

**ANALYSIS OF THE VALUE OF *GOTONG ROYONG*,
COMMITMENT, AND SHARING KNOWLEDGE ON THE
ECOBIZ PLATFORM: A STUDY OF BEHAVIORAL
INTENTION TO ADOPTION**

THESIS

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ABSTRACT

ANALISIS NILAI GOTONG ROYONG, KOMITMEN, DAN BERBAGI PENGETAHUAN PADA PLATFORM ECOBIZ: STUDI NIAT PERILAKU TERHADAP ADOPSI

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This research aims to explore the spirit of *gotong royong* commitment, knowledge sharing, behavioral intention to adopt, and the collaborative economy on digital platforms. The focus is on digital platforms that facilitate interaction between stakeholders, with the hope that this interaction will strengthen the value of *gotong royong* and encourage knowledge sharing and commitment in creating product and service innovations.

To overcome research problems, we will apply an exploratory sequential mixed method in this study. This approach begins with a qualitative research stage and then explores the participants' points of view. A qualitative approach was carried out through interviews with 25 stakeholders who have expertise in related fields and further quantitative research involving 105 respondents for validation. At this stage, statistical analysis, including structural equation modeling (SEM), is used to test hypotheses and identify relationships between related variables.

According to the study's findings, the value of *gotong royong* has a positive effect on knowledge sharing, both directly and through the mediation role of commitment. Commitment itself also has a positive effect on behavioral intention to adopt. Adoption of behavioral intentions also benefits the collaborative economy, which confirms the validity of the related hypothesis. Knowledge sharing, on the other hand, does not have a positive impact on the collaborative economy. Similarly, *gotong royong* n also has a positive impact on the collaborative economy. Overall, these findings emphasize the importance of *gotong royong*, knowledge sharing, and commitment in supporting the collaborative economy. Although knowledge sharing has no direct, significant impact on the collaborative economy, this does not diminish its significance in a broader context.

Keywords: *Gotong royong*, Commitment, Knowledge Sharing, Digital Platform, Stakeholders, Economic Growth

ABSTRAK

ANALISIS NILAI GOTONG ROYONG, KOMITMEN, DAN MONETISASI DALAM BERBAGI PENGETAHUAN PADA PLATFORM ECOBIZ: KAJIAN NIAT PERILAKU UNTUK ADOPSI

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Penelitian ini bertujuan untuk mengeksplorasi semangat komitmen gotong royong , berbagi pengetahuan, niat berperilaku untuk mengadopsi, dan ekonomi kolaboratif pada platform digital. Fokusnya adalah pada platform digital yang memfasilitasi interaksi antar pemangku kepentingan, dengan harapan interaksi ini akan memperkuat nilai gotong royong dan mendorong berbagi pengetahuan serta komitmen dalam menciptakan inovasi produk dan layanan.

Untuk mengatasi permasalahan penelitian, kami akan menerapkan metode campuran sekuensial eksploratif dalam penelitian ini. Pendekatan ini diawali dengan tahap penelitian kualitatif kemudian menggali sudut pandang partisipan. Pendekatan kualitatif dilakukan melalui wawancara terhadap 26 pemangku kepentingan yang mempunyai keahlian di bidang terkait dan penelitian kuantitatif lanjutan yang melibatkan 105 responden untuk validasi. Pada tahap ini analisis statistik, termasuk pemodelan persamaan struktural (SEM), digunakan untuk menguji hipotesis dan mengidentifikasi hubungan antar variabel terkait.

Berdasarkan hasil penelitian menunjukkan bahwa gotong royong memiliki efek positif terhadap berbagi pengetahuan, baik secara langsung maupun melalui mediasi komitmen. Komitmen itu sendiri juga berpengaruh positif terhadap niat perilaku untuk mengadopsi. Niat perilaku ini, pada gilirannya, mendukung ekonomi kolaboratif, yang mengonfirmasi validitas hipotesis yang terkait. Namun, berbagi pengetahuan tidak memiliki dampak positif langsung terhadap ekonomi kolaboratif, meskipun kerja sama timbal balik memberikan dampak positif pada ekonomi kolaboratif. Secara keseluruhan, temuan ini menyoroti pentingnya nilai gotong royong, berbagi pengetahuan, dan komitmen dalam memperkuat ekonomi kolaboratif. Meskipun berbagi pengetahuan tidak berdampak signifikan secara langsung pada ekonomi kolaboratif, hal ini tetap memiliki signifikansi yang penting dalam konteks yang lebih luas.

Kata Kunci: Gotong royong , Co-Creation, Berbagi Pengetahuan, Platform Digital, Pemangku Kepentingan, Pertumbuhan Ekonomi

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I dedicate this thesis to Allah SWT as a means of travel and a struggle to obtain His grace, and also as a celebration of my parents, who have greatly assisted me in my journey. In addition, my beloved family consistently provides me with encouragement.

STATEMENT OF AUTHORSHIP

I hereby declare that I am the sole author of this thesis and to the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made. I further declare that this thesis has not been previously submitted to obtain a degree at this or any other higher education institution.

Signature: 

Place, Date: 8 Juli 2024

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Chapter I Introduction

I.1 Background

The development of cooperatives to date is a reflection of the complex dynamics within cooperative structures. Even though savings and loan cooperatives continue to dominate, the real cooperative sector is experiencing stagnation and even a worrying decline, including a decline in the number of members, which is a fundamental part of cooperative sustainability. The analysis of data collected from the West Java Regional Government in 2022 highlights this serious problem. Savings and loan cooperatives are still favorites because they are able to provide financial services to people in need, especially those in the lower middle class. However, on the other hand, real-sector cooperatives, which should be the backbone of the local economy, experience problems attracting new members and maintaining the sustainability of their businesses.

On the other hand, the obstacles currently faced by cooperatives involve problems such as the suboptimal consolidation of farming communities within cooperatives and the inability of cooperatives to resolve various problems faced by their members. This condition creates significant challenges in efforts to increase the role of cooperatives in local economic development. To overcome the complexity of this problem, a proposed solution is to implement the Inclusive Ecosystem Agribusiness Business Model, as proposed by Purwanegara et al. (2019) and Purwanegara & Meidiana (2015). This model describes a collaborative framework that involves support from all stakeholders in the cooperative ecosystem. Through this collaboration, it is hoped that synergy can occur between cooperatives, farmers, the government, and other parties to increase the efficiency, sustainability, and competitiveness of cooperatives. This approach not only emphasizes the business aspect but also inclusivity in ensuring that all cooperative members, especially farmers, can feel the benefits of the long-term sustainability of the cooperative.

Collaboration and support from all stakeholders in the ecosystem of the Ministry of Cooperatives and Small and Medium Enterprises (SMEs) have been recognized as the only effective option for resolving various problems that have become

systemic obstacles and have not been resolved to date (Avriyanti, 2021). In facing this complex challenge, synergy is needed between the government, small and medium business actors, non-governmental organizations, academics, and society as a whole. However, to realize optimal collaboration, it cannot be denied that the role of digital technology is very crucial (Arianto, 2021). A digital platform is the main instrument to facilitate the exchange of information, share knowledge, and create space for innovation and co-creation between marginalized farmer groups and supply channels (Anggarini, 2021; Ben Arfi et al., 2021; Moro Visconti et al., 2017). Through this platform, stakeholders can communicate efficiently, identify collaborative opportunities, and implement sustainable solutions (Cui et al., 2022). In this way, digitalization becomes a platform that connects various elements in the SMEs ecosystem, opening the door to positive transformation that can have a long-term impact on economic development and community welfare (Arianto, 2021).

As an effort to resolve this problem, a digital knowledge-sharing economy platform called Ecobiz.id was created and developed in several versions to be used by cooperative members from 2,700 West Java cooperatives. This knowledge-sharing platform is designed as a social media and smartphone mobile application that allows cooperative members to connect anywhere. The main focus is to integrate the agricultural sector, employee cooperatives (consumer cooperatives), and related stakeholders. Through Ecobiz.id, cooperative members can share knowledge, create collaborations for product and service innovation, and improve their welfare. With this platform, it is hoped that an environment that supports the exchange of ideas, business development, and empowerment of cooperative members will be created. Apart from that, Ecobiz.id is also a forum for building inter-cooperative networks, strengthening solidarity, and increasing the competitiveness of cooperatives in West Java as a whole. With technology that makes access and interaction easier, Ecobiz.id is a positive step in encouraging sustainable and competitive economic growth at the local level.

The absence of adequate support from various parties, such as the government, research institutions, universities, civil society organizations, financial and funding

institutions, and companies, can be a serious obstacle for thousands of members of producer and consumer cooperatives who use Ecobiz.id. This research investigates and examines the spirit of gotong royong among these stakeholders. The focus includes their efforts to help overcome various problems that are systemic and still unresolved to date. By understanding the level of involvement and spirit of gotong royong from various parties, it is hoped that more effective and sustainable solutions can be found to strengthen the Ecobiz.id ecosystem. By involving cross-sector collaboration and uniting the efforts of stakeholders, it is hoped that we can create broader and deeper support to answer the challenges faced by producer and consumer cooperatives, thereby encouraging the growth and sustainability of the Ecobiz.id ecosystem in West Java.

