

PalArch's Journal of Archaeology
of Egypt / Egyptology

THE INSTITUTIONALIZATION OF AN INTERMEDIARY
ORGANIZATION: A CASE STUDY OF 'PEMUDA PANCASILA' A
BUSINESS INTERMEDIARY IN INDONESIA

Marko S Hermawan¹ and Evan Sugiarto²

International Business Program, Management Department,
BINUS Business School International Undergraduate Program,
Bina Nusantara University, Jakarta, Indonesia 11480

marko@binus.edu

**Marko S Hermawan, Evan Sugiarto: The Institutionalization of an Intermediary
Organization: A Case Study of 'Pemuda Pancasila' a Business Intermediary in Indonesia
-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(1), ISSN 1567-214x**

**Keywords: institutionalization, organization theory, Pemuda Pancasila, intermediary
organization**

Abstract

The institutionalization of an intermediary organization is imperative to legitimize social and people's organizations within an Indonesian business context. The aims of this study are to investigate the importance of providing such an organization as an intermediary institution in negotiating, supporting, and providing assistance between a company and an authority. In this case, the role of *Pemuda Pancasila* (PP) is scrutinized in order to provide an understanding on how business is done in Indonesia. An interpretivism approach was used to acquire an in-depth understanding of the organization, as well as its systems. Semi-structured interviews and observations were employed to gather data, and an emic approach was used to reveal such themes. The findings suggest three themes associated with the institutionalization of PP: operational fieldwork, political ties, and ties with regulatory bodies. In conclusion, PP is institutionalized as a reliable organization for its safety and useful links, both for internal members and external parties. Through its connections, PP is legitimized as a part of Indonesia's business systems, in order to facilitate the process of negotiation and administration concerns.

INTRODUCTION

Doing business in Indonesia places emphasis on trust through years of fostering business relationships, contrary to the transactional Western business approach (Hofstede, 2011). This creates a relatively high barrier to

entry for new businesses since building trust takes a long span of time. High achievers have shown prevalence alongside with companies that regularly improve their resources in order to win business deals. Doing business in Indonesia requires a thorough understanding of how the business operates on a daily basis. Issues such as ethical consideration and cultural context are some of the dilemmas faced by Indonesian businesspeople. Due to complexity in doing business, they often proceed into what is called the “grey area”, in which limits are sometimes pushed in order to achieve objectives without actually crossing legal boundaries (De Cremer, 2013). Within this area lies an entity formed by individuals collectively, whether as an organization bonded by law or vice versa. It was rooted in its development which was initiated by people for social and national development causes, hence the term *organisasi masyarakat*; the people’s organization (Sutarto, 1993). There has been a prevalence of people’s organizations being involved in business and politics in a sense that the vast members of the organizations come from different background and occupations, enabling them to have the capacity to cater to business transactions/ processes mainly through brokerage services, asset/ people protection services, government relations, and many other business lines in par with the diversity of the members (Lemanto, 2017).

This paper analyzes the importance of people’s organizations towards the ease of doing business in Indonesia. In this case, *Pemuda Pancasila* or Pancasila Youth is a people’s organization (*ormas*) that provides such assistance in business transactions and negotiations. Despite the notion of being a ‘violent and harsh’ organization, *Pemuda Pancasila* (hereafter PP) has made efforts in improving its reputation by establishing legitimate enterprises. In some cases, PP has helped companies that focus on security services which involve personal/ company security services, land dispute clearing, and debt collecting (Setiadi & Inderadi, 2018). It also caters to governmental permit services, sometimes referred to as a service bureau which operates under the government’s jurisdiction. This allows the company to have ties with private companies with a wide range of business opportunities, since it is exposed to the organization’s network. Moreover, PP has a strong brand recognition from a secureness standpoint in which companies that are tied with the organization tend to be perceived as “safe to do business” since the organization has a good reputation in maintaining safety, whether from a transactional or operational aspect; hence, wider business opportunities will be available. Therefore, this paper attempts to expand the role of PP in how it contributes to a better ease of doing business, particularly from the negotiations aspect. This objective is developed due to a minimum or absence of past research regarding the specific topic. Hence, two questions are proposed in this paper: How does PP affect the fluency of the business process, specifically in business negotiations? And secondly, how is PP institutionalized as a business process in Indonesia? The paper is

organized into five parts: Introduction, Literature Review, Methodology, Findings and Discussion, and Conclusion and Recommendations.

