism and Organizational Learning Capability can be explained by organizational beliefs. Then the hypothesis can be formulated.

H4: Organizational Trust mediates the influence between Altruism and Organization Learning Capability.

#### **4. VARIABLES AND MEASUREMENT**

First variable in this study is Altruism. There are five items on the statement of Altruism that draws on research. The second variable is Organizational Learning Capability. There are fourteen items regarding organizational learning capability. Third variable is Organizational Trust with three items statement. The measurements in this study were measured by proposing some statements as measurement indicators adapted from Guinot et al., (2016). Using the five likert scale, from 1 = strongly disagree, to 5 = strongly agree.

#### **5. SAMPLE**

In the analytical unit the researcher choose an online motorcycle drivers in Jakarta, as the research sample using purposive sampling. If the population is unknown, according to Hair et al., (2010) recommend the minimum sample size is 5 times the number of question items contained in the questionnaire. The total question in this study is 23 so that the minimum sample size of the study is Minimum sample = Number of indicators X 5 = 23 X 5 = 115.

## 6. INSTRUMENT TEST

In the test results validity of all items statement has a value greater than 0.50, so the statement is valid or in other words can be used in this study.

**Tabel 1 Validity Test**

Item	Factor Loading	Decision
<b><i>Altruism</i></b>		
Helping friends who do not come to work	0.581	Valid
Helping friends who have a heavy workload	0.604	Valid
Helping new people even if help is not needed	0.812	Valid
Helps other drivers with work-related problems	0.673	Valid
Always ready to lend a helping hand to the driver around, both men and women	0.791	Valid
<b><i>Organizational Trust</i></b>		
Whole the drivers believe that this organization will treat them fairly	0.827	Valid
The level of trust between the people of this organization is high	0.894	Valid
Drivers are very dependent on each other in this organization	0.743	Valid
<b><i>Organization Learning Capability</i></b>		
The drivers here receive support and encouragement when presenting new ideas	0.600	Valid
Initiatives receive a good response here, so people feel encouraged to generate new ideas	0.714	Valid
Drivers are encouraged to take risks in this organization	0.543	Valid
Drivers here often venture into unfamiliar territory	0.645	Valid
Part of all staff's work is to collect, bring back, and report information about what is going on outside	0.659	Valid

Item	Factor Loading	Decision
of the company		
There are systems and procedures for receiving, organizing, and sharing information from outside the company	0.640	Valid
Drivers are encouraged to interact with the environment	0.702	Valid
Drivers are encouraged to communicate	0.563	Valid
There is free and open communication with my working group	0.592	Valid
Managers facilitate communication	0.776	Valid
Teamwork from different fields is a common practice here	0.747	Valid
Managers in this organization often involve the driver in important decisions	0.809	Valid
Policies are affected by the driver's views significantly	0.717	Valid
The driver feels involved in the main decision of the company	0.638	Valid

\*The whole answered is measured by using *likert* scale 5 points: 1 = very disagree to 5 = very agree.

And for reliability test the cronbach alpha coefficients for the Altruism, Organizational Trust and Organizational Learning Capability variables meet the current recommended reliability criteria greater than 0.60.

**Table 2 Reliability Test**

Variable	Items	N	Cronbach Alpha	Decision
Altruism	5	115	0.742	Reliable
Organizational Trust	4	115	0.807	Reliable
Organization Learning Capability	14	115	0.911	Reliable

\*The whole answered is measured by using *likert* scale 5 points: 1 = very disagree to 5 = very agree.

## 7. DEMOGRAPHIC CHARACTERISTICS

Majority respondent are male, age range between 19 – 29 years old, education high school degree and tenure 1-3 years.

**Table 3 Demographic Characteristics**

Demographic	Frequency	Percentage
Gender:		
Male	107	93
Female	8	7

Age:		
19 – 29 years old	55	47.8
29 - 49 years old	38	33.0
50 – 59 years old	22	19.2
Education:		
Highschool	74	64.3
Diploma	31	27
Undergraduate	10	8.7
Tenure:		
< 1 year	33	28.7
1-3 year	82	71.3

## 8. DATA ANALYSIS METHOD

Data have been collected processed by using *Structural Equation Modeling* (SEM). This method used with the consideration relationships between variables that occur simultaneously. SEM is precisely use to change one dependent to independent variable for the next relations. SEM is a similar method to a combination data processing, using *factor analysis and multiple regression analysis*. Further, SEM reflect together regression analysis impact on significant.

## 9. HYPOTHESES TESTING RESULTS AND DISCUSSION

The results showed that of the 4 hypothesis (Table 4), it turns out all hypotheses are supported.