Meanwhile, the results of this research also have the potential to become a strong basis for the formation of economic regulations that support the growth of collaborative ecosystems. Through this regulation, it is hoped that policymakers can encourage the spirit of gotong royong and motivate a sustainable increase in community social capital. One of the proposed steps is the development of incentive policies aimed at encouraging stakeholders, including producer cooperatives, to actively participate in digital sharing economy platforms. By providing incentives, both in the form of facilities and other support, it is hoped that it can stimulate collaboration between producer cooperatives in creating product and service innovations that are responsive to the needs of consumer cooperative members. This regulation, which is directed at co-creation between various stakeholders, is expected to create a more dynamic, inclusive, and sustainable economic environment in West Java. Thus, this regulation not only supports the growth of the sharing economy ecosystem but also strengthens the foundation of community social capital, ensuring that the resulting economic benefits can be felt by all cooperative members.

The strength of social capital currently possessed by various stakeholders, including governments, research institutions, universities, civil society organizations, financial and funding institutions, and companies, is a major highlight in overcoming the challenges faced by the agricultural, livestock, fisheries, and

MSME sectors in Indonesia (Anggarini, 2021; de Krom, 2017). These stakeholders have great potential to collaborate in identifying, developing, and implementing innovative solutions that can increase the competitiveness and welfare of the producer sector (Cui et al., 2022).

In the context of the spirit of *gotong royong*, critical questions arise regarding whether this spirit remains strong in utilizing the sharing economy to strengthen agricultural communities and MSMEs. Considering the active involvement of governments, civil society organizations, and companies can be key in ensuring that the sharing economy concept not only becomes a trend but also has a significant positive impact. The spirit of *gotong royong* in the sharing economy can be a driving element for effective cross-sector collaboration, creating an ecosystem that supports the growth and sustainability of these sectors.

In this context, the concept of *gotong royong* culture is crucial, reflecting various moral values and social capital values. This approach is in accordance with the views of Effendi (2016), which link social capital to the principles underlying the economic progress and social welfare of a country, as expressed by Fukuyama. In addition, according to research by Lukiyanto and Wijayaningtyas (2020) *Gotong royong*, as social capital that is rooted in society, can help reduce the need for equal distribution of micro, small, and medium enterprises (MSMEs) by borrowing for business needs collectively.

Additionally, Yusran's research (2016) observed that the spirit of *gotong royong* accelerates village development, providing a strong foundation to support efforts within the Ecobiz.id ecosystem. A number of other researchers have also studied the spirit of *gotong royong* in various contexts, such as MSMEs, cooperatives, social communities, natural disasters, and agriculture. However, research that specifically focuses on the MSME or cooperative sector in the process of sharing knowledge or information is still relatively limited (Hastuti et al., 2022; Koopman, 2021; Lukiyanto and Wijayaningtyas, 2020; Meutia et al., 2021; Reviandy et al., 2021; Sandy et al., 2021; Suwignyo, 2019; Utama and Suharjito, 2019; Yuhertiana et al., 2022). This study is relevant in facing the complexity of the Ecobiz.id ecosystem because it focuses on how the spirit of *gotong royong* can

be a driving force for stakeholders to share knowledge and create a collaborative economy on a digital platform. The concept of knowledge management as proposed by Ipe (2003) and Renzl and Birgit (2008) shows that knowledge sharing has an important role in developing skills, capabilities, and values, as well as maintaining competitive advantage in modern organizations. The criticism of the knowledge sharing study, as proposed by Henttonen et al. (2016), emphasizes the need to pay attention to factors in the actualization of the benefits of knowledge sharing, such as organizational culture, technology, and rewards.

The value of *gotong royong*, which underlies the spirit of knowledge sharing, will in turn be one of the factors that influence someone to commit to an organization. Employee commitment is an important factor in an organization because it reflects their emotional and psychological ties to the organization, as well as their tendency to give extra effort to the organization (Mowday, Porter, & Steers, 1982; Andi Kele, 2020). Effective organizational communication can enhance this commitment, which positively contributes to leadership and organizational change (Ramos-Maças & Román-Portas, 2022). Committed employees demonstrate passionate relationships and real contributions to the organization (Damit et al., 2019), and this is essential in developing a healthy organizational culture to achieve optimal performance (Roy et al., 2020). Research shows that knowledge sharing not only strengthens engagement and togetherness but also increases employee commitment to the organization. Committed employees tend to support and maintain stronger reciprocal collaboration practices (Anwar & Balcioglu, 2016).

One way to facilitate the knowledge sharing process is for the community to adopt technology to compete and communicate effectively. Beck (2005), in LaPierre & Medeiros (2006) stated that technology adoption is a requirement to utilize communication easily and effectively. The internet itself is shifting into business practices and influencing corporate values through increased coordination, collaboration, and communication (Haugh and Robson, 2005). Previous research highlights the importance of fostering technology-based collaboration that prioritizes the opinions of participants, thereby increasing participation (Reinig, 2003; Alothaim, 2015). Alotahim (2015) argues that participants' behavioral

intentions to use collaboration in technology meetings will motivate them to actually use the system. Technology collaboration is a collection of hardware and software that facilitates communication between participants, provides information support for processing, and aids in the adoption and use of the technology (DeSanctis et al., 1987; Zigurs et al., 1998; Dennis et al., 1998; Brown et al., 2010). Behavioral intention to adopt is a major predictor of technology use (Davis, 1989).

This study aims to explore how the spirit of *gotong royong* can encourage parties involved in a collaborative ecosystem. The focus is on a digital platform that facilitates interaction between stakeholders, with the hope that this interaction will strengthen the value of *gotong royong* and encourage knowledge sharing and commitment to create product and service innovations. This study also seeks to understand the extent to which *gotong royong* and stakeholder participation can influence behavioral intentions to adopt a collaborative economy, which ultimately aims to create a dynamic and sustainable collaborative environment.

I.2 Research objectives

This research provides valuable insights for stakeholders, including entrepreneurs, innovators, legal institutions, platform developers, and governments, to provide a deep understanding of the value of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and a collaborative economy on digital platforms. Some of the objectives of this research include:

- 1) To determine the factors that influence stakeholder adoption and commitment to achieving a collaborative economy
- 2) To identify the influence of the value of *gotong royong*, knowledge sharing, behavioral intention to adopt, and commitment to a collaborative economy among all stakeholders.

I.3 Research questions

In order to drive participation and success in collaborative digital platforms, this research question explores the key factors and relationships between collaborative values and behaviors that influence engagement and adoption in the digital economy. Some of these research questions are outlined below:

- 1) What factors influence stakeholder commitment to adopting information technology?
- 2) What is the correlation between the values of *gotong royong*, knowledge sharing, commitment, collaborative economy, and behavioral intention to adopt the ecobiz digital platform among stakeholders?

I.4 Research approach and methods

This research will use qualitative and quantitative approaches to gain a comprehensive understanding of the influence the value of *gotong royong*, knowledge sharing, behavioral intention to adopt and commitment to a collaborative economy among all stakeholders. A qualitative approach will be used to understand the perspectives, experiences, and perceptions of stakeholders regarding the value of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt and collaborative economy through digital platforms. A quantitative approach will be used to measure the impact and relationship between related variables.

This research design uses mixed methods that integrate qualitative and quantitative data. This approach will allow researchers to gain a holistic understanding of the phenomenon under study. The initial stage of research will involve a comprehensive literature study to understand the theoretical framework related to values of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt and collaborative economy. Next, this research will involve two main stages, namely qualitative and quantitative data collection.

I.4.1. Qualitative Data Collection

Qualitative data collection will be carried out through an online survey with open-ended questions for stakeholders involved in the values of *gotong royong*,

commitment, knowledge sharing, behavioral intention to adopt, and collaborative economy on digital platforms. The survey will include a representative sample of stakeholders, legal entities, platform developers, and government agencies. The qualitative data collected is expected to provide in-depth insight into motivations, obstacles, and benefits related to the value of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and a collaborative economy through digital platforms.

I.4.2. Quantitative Data Collection

Quantitative data will be collected through surveys that will be distributed to a wider range of stakeholders, including entrepreneurs, innovators, platform developers, and governments. The survey will be designed to collect data on perceptions, participation levels, and the impact of the values of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt and collaborative economy through digital platforms on economic growth. This quantitative data will be analyzed using statistical methods to identify patterns and relationships between related variables.

I.4.3. Data analysis

Qualitative data analysis will be carried out by applying content analysis methods, which include the processes of coding, grouping, and identifying themes that emerge from the survey results. Meanwhile, in analyzing quantitative data, statistical techniques will be used, including SEM (Structural Equation Modeling), to test hypotheses and identify correlations between related variables.