LITERATURE REVIEW

Organizational Theory

The contemporary organizational theory emphasizes variety and uniqueness throughout the landscape of organizations and attempts to gain a better understanding of the variety of organizations from a structural and behavioral standpoint (Child & Kieser, 1981). The current trend of the American college textbook publishing organizational setting lies in two forms which are comprised of the large bureaucratic generalist-specialist and the small specialist (Coser, Kadushin, & Powell, 1982). On the other hand, educational institutions compete with each other in two primary approaches (Rothman, 1980). In the healthcare industry, particularly in the development of hospitals, the organizational landscape tends to be significantly homogenous (Starr, 1980), while a similar model was found by Tyack (1974) and Katz (1975) in publicly-owned schools. Dominant forms can be commonly found within the radio competitive landscape (Barnouw, 1966). In contrast, DiMaggio (1981) described a shift towards a dominant model of organizations to cater to high culture by the end of the 1800s.

The above examples are the shifting trends of organizations towards being clearly visible to the public and the reformation of an organizational field, caused by activities of various group of organizations, and also, the process of being homogenous for organizations, as well as for new players that are entering the organizational landscape by the time the field is established.

As mentioned above, the organizational field is referred to in the collective sense, in which it represents an approved section of the institutional areas such as primary suppliers, resource providers customers, regulating bodies of agencies, and competitors.

The organizational fields can only be identified when they are officially approved and recognized by institutions. Approval and recognition by an institution is comprised of four sections, which are: (1) the upward curve of interaction between organizations in a field, (2) the manifestation of a distinctive organizational structure which showcases the dominance and trends of having a coalition, (3) the information capacity growth in which the organization must be able to withstand, and (4) the improvement of a two-way awareness between parties in a group of organizations which share involvement in a regular institution (DiMaggio, 1981).

By the time different organizations in equivalent business categories are organized, it leads to an organizational field (e.g. from a competitive or professional standpoint). Dominant forces surface which transform them to be more homogenous. In the short term, organizations may evolve their aims and goals, or switch to a new approach. However, in the long run, further changes will tend to be indirectly constrained due to an environment that is

filled with rational decisions. At first, movers which adapt innovative changes within the organization are usually initiated by the willingness to enhance performance (DiMaggio & Powell, 1983).

Trust, Enabler of Cooperation and Networking

Trust has been widely accepted as a vital space within social capital, in another interpretation, the most important aspect of the process of business networking (Putnam, 1993). Social capital shows the networks between one person and another when there are trust and mutual benefits towards each other (Putnam, 2000). Also, trust influences how business links perform (Batt, 2008), in which promoting productivity is incorporated (Coleman, 1988). A standpoint to view social capital includes the extent of trust, the volume of business relations involved, the level of understanding within the relationships, and the commitment and reciprocity within the network (Pennington & Rydin, 2000). Sigfusson and Harris (2012) stated that, "Trust is the individual, personal trust between the IE (international entrepreneur) and the relationship, reflecting a calculation of the trustworthiness, knowledge of the party involved and affection between the parties - trust always – including aspects of knowledge of the other party, such as honesty, value and reliance, or effective qualities, such as closeness and family ties.

There is more than a single definition of networking since it is one of the most studied areas in many cases such as strategic management, organizational theory, and business studies. Trust is highly required especially when enterprises seek to merge business networks and establish a new business venture. de Lurdes Veludo, Macbeth, and Purchase (2006) stated, "The management of relationships is an important issue that actors need to consider." This statement implies how trust is fostered in a network in which parties have a unique generalization of trust, which derives from 1) The relatively high frequency of communication among parties within the network which could be a start for knowledge-based trust, 2) a familiar platform to communicate, 3) the existence of a third party that has sufficient understanding of both cultures should the parties involved come from a different cultural background (Gerbası & Latusek, 2015). On the other hand, another important aspect in building trust is "rightness" which can be assessed in which parties/ individuals involved in a business manage their shares with each other, their approach and how they get the job done, and by how they bring themselves from a communication standpoint. Also, trust has a relatively high correlation with commitment, in which, when business partners are committed, they are investing in a cooperation which leads to trust, thus decreasing the risks of the business opportunity. Several extents of trust may help in which commitment should be initiated beforehand, but it can also be decided with the absence of trust (Wuyts & Geyskens, 2005). In a business environment in which trust is inherent, constructive criticism could be more tolerated (Barnett, Anderson, Houle, Higginbotham, & Gatling,