**Table 4 Testing Hypothesis Result**

Hypothesis	Estimation	$\rho$ - value	Decision
H1: Altruism has a positive influence on Organizational Learning Capability	0.359	0.030	H <sub>1</sub> supported
H2: Altruism has a positive influence on the Organizational Trust	1.096	0.000	H <sub>2</sub> supported
H3: Organizational trust has a positive influence on Organizational Learning Capability	0.253	0.037	H <sub>3</sub> supported
H4: Organizational Trust acts as a mediating variable between Altruism and Organization Learning Capability	0.328	0.001	H <sub>4</sub> supported



The result of the research got the estimation value 0.359 with the significant probability of 0.030 can be concluded that indeed there is a positive influence between Altruism with Organizational Learning Capability. Altruism can be linked to the dimensions or factors that facilitate Organization Learning Capability proposed by Chiva et al (2007) such as: experimentation, risk-taking, interaction with the environment, dialogue, and participative decision-making. Since Altruism's behavior is intended to help or cooperate with others, workers may increase contact and interaction with others and can improve the exchange of information and communication (Guinot et al., 2016). Altruistic behavior is usually regarded as a type of prosocial behavior motivated by a genuine desire for the benefit of others, without the hope of self-benefit (Feigin et al., 2014). Caring attitude among fellow will lead to social interaction and can facilitate the learning process of the organization. Thus, Altruism in organizations seems positively related to two important dimensions to Organization Learning Capability such as dialogue and interaction with the external environment. The presence of Altruism in the organization can positively influence the Organization Learning Capability (Guinot et al., 2016).

In the research, there is an estimate of 1.096 with a significant probability  $\rho$ -value of 0.000, it can be concluded that there is indeed a positive influence of Altruism with Organizational Trust. Behavior that is considered voluntary, outside of formal requirements, without formal rewards or approval, may be interpreted by the recipient as a sign that the person is trustworthy (Ferrin et al., 2006). Altruism can help create behavioral expectations or positive values toward others, which can make it possible to increase the Organizational Trust (Guinot et al., 2016). In addition, Altruism in the organization can encourage the climate of Organizational trust within the context of the organization (Guinot et al., 2016). Altruism can be seen as an indicator of the Organizational trust that is the basis of the decision to believe. With a sense of wanting to help others without expecting rewards, others will more easily believe because the behavior is a positive behavior that can be able to overcome the problem of people who are experiencing distress. Therefore, the presence of Altruism in the organization can help produce a better Organizational Trust (Guinot et al., 2016).

The result of the research is 0.253 with significant probability ( $\rho$  - value) of 0.037, it can be concluded that there is a positive effect of Organizational Trust with Organizational Learning Capability. Studies have shown that impact-based and cognitive-based trust has a positive influence on knowledge sharing (Wu, Hsu, & Yeh, 2007). If either party believes that the other party is professional, dedicated, knowledgeable, capable, and will act responsibly, he or she will be more likely to cooperate, participate or delegate power, thereby reducing control (Guinot et al., 2016). Trust in the organization is very important to be felt on every employee because it will facilitate the learning process of the organization as in terms of information delivery and in sharing knowledge. Things that employees get will be more easily accepted well because employees get information and knowledge from sources or parties trusted by these employees.

The result showed that 0.328 for Altruism influence toward Organization Learning Capability mediated by Organizational Trust and estimate of 0.328 can be concluded that Organizational Trust successfully mediate influence between Altruism and Organization Learning Capability. To achieve a better understanding of the effects of Altruism on larger organizational variables, the incorporation of certain mediation processes is recommended (Bolino et al., 2013). In addition, Altruism in organizations can foster a climate of

confidence in the context of organizing. Organizational trust can stimulate certain behaviors that affect Organizational Learning Capability. The influence of organizational trust on organizational learning can increase positive expectations among fellow employees so that if an employee has problems and limitations of a job responsibilities then other employees will always be ready to help employees who have limited knowledge and limitations in skills. With a caring attitude and mutual help will create a positive work environment and generate employee loyalty to this organization and will increase employee confidence in this organization, that they will be treated fairly in the organization and organization will not harm the employee.

## 10. MANAGERIAL IMPLICATION

By looking at the existing Altruism variable statements it can be seen that the drivers are quite amenable to assist other drivers who have heavy workloads. Management needs to give an appeal, invitation, or direction to the driver to always be willing to help other drivers who have a heavy workload so that will facilitate service within this organization.

The level of trust owned not only fellow drivers alone but all actors organization in this company. Management should not fully trust supervisors should the management should directly see and control and ensure the performance of employees and supervisors themselves so that the services provided will be consistent and continue to get positive value for customers.

Fellow drivers give each other support and freedom of other drivers in giving suggestions and ideas. The company should not only accept the advice and ideas of consumers only but also pay attention to suggestions and ideas from the driver for the smooth service of the company.

## 11. LIMITATIONS AND SUGGESTION FOR FUTURE RESEARCH

Just as other researches, this study has its limitations. First, the number of the sample is 115 respondents during the data collection. Second, the research only collect sample from respondents in Jakarta area. Third, this study conducted only online drivers motorcycle. Fourth, the study only includes variable such as altruism, organizational trust and organizational learning capability in which there are still other variables that can be included. Further research may consider using other variables such as relationship conflict as variables that may affect organizational learning capability (Chiva et al., 2007).

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