I.5 Key assumptions and research limitations

I.5.1. Main Assumptions

- 1) Adoption of digital platforms: The main assumption is the significant adoption and use of collaborative digital platforms by various stakeholders in business and economic activities.
- 2) Values of *gotong royong*, commitment, sharing knowledge, behavioral intention to adopt, and collaborative economy: It is assumed that the practice of the values of *gotong royong*, commitment, sharing knowledge, behavioral intention to adopt, and collaborative economy is accepted and implemented actively by

stakeholders, including customers, users, business partners, and communities, through digital platforms. This assumption means that stakeholders are willing to actively participate and contribute to the process to strengthen the value of *gotong royong*, commitment to sharing knowledge, and behavioral intention to adopt and create a collaborative economy.

- 3) The values of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and a collaborative economy through digital platforms are assumed to have a positive impact on economic growth. In this case, these practices encourage innovation, value creation, and collaboration, leading to increased productivity, competitiveness, and overall economic development.

I.5.2. Research Limitations

- 1) Findings and conclusions from research may be specific to the context and sample of stakeholders studied. The generalizability of research results to different industries, regions, or types of digital platforms may be limited.
- 2) Research may be prone to bias and subjectivity due to reliance on self-reported data, interviews, and stakeholder perceptions. The perspective and assumptions of the researcher can influence the interpretation and analysis of qualitative data.
- 3) The fast evolution and changing dynamics of digital platforms can be challenging in capturing the latest trends and practices. Research needs to recognize the limitations in studying phenomena that continue to evolve rapidly.

Chapter II Literature Review

II.1 Introduction

This chapter takes us into the conceptual heart of the research, tracing and exploring in depth the main theories that form the fundamental basis for this research. These theories not only provide in-depth insight into relevant concepts but also reflect "the state of the art" in the context of this study. We focus on four key theories that emerge as the main pillars, namely the value theory of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt and collaborative economy which are adopted and adapted in the digital platform realm. Analyzing these theories not only provides a detailed picture of the underlying principles that shape behavior and interactions within digital platforms but also opens up opportunities to explore the uniqueness and complexity that surrounds today's digital society.

This study will comprehensively review how these theories have been integrated into previous research, allowing us to understand the overall understanding in this context. An in-depth review of previous research will lead us to explore how these theories have been applied, extended, and even tested for validity in various digital contexts. We will map the development of this knowledge to guide this research in a direction that is meaningful and relevant to the dynamic changes in today's digital ecosystem.

Apart from that, this chapter will also outline the conceptual framework that will guide the research steps. Not only that, the hypotheses formulated in this chapter will form the basis for testing and analysis in an effort to validate this conceptual framework. The aim of Chapter 2 is to explore scientific knowledge that not only motivates but also directs this research towards deeper and more valuable understanding in the context of ever-evolving digital platforms.

II.2 Digital platform Ecobiz.id

Ecobiz.id is a digital platform that caters to a variety of business types, including cooperatives. Although not exclusive to cooperatives, this platform offers significant benefits, especially for cooperative producers whose members consist of a producer community. To meet modern market and export demands, cooperative

producers can achieve greater economies of scale, increase efficiency, and simplify quality management through Ecobiz.id.

On the other hand, consumer cooperatives focus on providing for the needs of their members, which is a captive market with measurable demand. Currently, consumer cooperatives only accommodate a small number of products from micro and small businesses due to limited quantities and quality that do not meet standards. To overcome this, consumer cooperatives can collaborate with the producer community, becoming initial sales targets for Ecobiz.id-produced products.

This collaboration has the potential to reduce the dominance of middlemen and retail capitalists in distribution channels, allowing cooperative members to enjoy more business profits in the form of residual business profits. This digital platform facilitates a range of activities, including training for producer communities, shop training, stakeholder assistance for producer communities and cooperatives, and the dissemination of information and knowledge through Ecobiz.id partner website content, all aimed at resolving issues encountered by producers and cooperative members. Therefore, Ecobiz.id plays an important role in improving the quality and competitiveness of cooperative products in the market.

II.3 Past studies on “*Gotong Royong*”

The word *gotong royong* is the Javanese verb for noting (a cognate with the Sundanese *ngagotong*), which means "a few people bring something together," plus the fun rhyming *royong* (Bowen, J.R., 1986). The essence of *gotong royong* contains the meaning of fairness, and togetherness in solving problems or achieving common goals (Pranadji, 2009). *Gotong royong* is seen as a character inherent in the Indonesian nation, which reflects various moral values such as togetherness to the value of social capital needed for the welfare of society (Azizah, 2021; Effendi, 2016). *Gotong royong*, in essence, is to bring kindness, tolerance, self-awareness, humility, helpfulness, affection, cooperation, concern for interpersonal relationships, respect, and responsibility (Adha, MM., 2015).

Koentjaraningrat (1987) distinguishes between two categories of *gotong royong* that are commonly used by Indonesians: *gotong royong* work and *gotong royong*

please. Agricultural activities, household activities, party activities, celebration activities, and in the event of a calamity or death are all facilitated by gotong royong activities. In contrast, *gotong royong* activities are typically conducted to serve the public interest, with the distinction between *gotong royong* that is initiated by residents and *gotong royong* that is coerced.

Soekarno declared in his speech before the BPUPK (Investigating Agency for the Preparatory Work for Independence) on June 1, 1945, that the definition of *gotong royong* was as follows: "If I condense five into three and three into one, we can obtain one original Indonesian word, namely *gotong royong*." The Indonesian state that we established is a *gotong royong* state. Excellent! "A wonderful country!" Bahar, Sinaga, and Kusuma (1993); Darmaputera (1989); Latif (2014); Muryanti (2014); Pranadji (2009); Pranowo (2010); Rochmadi (2012); Sadjad (2013).

Therefore, according to Soekarno, *gotong royong* is the soul that underlies Pancasila, which is the ideology of the Indonesian state. *gotong royong* is understood as cooperation and *gotong royong*, which reflects the spirit of togetherness, active participation, and social solidarity. It also includes values such as social justice, togetherness, and respect for diversity (Unity in Diversity). Soekarno also stressed that *gotong royong* must be the basis of the identity of the Indonesian nation and the work ethic of the Indonesian nation. According to him, *gotong royong* is the soul of the spirit of Indonesia (Mahar & Lee, 2017).

Lukiyanto & Wijayaningtyas (2020) and related research highlight the important role of *gotong royong* as social capital in overcoming various problems, including the equal distribution of the needs of micro, small, and medium enterprises (MSMEs). They emphasized that *gotong royong* can reduce the need for equal distribution among MSMEs by involving the community in borrowing for business needs together. Likewise, Yusran (2016) applies the concept of *gotong royong* in the field of architecture, showing that the spirit of *gotong royong* is the key to encouraging village development.

This research is directed at the Ecobiz digital platform, with the aim of further understanding how the spirit of *gotong royong* can influence stakeholder

participation in the context of knowledge sharing. Therefore, this research not only involves the concept of *gotong royong* as a basic theory but also applies it in the practical context of the Ecobiz digital platform. Thus, this research attempts to bridge theory and actual problems, with the hope of providing valuable insight for the development of MSMEs and innovation in the digital era.

A number of other researchers have also explored the concept of *gotong royong* in various contexts, including MSMEs, cooperatives, social citizenship, natural disasters, and agriculture. However, the limitations of research regarding the MSME/cooperative sector in the process of sharing knowledge or information are illustrated by previous findings (Hastuti et al., 2022b; Koopman, 2021; K Lukiyanto & Wijayaningtyas, 2020; Meutia et al., 2021; Reviandy et al., 2021; Sandy et al., 2021a; Suwignyo, 2019; Utama & Suharjito, 2019; Yuhertiana et al., 2022). The following are the results of previous findings regarding *gotong royong*.