2010). With trust, partners will be more risk averse and provide available vital resources (De Wever, Martens, & Vandembemt, 2005) and put more emphasis on common logic in business which includes the value of business, segmentation of consumers, delivery of service, organization, technology, and finance of the business (Bouwman, De Vos, & Haaker, 2008). This paper employs the model of trust devised by Hakanen, Kossou and Takala (2016), as shown in Figure 1 below.

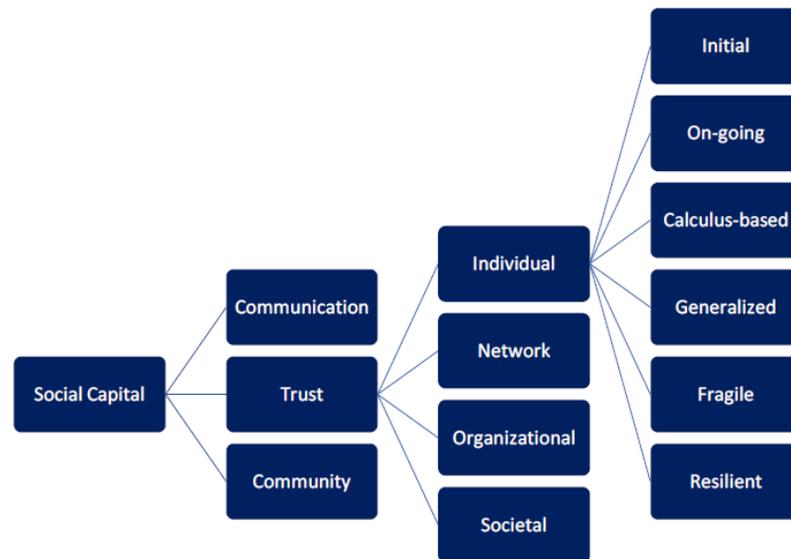


Figure 1. Trust and the Social Capital Framework (Hakanen et al., 2016)

The joint forces of an underground, political, and paramilitary organization, such as PP is widely known with many business owners. For example, if a company runs a factory, it will have ties with a local organization, whether a small unknown local organization or a big and nationwide known one such as PP. In understanding the role of an underground organization such as PP which is always tied to underground activities, as well as the services given to companies such as security services and problem solving in a rather odd way, or unusual way, the organization offers security services to solve problems with labor and a union.

PP as a People’s Organization

PP was initially founded by General Abdul Haris Nasution on October 28, 1959 (The Jakarta Post, 2009). Although starting out as a paramilitary group, its members, aside from carrying out military-related activities, were also highly involved in business and politics where they gained recognition. Regardless of taking part in business and political dynamics, Pancasila Youth’s orientation refers to upholding the 5 primary pillars of *Pancasila* (Simatupang, 2016). Moreover, PP is widely known for its associates that have influence in the government sector. Many of the known cadres in the

organization are also well-known politicians, government agency members, lawyers, and businesspeople. The PP organization is a place for many to get in touch with one another to gain more connections and opportunities whether it is for business or political support.

Although PP is affiliated with underground activities which are also associated with dirty businesspeople and political parties (Ryter, 1998), the organization is tightly connected with business activities. By understanding the role of the organization, its members enable it to provide business connections which are related to government authority.

MATERIALS AND METHODS

The purpose of this research is to investigate how PP is institutionalized as an organization to facilitate business processes in Indonesia. Therefore, an interpretivism paradigm, with an inductive approach, was proposed to reveal such a phenomenon. In-depth interviews and observations were used in which the respondents involved in the study were subject to open-ended questions in a semi-structured format. To keep the answers consistent relative to the research questions when analyzing the answers, the researcher eliminated personal expectations and unclear interpretations before the interview process had begun (Williams & Morrow, 2009). By utilizing an exploratory approach, an advantage of applying an in-depth interview was comprised of a contextual provision, creating a better portrait of a perspective, in this case, the role of PP in business negotiations.

In order to obtain a deeper understanding of the organization, having a direct connection to PP personnel was important. This paper would not be successful without having the author as a member of PP itself. Getting access to and interviews with some of the members was not easy and required assurances to the interviewees to not disclose their names. Seven respondents were interviewed, all of whom had direct organizational roles in PP, both in the regional branch (West Jakarta) and citywide branch (DKI Jakarta). Purposive sampling was used to determine the representation of each role, based on years of services, gender, and rank. These samples were taken to justify that the respondents had sufficient experience and exposure to know in-depth how PP caters to facilitate business processes, especially in the negotiations process. This provides assurance for improved reliability and lower bias.

Table 1. *Respondent Profiles*

Respondent Code	Years of Service	Position	Placement
PP1	11	Head	West Jakarta
PP2	26	Organizing Member	West Jakarta
PP3	21	Head Council	South Meruya, West Jakarta
PP4	15	Secretary-General	West Jakarta

PP5	13	Secretary of Regional	DKI Jakarta
PP6	9	Vice Head	West Jakarta
PP7	2	Member	West Jakarta

All seven transcripts obtained from the interviews were coded by incorporating a manual thematic data analysis which was comprised of stages of data reduction, a data display, and then deductions (Miles & Huberman, 1994). The dataset is limited (collected data) to elements that have relevance to the specific research and analysis due to the data reduction process. Moreover, the process needs the formation and preparations of summaries which use qualitative codes and matrices (generally known as coding). In general, data reduction enhances, organizes, emphasizes, and deletes word data in which concluded information that is finalized can be drawn from and verified (Miles & Huberman, 1994). An approach that was applied to bound the set of smaller data obtained from the interviews was used to emphasize particular areas recognized in the data, codes, and quotes of the respondents. This allows an easier identification of the source of the quoted information and pinpoints a wider data contextually. Data display refers to the graphical format of reflecting information that is gathered concisely and in an efficient manner, describing specifics contained in longer text information. The primary objective of the diagram is to cater to a fast directory of information and deliver the message, findings, or perspective about a specific data or topic (Steele & Iliinsky, 2010).

RESULTS AND DISCUSSIONS

The respondents involved in this research came from different career landscapes, whether currently working in a company or owning a business. The various career landscapes were essential in providing different opinions on how the organization could help facilitate their jobs or businesses. By applying the coding method, which pointed out similar words or phrases from the interview transcriptions, nodes were determined based on these statements and categorized into wider sub-categories and categories. Three themes were revealed: operational fieldwork, political ties, and ties with regulatory bodies as described in the following figure:

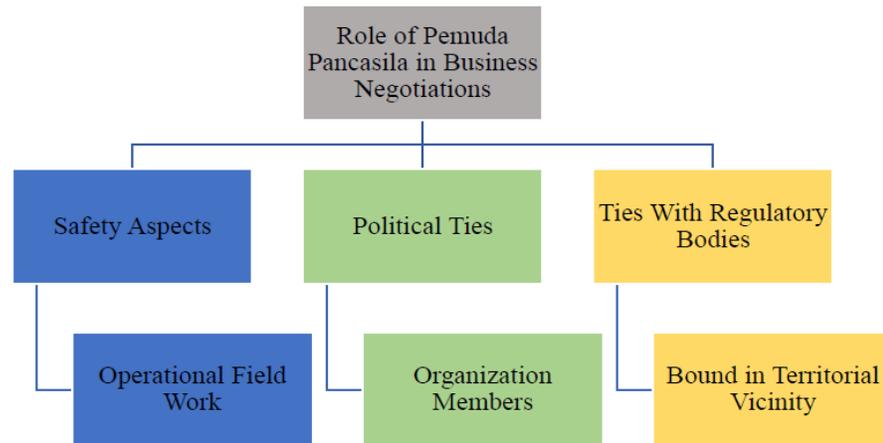


Figure 2. PP Roles as an Intermediary Organization

Operational Fieldwork

Three out of seven respondents found that years of successful operational fieldwork has helped the organization to gain a reputation in securing business operations. Moreover, the security services offered by the organization are well-known to other people/businesses as well. This aspect can encourage business organizations, especially those which carry out daily field operations, to be more confident in the safety landscape of doing business in Indonesia.