Table II. 1 *Gotong Royong* Literature Review

No	Author	Objective	Findings	Construct	Context
1	Lukiyanto, K., & Wijayaningtyas, M. (2020)	This research aims to answer whether <i>gotong royong</i> can function as social capital in overcoming capital challenges for micro and small enterprises (MSEs). The aim is to find out the views of MSE owners regarding the implementation of a culture of <i>gotong royong</i> as an effective solution to capital problems.	It can be inferred from the discussion that <i>gotong royong</i> , a community-based social capital, can assist in reducing the necessity for equity in MSMEs by pooling business requirements. This culture of <i>gotong royong</i> , which is a form of borrowing, lowers the capital required and facilitates the reduction of business operations. This investigation has the potential to facilitate the development of MSEs in collectivism-culture countries by leveraging community <i>gotong royong</i> behavior to mitigate capital requirements.	1. Social capital 2. <i>Gotong royong</i> 3. MSEs capital 4. Sustainable business 5. Management 6. Research and development 7. Social networks 8. Social policy	This research is related to the field of economic studies, especially in the context of micro and small businesses (Micro and Small Enterprises/UMK)
2	Koopman, J. (2021)	The study explores how local leadership and non-governmental organizations (NGOs) were successful in mobilizing the survivors and their communities to rebuild the affected areas using the principle of <i>gotong royong</i> , a cultural concept of mutual assistance and collaboration. The aim was to understand the dynamics of community mobilization and reconstruction in the aftermath of the earthquake and to compare it with similar efforts in Aceh after the 2004 tsunami.	The article highlights the success of the principle of <i>gotong royong</i> in Lombok after a natural disaster compared to Aceh. It highlights the interreligious solidarity and cultural foundation of <i>gotong royong</i> , the empowerment of local leadership by NGOs, the accountability and transparency of local leaders, compliance with state regulations, and the quick mobilization of communities. The principle's cultural foundation, accountability, and compliance with state regulations allowed for a smoother reconstruction process, reducing the waiting period for government and NGO support.	1. Gotong royong 2. Leadership 3. Accountability and transparency 4. Compliance with state regulations 5. Speed of action	The context of this research is focused on disaster recovery and reconstruction efforts in Lombok, specifically after the earthquake that occurred in 2018

No	Author	Objective	Findings	Construct	Context
3	Suwignyo, A. (2019).	This article investigates <i>gotong royong</i> as a discourse of citizenship that is institutionalized by the state or other polities, as well as its practice as a response to state-driven discourse. It investigates the social dynamics of citizenship-making, the politicalization of the discourse, and its past construction. The article examines the transformation of communal service into <i>gotong royong</i> and its institutionalization, examines examples of communal labor mobilization, and reviews previous studies on <i>gotong royong</i> .	The investigation delves into the early 20th century history of <i>gotong royong</i> in Indonesia, with a particular emphasis on Java. The government, which was initially criticized for its labor division, subsequently advocated for economic development and mutual aid. The term "gotong royong" was adopted as a representation of the formation of collective identity and citizenship. The community internalized gotong royong as a component of their collective identity, despite criticism, as a reflection of their participation and negotiation with the government.	1. <i>Gotong royong</i> 2. Mobilised communal services 3. social engineering project 4. State-driven citizenship 5. Negotiation the citizenship	Research in the field of sociology, especially in the context of studies on social citizenship in Indonesia in the period 1940s to 1990s
4	Hastuti, K. P., Arisanty, D., Rahman, A. M., & Angriani, P. (2022a)	This study will investigate and identify the indigenous knowledge values of bahuma that pertain to the Banjar Tribe farmers in order to safeguard culture from the detrimental effects of globalization.	The findings indicated that the values of local wisdom in the Bahuma Banjar Tribe are as follows: religious, kerja keras (hard work), patang menyerah (never giving up), tanggung jawab (responsibility), peduli terhadap lingkungan (caring for the environment), <i>gotong royong</i> (mutual cooperation), tidak menyakiti (not hurting), kebersamaan (togetherness), berbagi (sharing), sabar (patience), ikhlas (sincerity), kekeluargaan (kinship), and adaptation value.	1. Religious 2. hard work 3. never giving up 4. responsibility 5. caring for the environment 6. <i>gotong royong</i> 7. not hurting togetherness 8. sharing 9. patience 10. sincerity 11. kinship 11. adaptation value	The context of this research is the utilization of local Bahuma knowledge values owned by Banjar tribe farmers.

No	Author	Objective	Findings	Construct	Context
5	Utama,D. N. (2019)	This paper proposes a decision support model (DSM) based on GORO (<i>gotong royong</i>) spirit to reconstruct damaged facilities, using fuzzy logic, object-oriented methods, and simulated- annealing optimization. The model was tested using experimental data.	The study successfully developed a DSM (Decision Support Model) based on the GORO (<i>gotong royong</i>) spirit and values. This model effectively recommends priority for renovating public facilities, considering Indonesian culture and GORO (<i>gotong royong</i>) spirit. It scientifically models society's contribution to redeveloping damaged public facilities. Using a simple data sample and eight decision alternatives, the model identifies the "health center" as the most important facility for renovation based on its decision value.	1. Decision support model 2. <i>Gotong royong</i> 3. Fuzzy logic 4. Public facility	This research focuses on decision support modeling (DSM) in incorporating local wisdom and GORO spirit for the reconstruction and prioritization of public facilities.
6	Sandy, A., & Siswanto, A. (2021b)	The objective of this study is to ascertain the public's perception of the <i>gotong royong</i> Program and to develop a model of community empowerment to mitigate the risk of inundation in Palembang City.	The research findings indicate that in order for <i>gotong royong</i> to become more prevalent, it is imperative to prioritize public participation, attitudes, and knowledge regarding flood management, as well as collaboration among local government, communities, and NGOs.	1. <i>Gotong royong</i> 2. Community perception 3. Community empowerment	Empowerment to reduce flood risk in Palembang City.
7	Yuhertia na, I., Zakaria, M., Suhartini, D., & Sukiswo, H. W. (2022)	This research aims to highlight the government's contribution in strengthening the resilience of cooperatives and their internal values, as well as understanding how cooperatives involve internal and external stakeholders in dealing with unexpected situations.	This research emphasizes the significance of stakeholder theory in cooperative organizations, emphasizing the dual roles of members as producers and proprietors. This is substantiated by social capital theory, which advocates for solidarity, mutual support, and cooperation. The document recommends that the government allocate budgets for cooperatives, which should include financial assistance and programs to	1. Cooperative 2. Stakeholder theory 3. Social capital theory	Research context regarding the resilience of cooperatives during the pandemic in Indonesia and Malaysia

No	Author	Objective	Findings	Construct	Context
			enhance human resources. Members who are more concerned are more dedicated to cooperative participation.		
8	Meutia, I. F., Yulianti, D., Djausal, G. P., & Sujadmik o, B. (2021)	This article aims to outline the reasons for local community involvement in village-owned enterprises, analyze the potential resources and capital that can be utilized to support entrepreneurship in villages, identify strategies for business development units within village enterprises, and analyze strategies to encourage the growth of rural entrepreneurship.	Facilitating rural entrepreneurship ecosystems is a dynamic investigation. To ensure the sustainability of rural enterprises in our research, the entrepreneurship ecosystems require legal policy, strategic programs, business opportunity, innovation, local community participation, social capital, competitive resources, networks, partnerships, leadership figures, and success stories. Critical components of strategic development intervention in rural development are as follows.	1. Entrepreneur 2. Ecosyste 3. Rural development 4. Strategic	Building a rural entrepreneurship system in Lampung province

II.4 Past studies on “Commitment”

The concept of commitment refers to the intention to assist others in a social system by utilizing one's energy and loyalty (Z. H. Davis, 1981; Kanter, 1968). Luthans, K. W., and Jensen (2015) define organizational commitment as an attitude that demonstrates employee loyalty to the organization in order to accomplish success and sustainable progress. Organizational commitment is regarded as one of the most challenging and extensively researched concepts in the field of organizational behavior and management (Andi Kele, 2020; M. S. Abdullah et al., 2017). It encompasses emotional and psychological bonds and connections to an organization. This procedure demonstrates the dedication of organizational members to their organization, as evidenced by their loyalty and unwavering dedication to assisting the organization in achieving its objectives (Al-Jabari et al., 2019).

Suharto et al. (2020) and Woznyj et al. (2019) define organizational commitment as "a psychological state that identifies an employee's relationship with the organization and influences the decision to maintain or terminate membership in the organization." According to Qing et al. (2019), organizational commitment is comprised of three primary elements: (1) an unwavering commitment to the organization's values and objectives; (2) the effort necessary to advance the organization; and (3) a strong desire to maintain membership in the organization. This dedication assists organizations in retaining members who are dedicated and loyal to the organization's objectives and goals (Stephen P. Robbins & Judge, 2008). Employee commitment can be classified into three levels by an organization: affective commitment, normative commitment, and continuity commitment. The three dimensions are considered to be independent by Meyer and Allen (1996). Allen and Meyer (1990) define affective commitment as the emotional continuity of employees, continuity commitment as the costs associated with the organization's benefits, and normative commitment as a moral commitment to remain in the organization.

Individual cooperation and involvement are also supported by strong trust and

acceptance of the organization's objectives and values. Certain individuals are dedicated to their occupations due to their enthusiasm for their work or because their objectives are in accordance with the organization's objectives. Others may remain due to their apprehension regarding the consequences of their departure (Anwar, K., & Balcioglu, 2016; N. N. Abdullah et al., 2015). Furthermore, some individuals may experience a sense of obligation to their employers or supervisors (Faraj et al., 2021). Damit et al. (2019) also define organizational commitment as the impassioned relationships, recognizable contributions, and extensive efforts of employees on behalf of the organization. The implementation of organizational commitment components can contribute to the establishment of a healthy organizational culture and the attainment of improved performance (Roy et al., 2020).

Previous research states that most commitment studies involve emotional and psychological events with each other. In this research, commitment is an indicator of building a spirit of *gotong royong* among stakeholders to share knowledge through the KUKM Ecobiz platform.