This finding is supported by the following statements from the interviewees:

“Still, there are many people that approach me to ask for security services. We don’t want to just accept every job randomly since we have a reputation to maintain. If there is a problem with a client’s reputation, we won’t take the job at all since it might deteriorate the organization’s well-established name.” (PP2)

“I have been handling security business since 1995 as a member of PP and since then I have gained a wide array of business relations.” (PP3)

“First of all, I do business particularly in parking services which were inherited from my parents. The business has been running for about 25 years in the Harco Mangga Dua area under my direct supervision.” (PP1)

As elaborated in the literature review, PP handles many of the mentioned services, particularly in the security business. It ranges from securing people, land, buildings, and many other valuable items. This can be traced back to other past studies of business continuity management (BCM) in which a good BCM will create a sense of safety with stronger assurance where each

business process is able to be carried out in a reliable manner with the right resources in the presence of risks (Gibb & Buchanan, 2006). It can be put in perspective in which business organizations could use PP's brand name and affiliations as part of their business continuity management, which will generate more resilience towards risks (Bhamra, Dani, & Burnard, 2011). Moreover, most members of the organization have been running the organization for a relatively long time which builds credibility and experience. In addition, members tend to have started their organizational role from fieldwork such as handling parking lots and journalists. This has made them be better at maintaining smooth operations especially in the field where uncertainty is always unpredictable. Furthermore, these people would know how to prevent or react if something that might threaten the running of a business operation takes place. The preceding statements can also be supported because PP, which acts as a third party, is able to cater to both different cultures between two parties in a business environment, hence generating greater business assurance (Gerbasi & Latusek, 2015).

Political Ties

As PP is tied to a political party, it allows for opportunities from an organizational and business standpoint. This is due to the different political backgrounds each member has united under a platform where they have to interact and cooperate with each other. These members with political ties utilize the networking opportunities with their counterparts.

This fact is supported by the following statements from the interviewees:

"I happened to be in Golkar DKI Jakarta, as an organizing member of the electoral success team. Back to our topic, for instance, we are going to handle building permits (IMB) in an area where PP members are unavailable. In this instance, I can just link the PP-related business with my contacts from Golkar." (PP6)

"Because of our closeness with people involved in political parties, from there they already know about our business and there is a high chance that they will provide us with aid and thus make our name well-known." (PP1)

Most members of PP come from a diverse political background, in a sense that they are a part of different political parties. Bearing both a political party flag and PP flag, PP has a very good ease of access into the political scheme and has partial control within the political structure. As mentioned by DiMaggio and Powell (1983), organizational recognition can be gained by the capacity in which information growth from the vast members of the organization can be withstood. This could be one factor in which PP is recognized by both private and political sectors, thus seen as an opportunity by being a "bridge" for both sectors to meet and share mutual trust and benefits (Putnam, 2000). Moreover, both private and political organizations

view PP as having sufficient social capital where there is the presence of an extent of trust, the volume of business relations involved, a level of understanding within the relationships, and commitment and reciprocity within the network (Pennington & Rydin, 2000). In addition, this is also supported by past studies that suggested business relationships and their consecutive networks are as diverse as its member profile (de Lurdes Veludo *et al.*, 2006). Thus, it conforms with the individuals who participate in the PP organization who come from vast backgrounds.

Ties with Regulatory Bodies

The majority of the respondents (6 out of 7) are actively involved in PP in the West Jakarta area. With the placement in the particular territory/region, these respondents are able to foster a relationship with government officials, especially in the same area where the organization operates, building strong links with regulatory bodies within the area.