Table II. 2 Commitment Literature Review

No	References	Objective	Findings	Construct	Context
1	Ahmad, F., Hossain, MB, Mustafa, K., Ejaz, F., Khawaja, K.F., & Dunay, A. (2023)	This study examined the moderating effect of green knowledge exchange on the relationship between employee environmental commitment and green HRM practices.	The results indicate a substantial correlation between the university's environmental performance, employee environmental commitment, and green HRM practices. The employee's environmental commitment mediated the correlation between environmental performance and all three green HRM practices.	1. Green HRM Practices 2. Competence Building 3. Motivation Enhancing 4. Employee Involvement 5. Employee Environmental Commitment 6. Environmental Performance	Environmentally Friendly HRM Practices and Knowledge Sharing in several Pakistani universities recognized as having green campuses
2	Ramos-Maçães, M.A., & Román-Portas, M. (2022)	Examining the correlation between employee commitment, leadership, and organizational communication in the context of organizational change. An additional objective is to investigate the mediating influence of leadership and employee commitment on the relationship between communication and organizational change.	This research demonstrates that organizational communication is positively correlated with organizational change and has a substantial and beneficial effect on employee leadership and commitment.	1. Organizational Communication 2. Leadership Style 3. Employee Commitment 4. Organizational Change	Hospitality sector
3	Tseng et al. (2017)	To identify online brand communities build through commitment	- Members' satisfaction with their brand communities was primarily influenced by their knowledge-seeking intention, which was both directly and indirectly influenced by the social integration motivation. Conversely, members' entertainment-seeking intention had an impact on their satisfaction through the	1. Knowledge-seeking motive 2. Entertainment-seeking motive 3. Satisfaction with the community 4. Social integration motive	Brand communities of companies

No	References	Objective	Findings	Construct	Context
			social integration motivation. - The direct influence of entertainment-seeking motivation on gratification was negligible. - The members' satisfaction with the communities was indicative of the social motivation. It also contributes to the social improvement objective. - The satisfaction of members with their community, as well as the two symbolic motivations (social integration motive and social enhancement motive), determined their commitment to the community.	5. Social enhancement motive 6. Commitment with the community	
4	Olaisen et al. (2017)	In order to stimulate the influence of intellectual property rights (IPRs) on trust, attitudes, commitment, knowledge sharing, and innovation within interorganizational project teams.	- The development of contracts regarding intellectual property rights has a substantial impact on trust. - Trust in inter-organizational project teams is positively impacted by intellectual property rights. It is capable of facilitating the exchange of knowledge. - The development of trust, collaboration, and positive attitudes toward knowledge exchange is significantly facilitated by intellectual property rights.	1. Trust 2. IPR 3. Attitudes 4. Commitment 5. Knowledge sharing	Industrial oil service companies in Norway

II.5 Past studies on “Knowledge Sharing”

Knowledge can be understood as the sharing of information and experience that has relevance in the organizational context, resulting in increased resources and reduced time lost due to effort and errors (Lin, 2007). Understanding recognizes that knowledge has an important strategic role in ensuring the long-term survival and success of an organization (Nonaka, I., & Von Krogh, 2009). One important aspect of knowledge is the ability to share, which is the process of spreading knowledge tacitly and explicitly from individuals to recipients in the form of individuals, groups, organizations, or communities (Al Hakim et al., 2022). The process of knowledge sharing, also known as the transfer of useful knowledge or information, extends across all lines of the company (Appleyard, 1996) and is key to driving platform adoption and innovation capabilities (Von Hippel, 1998; Von Hippel & Katz, 2002).

Another study examines knowledge management in organizations as a process that includes building a dynamic work environment and learning, which aims to encourage the continuous generation, collection, and use of individual and collective knowledge to create new values for the organization (Patalas-Maliszewska, 2013). Knowledge expansion occurs through social interactions between employees within the organization or with external parties (Nonaka, I., & Takeuchi, 1995). Research by Andreassen et al. (2018) also discusses the sharing economy model, defined as a triadic business model (T-Model), which aims to create value through facilitating interactions and transactions between buyers and suppliers via the platform. Platform involvement in the sharing economy model is not only for efficiency but also has a long-term impact, both in saving resources and in socio-economic aspects such as welfare, social life, and equality (Pouri & Hilty, 2020).

The concept of sharing economy, which has been officially recognized in the Oxford Dictionary, describes an economic system in which assets or services are shared between individuals, either for free or for a fee, generally through online platforms (Šiuškaitė et al., 2019). Understanding the value to be conveyed in a

business context, sharing economy, and value interaction strategies is the main focus that influences business models and platform design (Curtis, 2021; Kauffman & Naldi, 2020; Ritter & Schanz, 2019). Curtis (2021) developed a sharing economy business framework that explores how platforms can function as mediators to access underutilized products by reducing the costs of sharing so that the value to be delivered through the platform can be distributed effectively.

A number of previous studies have discussed various aspects of knowledge sharing in various contexts, including the transformation of social media (SM) into a knowledge capture tool, product innovation in the business and corporate entrepreneurship (CE) sectors, as well as the application of CCS technology in communication and knowledge sharing (Irum et al., 2020; Ben et al., 2021; Lee et al., 2014; Shimada et al., 2013; Żywiłek et al., 2022; Karna et al., 2022; Al Hakim et al., 2022; Foerderer et al., 2014). There is also research on the influence of transformational leadership and employee adaptability on workforce creativity in the hospitality industry, as well as exploration of the use of digital platforms in the context of collaboration and knowledge sharing, including the psychological and social aspects that influence participation in such collaboration. In addition, several studies also focus on optimizing knowledge sharing on digital platforms.

This study summarizes and integrates previous findings, forming a framework to explore the spirit of *gotong royong* in the context of knowledge sharing and commitment to enhance collaborative economies. We expect the focus on the digital ecobiz platform to influence *gotong royong* and participation from stakeholders, thereby forming an ecosystem that supports knowledge exchange and a collaborative economy. The following table summarizes previous studies:

Table II. 3 Knowledge Sharing Literature Review Table

No	Author	Objective	Findings	Construct	Context
1	Irum, A., & Pandey, A. (2020)	The objective of this research is to examine the evolution of social media (SM) from an informal communication platform to a new trend that prioritizes the creation of tools to capture and retain knowledge.	From an informal communication platform to a tool for capturing and retaining knowledge, social media has undergone a transformation. Nevertheless, system malfunctions and privacy violations are potential drawbacks. Software upgrades, backup creation, debugging, and regular monitoring can be beneficial. Addressing these threats and incorporating SM into knowledge management systems necessitates the effective enforcement of regulations and cyber laws.	1. SM 2. Knowledge Transfer 3. Knowledge Upgradation & Retention 4. Knowledge Creation	The transformation of social media (SM) from informal communication platforms to tools aimed at capturing, storing and developing knowledge.
2	Ben Arfi, W., & Hikkerova, L. (2021)	Consequently, the objective of the present paper is to comprehend and contribute to the existing body of literature regarding the manner in which CE fosters product innovation by implementing DPs.	The results suggest the importance of DPs as a motivation, opportunity, and ability (MOA) framework. This facilitates the CE process and fosters a conducive environment in which knowledge is shared.	1. Knowledge 2. Corporate entrepreneurship The Organizational 3. learning (OL) 4. Motivation 5. Platforms 6. The SECI model	Business sector and product innovation in the context of using digital platforms (DPs) to increase Corporate Entrepreneurship (CE)

No	Author	Objective	Findings	Construct	Context
3	Lee, A. S. H., & Lim, T. M. (2014)	The objectives of this research were as follows: To investigate the utilization of KMS among employees. To examine the potential of the Knowledge Based Management System (KMS) to enhance job performance by providing innovative ideas. To gain a comprehensive understanding of the KMS benefits, the system's perception, and the motivators and barriers that employees face.	The research indicates that knowledge workers are affected by technological, organizational, and human factors at varying levels. The quality of POKM is consistent and well-organized; however, its search capability and response time are subpar. Nevertheless, the majority of participants found POKM to be beneficial in their daily work. Nevertheless, users are dissatisfied with the efficacy of the user interface, which is not user-friendly. Employees are content with the simplicity of accessing, downloading, and reusing knowledge on POKM, despite this. The exchange and creation of knowledge are also facilitated by POKM.	1. knowledge management project 2. knowledge repositories	This research is related to knowledge management and the use of knowledge-based systems in organizational or business environments
4	Shimada, H., et al., (2013)	The objectives of the "Developing a CCS communication framework for Japan" project are to conduct a pilot test of a prototype Knowledge Management System (KMS) in order to more widely apply the methodology in an international context.	The research reveals that technological, people, and organizational factors impact knowledge workers. POKM quality is stable but has poor response time and search capability. Despite this, employees find it useful for their daily jobs. The Japanese knowledge sharing test bed provides valuable insights for the Global CCS Institute, including recognizing benefits for participants, avoiding conflicts of interest, and distributing workload fairly. Applying these lessons can enhance KS activities and foster effective knowledge sharing.	1. Global CCS Institute 2. online discussion 3. knowledge sharing 4. argumentation model	This research focuses on CCS technology and efforts to develop knowledge management systems (KMS) in the context of communication and knowledge sharing related to CCS

No	Author	Objective	Findings	Construct	Context
5	Żywiołek, J., Tucmeanu, E. R., Tucmeanu, A. I., Isac, N., & Yousaf, Z. (2022)	This investigation investigates the influence of employee adaptiveness and transformational leadership (TL) on the creativity of the workforce. The moderating role of knowledge sharing and the mediating role of employee adaptiveness have also been evaluated.	The findings show that TL in hotels stimulates employees' creativity and improves their adaptability. Mediation analysis confirms that employee conditions mediate the relationship between TL and creativity in the hospitality industry in developing countries. In addition, knowledge sharing was shown to be an important factor in the relationship between employee adaptation and TL.	1. Transformational Leadership 2. Employee Creativity 3. Employees' Adaptiveness 4. Knowledge Sharing	This research focuses on the influence of transformational leadership and employee adaptability on workforce creativity in the hotel industry in developing countries
6	Karna, D., & Ko, I. (2022)	We investigated the relative effects of self-motivation (SM), moral trust (MT), and we-intention (WI) on knowledge sharing (KS) and social collaboration (PSC).	The research determined that Knowledge Sharing (KS) activities are positively impacted by Participatory Social Collaboration (PSC), with we-intention influencing moral trust. Social collaboration necessitates self-motivation. Social interactions are facilitated by digital platforms, particularly during the COVID-19 pandemic. Social relationships are influenced by factors such as age, personal characteristics, and group membership. The significance of PSC for sustainable knowledge sharing is underscored by the fact that collaboration redefines relationships and supports global connections.	1. We-intention (WI) 2. Moral trust (MT) 3. Self-motivation (SM) 4. Participation in social Collaboration (PSC) 5. knowledge sharing (KS)	Application of digital platforms in the context of social collaboration and knowledge sharing, with emphasis on psychological and social factors that influence participation in collaboration and knowledge sharing

No	Author	Objective	Findings	Construct	Context
7	Al Hakim, S., Sense, D. I., & Lestari, P. I. (2022)	This investigation aims to facilitate the triple helix digital platform development paradigm in the product innovation ecosystem. Using Soft Systems Methodology (SSM), this research investigates scientific contributions in knowledge management on the triple helix digital platform model, with a focus on knowledge sharing for product innovation.	This research produces a conceptual model and digital platform design prototype for knowledge sharing and product innovation. This prototype facilitates collaboration between researchers and Small and Medium Industries in product innovation.	1. Knowledge sharing 2. The Triple Helix 3. Social media	Development of digital platforms in the context of collaboration and knowledge sharing
8	Foerderer, J., Schütz, S., & Kude, T. (2014)	The research objective of this abstract is to enhance comprehension of the trade-off between the scalability of knowledge sharing in digital platforms and the idiosyncratic requirements of partners. In addition to the identification of successful knowledge sharing approaches and the generation of a typology of platform architectures and knowledge sharing.	The study reveals that the pragmatic span factor is linked to partnership results, with an increase in pragmatic span resulting in better partnership outcomes. High syntax range is also found in all configurations, but this doesn't guarantee success alone. The study highlights the complexity and equity in evaluating knowledge-sharing approaches within platforms, which will be further studied.	1. Platform 2. Knowledge sharing 3. Sharing knowledge 4. Configurations of Knowledge Sharing in Platforms 5. Functional complexity 6. Openness of interfaces 7. Evolutionary 8. Dynamics 9. Syntactic span 10. Semantic span 11. Pragmatic span	This research focuses on how to optimize knowledge sharing on digital platforms

II.6 Past studies on “Collaboration in a Collaborative Economy”

Collaboration is one of the aligned goals, providing strategic information as well as complementary resources and capabilities (Dyer and Hatch, 2006). Centralized collaboration can increase profitability, reduce waste, and support valuable relationships between retailers and manufacturing partners (Greenbaum, 2004; Anbanandam, Banwet, and Shankar, 2009). Measuring the level of collaborative practices helps chain members identify deficiencies at the current stage and identify initiatives for improvement (Shepherd and Gunter, 2006; Anbanandam et al., 2009).

Collaboration is defined as “working together with others or together” (Webster, 2008; Koyama, 2010). Other authors describe collaboration as working together in intellectual endeavors and undertaking cooperation (Forbes and Fitzsimmons, 1993; Koyama, 2010), as well as collaborating with others in various fields (Gibbon, 1999; Koyama, 2010). Collaboration is voluntary and complex (Koyama, 2010). McKay and Crippen (2008) stated that collaboration is “a process of interdisciplinary problem solving, shared responsibility for decision making, and the ability to implement a plan of care while working toward a common goal.” Various professions require collaboration and its supporting factors (Liedtka and Whitten, 1998). This means that collaboration, as a process involving cooperation and shared responsibility, plays an important role in improving efficiency and relationships in various professional contexts. Measuring and evaluating collaboration practices helps identify areas for improvement, which in turn can increase profitability and reduce waste.

Collaborative Economics

In the meantime, this research will focus on collaborative economics. “The emergence of the collaborative economy has occurred alongside the spread and revitalization of a powerful discourse about collaboration, participation, and sharing in recent years” (Como et al., 2016). The collaborative economy differs from the collaborative economy in that it utilizes a platform for collaboration, which serves as a tool that facilitates easy, fast, and cost-effective information sharing and

collaboration across various organizations (Como et al., 2016). The platform facilitates the execution of all activities aimed at enhancing business overall, fostering an open market, and disseminating information about frequently used goods or services among individuals (Cousin & Martelloni, 2017). The collaborative economy refers to relationships with people in diverse and broad groups or groups, to promote or connect with others, to share information and even resources, and also to create collaboration through platforms (Como et al., 2016).

A collaborative economy is defined by Botsman (2015) as "an economic system that unlocks the value of underutilized assets by matching needs and wealth in a way that bypasses traditional intermediaries." This system is composed of decentralized networks and markets. The collaborative economy is founded on the establishment of shared spaces in which users engage in exchanges either directly or through platforms that enable them to acquire, sell, rent, lend, or give/donate. This is achieved through the use of technology that enables the development of mutual trust, confidence, and information with minimal coordination and transaction costs (Cañigüeral, 2016; Lan et al. 2017). The collaborative economy is exemplified by the following: car sharing, private accommodation rental, fashion sharing, and on-demand service coordination (Cesnuiyte et al., 2022). The collaborative economy is a viable alternative to conventional business models, as per Cesnuiyte et al. (2022). For instance, Uber's online platform facilitates ride-sharing services at reduced rates in comparison to conventional taxis, thereby promoting sustainable transportation solutions (Lukasiewicz et al., 2022; Statistik, 2023) Prior studies on matrix journal collaboration have explored a range of sectors. However, this research will focus on the cooperative and MSME sectors within the Ecobiz digital platform. Previous studies primarily focused on the industrial sector. Meanwhile, the number of sectors that involve cooperatives and MSMEs remains limited. Based on previous literature and theory, this research focuses on the adoption of technology through digital platforms, examining the variable value of *gotong royong* and the commitment to sharing knowledge to enhance the collaborative economy. European countries, such as Cousin and Martelloni (2017) and Como et al. (2016), have conducted research on collaborative economics in the cooperative sector.

Table II. 4 Collaborative economy Literature Review

No	References	Objective	Findings	Construct	Context
1	Gerlich, M. (2023)	To recognize consumer behavior patterns and consumption models within the collaborative economy paradigm	It was discovered that collaborative consumption practices in European society are still expanding, despite the fluctuations in global economic trends. The collaborative economy prioritizes the physical products sector. The primary objective of online collaborative economy platforms is to facilitate the redistribution of consumption in accordance with economic behavior patterns, social responsibility, and rational consumption.	1. Collaborative Economy 2. Consumer Values 3. Ethical Activities 4. Online Platforms 5. Shared Economy 6. Social Environment 7. Usable Behavior	Considering the demand for technical innovation in the online commerce market in EU member states
2	Gomez-Alvarez, R., & Morales-Sánchez, R. (2023).	To establish guidelines for organizations that contribute to the common benefit in the collaborative economy.	Evaluations of an organization's contribution to the common good must take into account the impact on the common good of society, the development of participants' well-being, and the establishment of community.	1. Shared Resources 2. Distributed Networks 3. Trust And Reputation 4. Platforms 5. Openness 6. Mission-Driven 7. Governance 8. Knowledge And Technological Policy	This research focuses on the collaborative economy's response to people's need to exchange, produce, and share more humanely and cooperatively.