This fact is supported by the following statements from the interviewees:

“As I mentioned before, networking and self-confidence (is important). First, self-confidence (is needed) to handle permits and to meet people should something need to be improved. We are not intimidated meeting people. For instance, they say they represent the Mayor’s office; this has relatively the same position as the branch council. The branch council of PP is equivalent to the Mayor’s administrative body.” (PP6)

“Going back to the topic, I have to emphasize that in running an organization, we are focusing on building strong networks or links. Take, for example, there is a permit problem. As we are able to provide services to overcome the problem, we can use our links in that particular area where the problem stands. For example, there was a high-ranked government official in Tangerang area where the mayor had links to our organization. Airin was once a part of Srikandi PP.” (PP4)

A lot of members in PP have access to vital governmental positions such as the Governor’s office, the Mayor’s office, the House of Representatives, and several other high institutions. The connections to the Mayor’s office, for example, have facilitated obtaining jobs which has been going on for years between the office and PP. Moreover, ties with a regulatory body often occur within the same region of the PP branch relative to where the regulatory office is located, as seen from one of the examples in an interview where the branch council of PP of West Jakarta cooperates with the Mayor’s office of the West Jakarta district. Access to regulatory bodies will not be realized without years of trust between both PP and the respective regulatory bodies, in which the trust gained by regulatory bodies will enable PP to provide better risk

immunity and gain vital resources needed for business partners (De Wever *et al.*, 2005).

CONCLUSIONS

This research was conducted to investigate the role of PP in business negotiations. Firstly, business processes, including negotiations, are made easier through the name of PP since the name itself has established sufficient credibility through providing years of reliable safety and useful links, both to internal members and external parties. Most importantly, PP is able to handle complicated permit administrative problems through its services catered by members of the organization. Secondly, through its connections, it can be concluded that the respective PP branch has access to its equivalent counterpart, whether at the regional branch level, or citywide level. Since PP is a nationwide organization with bases around the country, it does not close the possibility that the organization, as a whole, has access up to the parliamentary or executive level of the government structure.

The outcomes and findings of this particular study are exposed to several limitations. The geographical limitation is constrained to the West Jakarta branch of the organization. The business limitation is restricted to property, parking, and building management. More diversification of businesses involved with the organization may be required. The number of respondents was restricted to a few individuals, despite many others playing vital roles in the organization. This was due to the availability of time from the respondents' side.

Future research should focus more on external parties that are involved with doing business with PP, whether with the organization as a whole or with members. This can provide a better perspective for business practitioners that want to find opportunities for business through PP. Future research could apply a combination of a qualitative and quantitative analysis in order to measure the factors involved easier, as well as obtain rich data on the perceptions or opinions of PP.

REFERENCES

- Barnett, M., Anderson, J., Houle, M., Higginbotham, T., & Gatling, A. (2010). The Process of Trust Building Between University Researchers and Urban School Personnel. *Urban Education*, 45(5), 630-660.
- Barnouw, E. (1966). *A History of Broadcasting in the United States*. New York: Oxford University Press.
- Batt, J. P. (2008). Building Social Capital in Networks. *Industrial Marketing Management*, 37(5), 487-491.
- Bhamra, R. S., Dani, & Burnard, K. (2011). Resilience: The Concept, a Literature Review and Future Directions. *International Journal of Production Research*, 49(18), 5375-5393.