No	References	Objective	Findings	Construct	Context
3	Ghorbani, E., et al., (2023).	Evaluate how collaborative concepts and the use of electric vehicles can reduce energy consumption practices in mobility and transportation in smart cities, as well as analyze x-heuristic algorithms that can be used to achieve this goal.	Found that collaborative concepts and the use of electric vehicles can help reduce energy consumption in mobility and transportation in smart cities. Additionally, x-heuristic algorithms can be used to achieve energy optimization goals in these activities.	1. Energy Consumption 2. Mobility 3. Transportation 4. Smart Cities 5. Optimization 6. X-Heuristics	This research evaluates energy consumption in mobility and transportation in smart cities
4	Menor-Campos, A., et al., (2019).	This paper investigates the current state of research regarding the prospective or actual effects of the collaborative economy on society.	The results of this research suggest that the collaborative economy has additional effects that are not always desirable. These effects include changes in mentality and the emergence of new business models.	1. Collaborative Economy 2. P2P Accommodation 3. Car Sharing 4. Crowdfunding	This research focuses on the collaborative economy, which involves the exchange and exchange of resources or services through individuals or digital platforms.

II.7 Past studies on “Behavioral Intention to Adopt”

Behavioral intention to use technology is defined as “a measure of how strongly a person intends to perform a particular action” (Davis et al., 1989). Experience with the technology influences an individual's willingness to use and continue using it (Venkatesh et al., 2012). Behavioral intention to use technology is a key element in the technology acceptance model framework, known as the Technology Acceptance Model (TAM). Researchers (Ajzen, 1991; Sheppard et al., 1988; Taylor & Todd, 1995; Venkatesh et al., 2012). developed this model to explain the mechanisms of technology adoption and use by individuals.

The Technology Acceptance Model (TAM) introduced by Davis (1989) suggests that behavioral intentions are the main predictor of actual technology use. This model states that individuals with a strong intention to use technology will be more likely to realize the use of that technology. According to TAM, factors such as perceived ease of use and perceived usefulness of technology play an important role in shaping behavioral intentions. Furthermore, the adoption and use of information technology can alter individual pre-adoption beliefs (Karahanna et al., 1999; Triandis, 1979). Pre-adoption beliefs are often based on initial expectations and assumptions about the technology. However, the user's direct experience with the technology, once implemented and used in real life, can either positively or negatively change these beliefs.

Two main factors, namely personal interests and social influence, influence an individual's intention to adopt or continue using information technology (IT) (Venkatesh et al., 2003). Self-interest reflects a positive attitude toward the implementation or continued use of IT, including individuals' positive and negative evaluations of their behavior. Additionally, research may also include supplier, stakeholder, and competitor perspectives. Other studies show that technology facilitates information exchange among network partners and/or customers (De Klerk & Kroon, 2005). Venkatesh et al. (2003) stated that behavioral intention to use technology has a significant influence on usage behavior. According to previous research, the application of information technology can stimulate the growth of

small and medium-sized businesses in rural areas (Bourgouin, 2002), leading to an increase in income and the creation of necessary jobs in most of these regions. When small and medium-sized businesses connect their products to the market via the internet and build collaborations with industry partners, they experience increased sales revenues (Johnston et al., 2007).

However, in this research, pre-adoption implementation is very necessary. According to Karahanna et al. (1999), measuring pre-adoption criteria is crucial in the adoption process itself. It is a crucial part of the initial investment in an organization to ensure IT desirability and usage by users in order to obtain “the productivity benefits promised by IT” (Karahanna et al., 1999). Previous research suggests that people's beliefs when first adopting technology and beliefs after technology use may differ (Karahanna et al., 1999).

Most previous literature reviews focused on behavioral intentions to use technology. There is limited research on behavioral intentions to adopt as an initial stage in the process. In addition, there are only a few literature reviews that examine the cooperative sector.

Table II. 5 Collaborative economy Literature Review

No	References	Objective	Findings	Construct	Context
1	Shahzad, M.F., Xu, S., & Baheer, R. (2024)	To determine the factors that influence the intention to utilize information and communications technology (ITUICT) and its adoption in the Chinese education sector.	ITUICT is significantly influenced by factors such as perceived awareness, information acquisition, trust, social influence, and regulatory support. Furthermore, the relationship between these factors and ITUICT was moderated by positive beliefs.	1. Social Influence 2. Information Acquisition 3. Perceived Awareness 4. Regulatory Support 5. Trustworthiness 6. Intention to Use ICT	Focus on the use of information and communication technology in China's education sector
2	Nguyen, G.D., & Dao, T.T. (2024).	To explore the impact of user adaptation and antecedent factors, including perceived usefulness, self-efficacy, and subjective norms on continued intention to use mobile banking services.	This research shows that perceived usefulness, satisfaction, adaptability, and self-efficacy significantly influence continuance intention to use mobile banking services. Additionally, trust moderates the relationship between adaptation and continuity intention.	1. Perceived Usefulness 2. Self-Efficacy 3. Subjective Norm 4. Behavioral Adaptation 5. Satisfaction 6. Continuance Intention to Use Mobile Banking	The research focuses on the relationship of large banks in Vietnam with mobile banking service customers
3	Akpınar, F., & Yörük, T. (2024).	Determining the influence of EBA digital educational platform usability on secondary school students' usage intentions, in the context of Human-Computer Interaction (HCI).	Usability of the EBA digital education platform has a significant positive influence on middle school students' usage intentions, especially in the sub-dimensions of Content Design, General Design Considerations, and Learning Ability.	1. Content Design 2. General Design Considerations 3. Learnability 4. Intention to Use	Development of the EBA digital education platform to improve the quality and efficiency of education in Turkey
4	Camilleri, M.A. (2024).	Examine the utilization of artificial intelligence (AI-enabled) large language models (LLMs) in the dialogue of AI systems, including the Chat Generative Pre-Trained Transformer (ChatGPT). Additionally, examine the	This study discovered a substantial correlation between the source of trust and the performance expectations of an AI chatbot, as well as between perceived interactivity and the intention to use the algorithm. In addition, it was determined that there is still space for improvement in the quality of responses from AI chatbots, particularly in terms of	1. Information Quality 2. Source Trustworthiness 3. Effort Expectancy 4. Performance Expectancy 5. Social Influences 6. Perceived Interactivity 7. Intention to Use ChatGPT	Use of AI-enabled LLMs in AI system dialogue

No	References	Objective	Findings	Construct	Context
		perceptions and behavior of users' intentions to use such systems.	accuracy and timeliness, in order to mitigate misinformation, social bias, hallucinations, and adversarial prompts.		
5	Majhi, R.C., et al., (2024)	Investigating user perceptions of Dynamic Wireless Charging (DWC) or Dynamic Wireless Power Transfer (DWPT) technology for the purpose of charging electric vehicles, and identifying the factors that influence user intentions and acceptance of this technology.	The research revealed that users' intention to utilize DWC facilities is adversely affected by perceived concern, whereas their intention is positively influenced by perceived usefulness in terms of convenience and simplicity of use, as well as environmental awareness and social norms.	1. Environmental Awareness 2. Perceived Usefulness 3. Perceived Concern 4. Social Norms 5. Intention to Use 6. Acceptance 7. Willingness to Pay	Observational study of user intentions and acceptance of DWC technology for charging electric vehicles.

II.8 Proposed Research

Based on previous research, most variables, such as gotong royong, have been measured in the context of agriculture and natural disasters, while commitment and knowledge sharing have been measured in advanced industries. Therefore, this research will focus on the scope of stakeholders who use digital platforms to share knowledge with the aim of increasing economic growth. Knowledge sharing in this context refers to collaboration via digital platforms to communicate and share information, which is known as a model that can reduce costs.

As a summary of the existing literature, this research will place special emphasis on stakeholders who currently have a limited number of collaborators on the platform but have valuable knowledge and information. This has the potential to impact the success of a collaborative economy within a framework of gotong royong by stakeholders. Therefore, this research encourages stakeholders to actively participate in sharing knowledge using the Ecobiz Digital Platform.

II.9 Hypotheses

This section will provide an explanation of the relationship between the factors involved in this research, while the next section will present the research hypothesis. Previous research has emphasized the importance of *gotong royong* as a concept that reflects justice and togetherness in solving problems or achieving common goals (Pranadji, 2009). Research has proven the importance of *gotong royong* as social capital in promoting the growth of micro, small, and medium enterprises (MSMEs) through collective lending practices (Lukiyanto & Wijayaningtyas, 2020). Furthermore, research shows that attention and knowledge from local governments can strengthen the practice of *gotong royong* in society (Sandy & Siswanto, 2021).

Research finds that knowledge sharing plays a key role in the relationship between transformational leadership and employee adaptation in the context of knowledge sharing (Ywiolek et al., 2022). In addition, participatory social collaboration (PSC) has a positive influence on knowledge-sharing activities (Karna & Ko, 2022). The theoretical review and research findings allow for the proposal of new hypotheses.

H1: *Goyong royong*'s value has a positive effect on the sharing of knowledge on digital platforms.