- Bouwman, H., De Vos, H., & Haaker, T. (2008). *Mobile Service Innovation and Business Models*. Springer.
- Child, J., & Kieser, A. (1981). *Development of Organizations Over Time*. (P. C. Nystrom, & W. H. Starbuck, Eds.) New York: Oxford University Press.
- Coleman, J. (1988). Social Capital in the Creation of Human Capital. *American Journal of Sociology*, 94, 95-120.
- Coser, L., Kadushin, C., & Powell, W. W. (1982). *Books: The Culture and Commerce of Book Publishing*. New York: Basic Books.
- De Cremer, D. (2013, June 19). *Business Ethics: Black, White, or Grey?* Retrieved from London Business School: <https://www.london.edu/faculty-and-research/lbsr/business-ethics-black-white-or-grey#.WlureaiWY1I>
- de Lurdes Veludo, M., Macbeth, D., & Purchase, S. (2006). Framework for Relationships and Networks. *Journal of Business & Industrial Marketing*, 21(4), 199-207.
- De Wever, S., Martens, R., & Vandembemt, K. (2005). The Impact of Trust on Strategic Resource Acquisition through Inter-organizational Networks: Towards a Conceptual Model. *Human Relations*, 58(12), 1523-1543.
- DiMaggio, P. (1981). Cultural Entrepreneurship in Nineteenth Century Boston. Part 1: The Creation of an Organizational Base for High Culture in America. *Media, Culture and Society*, 4, 33-50.
- DiMaggio, P. J., & Powell, W. W. (1983). Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48(2), 148.
- Gerbasi, A., & Latusek, D. (2015). Rust-building in International Business Ventures. *Baltic Journal of Management*, 10(1), 30-51.
- Gibb, F., & Buchanan, S. (2006). A Framework for Business Continuity Management. *International Journal of Information Management*, 26(2), 128-141.
- Hakanen, M., Kossou, L., & Takala, T. (2016). Building Interpersonal Trust in Business Networks: Enablers and Roadblocks. *Journal of Business Models*, 4(1), 45-62.
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1).
- Katz, M. B. (1975). *Class, Bureaucracy, and Schools: The Illusion of Educational Change in America*. New York: Praeger.
- Lemanto, E. (2017, November 6). Ormas dan Bisnis Politik. *Kompas*, p. 26.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. London: SAGE Publications.
- Pennington, M., & Rydin, Y. (2000). Researching Social Capital in Local Environment Policy Contexts. *Policy and Politics*, 28, 233-250.

- Putnam, R. (1993). *Making Democracy Work. Civic Traditions in Modern Italy*. New Jersey: Princeton University Press.
- Putnam, R. (2000). *Bowling Alone: The Collapse and Revival of American Community*. New York: Simon & Schuster.
- Rothman, M. (1980). *The Evolution of Forms of Legal Education*. Yale University, Department of Sociology. New Haven, CT: Unpublished Manuscript.
- Ryter, L. (1998). PP: The Last Loyalist Free Men of Suharto's Order. *PP*, 66, 45-73.
- Setiadi, N.J., & Inderadi, R. (2018). The Influence of Creative Style Preference on Creative Behavior of Indonesia' Creative Industry Workers. *International Journal of Organizational Business Excellence*, 1(1), 65-76. <https://doi.org/10.21512/ijbx.v1i1.244>
- Sigfusson, T., & Harris, S. (2012). The Relationship Formation Paths of International Entrepreneurs. *Journal of International Entrepreneurship*, 10(4), 325-349.
- Simatupang, J. (2016, May 31). *PP Reformasi, Bukan lagi Organisasi Preman. Ini Buktinya*. Retrieved from Kompasiana: www.kompasiana.com/kristoferol/pemuda-pancasila-reformasi-bukan-lagi-organisasi-preman-ini-buktinya_574dbae3f47a61fc0a313041
- Starr, P. (1980). *Medical Care and the Boundaries of Capitalist Organization*. Yale University, Program on Non-Profit Organizations. New Haven, CT: Unpublished Manuscript.
- Steele, J., & Iliinsky, N. (2010). *Beautiful visualization*. Beijing [etc.]: O'Reilly
- Sutarto. (1993). *Dasar-Dasar Organisasi*. Yogyakarta: Gajah Mada Press.
- The Jakarta Post. (2009, August 28). *Jakarta Prominent Mass Organization and Ethnic Groups*. Retrieved from The Jakarta post: <http://www.thejakartapost.com/news/2009/08/28/jakarta-prominent-mass-organization-and-ethnic-groups.html>
- Tyack, D. (1974). *The One Best System: A History of American Urban Education*. Cambridge, MA: Harvard University Press.
- Williams, E., & Morrow, S. (2009). Achieving Trustworthiness in Qualitative Research: A Pan-paradigmatic Perspective. *Psychotherapy Research: Journal of the Society for Psychotherapy Research*, 19, 576-582.
- Wuyts, S. & Geyskens, I. (2005). The Formation of Buyer—Supplier Relationships: Detailed Contract Drafting and Close Partner Selection. *Journal of Marketing*, 69(4), 103-117.