Employee commitment is an important factor in organizations because it reflects their emotional and psychological ties to the organization, as well as their tendency to make extra efforts for the organization (Mowday, Porter, & Steers, 1982; Andi Kele, 2020). Effective organizational communication can increase this commitment, which contributes positively to leadership and organizational change (Ramos-Maças & Román-Portas, 2022). Committed employees demonstrate passionate relationships and real contributions to the organization (Damit et al., 2019), and this is important in developing a healthy organizational culture to achieve optimal performance (Roy et al., 2020).

Research shows that sharing knowledge on digital platforms not only strengthens engagement and togetherness, but also increases employee commitment to the organization. Committed employees tend to support and maintain stronger *gotong royong* practices (Anwar & Balcioglu, 2016). Therefore, employee commitment acts as an important mediator in linking knowledge sharing on digital platforms with increasing the value of *gotong royong*. The theoretical review and research findings allow for the proposal of new hypotheses.

H2: Commitment mediates the relationship between the value of *goyong royong* and knowledge sharing on digital platforms.

Organizational commitment, which includes employees' passionate relationships and their significant contributions to achieving organizational goals (Damit et al., 2019), plays an important role in influencing behavioral intentions to adopt new technologies. Roy et al. (2020) emphasize that the application of organizational commitment components is essential in developing a healthy organizational culture, which in turn can improve organizational performance. Employees who are highly committed tend to show loyalty and a desire to stay in the organization and contribute more (Mowday, Porter, & Steers, 1982). This is relevant to the technological adoption process, where the behavioral intention to adopt technology is a critical initial stage (Karahanna et al., 1999). Highly committed employees are usually more involved and actively participate in organizational initiatives, have a

strong desire to improve performance, and trust organizational decisions regarding the adoption of new technology. Therefore, their commitment encourages support for every step that is considered beneficial to the organization. We can propose new hypotheses based on the theoretical review and research findings.

H3: Commitment positively influences the intention to adopt new behaviors.

The global business community has created an environment where companies must adopt technology to compete and communicate effectively. Beck (2005), in LaPierre & Medeiros (2006), states that technology adoption is a requirement to utilize communication easily and effectively. The Internet itself is shifting into business practices and impacting corporate values through increased coordination, collaboration, and communication (Haugh and Robson, 2005).

Previous research emphasized that it is necessary to build collaboration in technology that focuses on participants who have opinions about it, and this will increase participation (Reinig, 2003; Alothaim, 2015). Alotahim (2015) posits that participants' behavioral intentions to use collaboration in meeting technology will motivate them to actually utilize the system. Collaboration in technology is a collection of hardware and software that can provide such things as helping communication between participants, providing information support in processing, and helping participants to adopt and use technology (DeSanctis et al., 1987; Zigurs et al., 1998; Dennis et al., 1998; Dennis et al., 1998; Dennis et al., 1998; Brown et al., 2010). Furthermore, Brown et al. (2010) stated that to help participants better understand collaborative use of technology, they can begin to understand the factors that influence collaboration in adoption and use. Because technology that facilitates collaboration through electronic services is becoming important in the everyday workplace, Davis (1989) proposed the Technology Acceptance Model (TAM) as the primary framework in research, emphasizing the adoption and use of technology. The behavioral intention to adopt is a key predictor of technology use (Davis, 1989). However, primary adoption before use needs to be studied because knowing early on the important criteria for adoption will encourage more implemented efforts at each stage of the adoption process (Karahanna et al., 1999).

According to previous research, the platform's role as a mediator in peer-to-peer collaboration qualifies it as a collaborative economy (Cousin & Martelloni, 2017).

H4: The behavioral intention to adopt has a positive effect on the collaborative economy.

The collaborative economy involves relationships between individuals in diverse groups, enabling them to share information and resources, as well as creating collaboration through digital platforms (Como, Mathis, Tognetti, & Rapisardi, 2016). In this context, knowledge sharing becomes an important element that strengthens the relationship between transformational leadership and employee adaptation (Ywiolek et al., 2022). Research shows that participatory social collaboration (PSC) has a positive impact on knowledge-sharing activities (Karna & Ko, 2022). Furthermore, this collaboration supports interaction between researchers and small and medium industries, encouraging product innovation (Al Hakim et al., 2022). As a result, sharing knowledge through digital platforms not only facilitates information transfer and collaboration, but also strengthens the collaborative economy by increasing engagement and innovation among its members.

H5: Sharing knowledge on digital platforms has a positive effect on the collaborative economy

Indonesian society widely recognizes the value of *gotong royong*, which reflects equality, justice, and cooperation (Pranadji, 2009), as an inherent cultural characteristic. Moral values reflected in *gotong royong*, such as unity and social capital, are considered key factors in improving community welfare (Azizah, 2021; Effendi, 2016). The collaborative economy, which refers to relationships between individuals in diverse groups to promote and share information and resources through digital platforms (Como, Mathis, Tognetti, & Rapisardi, 2016), has a strong foundation in the principles of collaboration. Collaboration involves working together in intellectual and operational efforts (Forbes & Fitzsimmons, 1993; Koyama, 2010). The value of *gotong royong* is consistent with the principles of a collaborative economy, where active participation, equality, and fairness in sharing resources and information encourage closer and more effective cooperation. Thus,

by fostering social interaction and cooperation among community members, the value of gotong royong strengthens the collaborative economy, leading to the formulation of the following hypothesis:

H6: *Gotong royong* value has a positive effect on the collaborative economy.

This research, drawing from previous studies, will delve into the significance of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and a collaborative economy within digital platforms. The goal of this research is to create a new framework for analyzing the connections between these concepts. The illustration below shows how these research constructs influence each other.

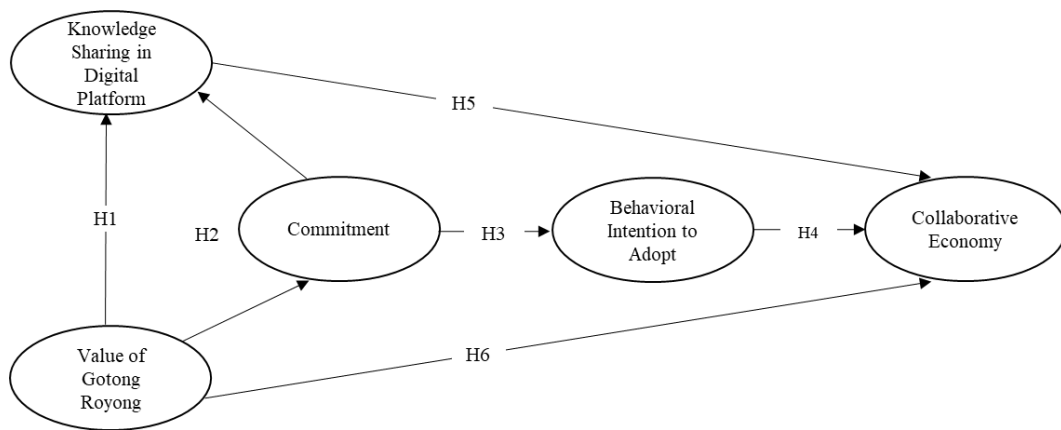


Figure II. 1 Research Framework

Chapter III Research Methodology

This section delves into the research approach that aims to address the relationship between the values of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and collaborative economy on digital platforms. We will discuss the research design and paradigm, as well as provide an explanation of the procedures and instruments used in this research. "Methodology is a conceptual container that includes research methods, social-organizational context, philosophical assumptions, ethical principles, and political issues related to research methods used in social research (Neuman, 2006)."

III.1 Research Paradigm and Design Introduction

Paradigms are an essential requirement in research, representing "disciplinary practices at a particular point in time" (Shuttleworth and Wilson, 2008). It includes building patterns, theories, methods, and standards that facilitate research identification in various fields. Paradigms connect theories and models used in research to existing reality. Paradigms guide crucial tasks like identifying research objects, formulating research questions, justifying the selection of these objects, choosing suitable research tools, and comprehending the interpreted results (Shuttleworth and Wilson, 2008).

This study focuses on the paradigms of pragmatism and philosophy. This paradigm is based on actions, situations, and consistency, with an emphasis on efficiency in action and providing solutions to problems. Therefore, many previous studies recommend pragmatism as a useful viewpoint (Cherryholmes, 1992; Creswell, 2014). This philosophy highlights the complexity of research problems and applies a comprehensive approach to understanding them (Creswell, 2014). This paradigm is appropriate for use in social science research.

Mixed methods is a research approach that combines qualitative and quantitative approaches in depth, taking advantage of both forms of data and applying different patterns, often involving philosophical assumptions and theoretical frameworks. Qualitative and quantitative approaches can provide more comprehensive insight into research problems (Creswell, 2014). We will apply exploratory sequential mixed methods to address research problems in this study. This approach begins

with a qualitative research phase and then explores participant perspectives. We will analyze the obtained data to advance to the quantitative stage.

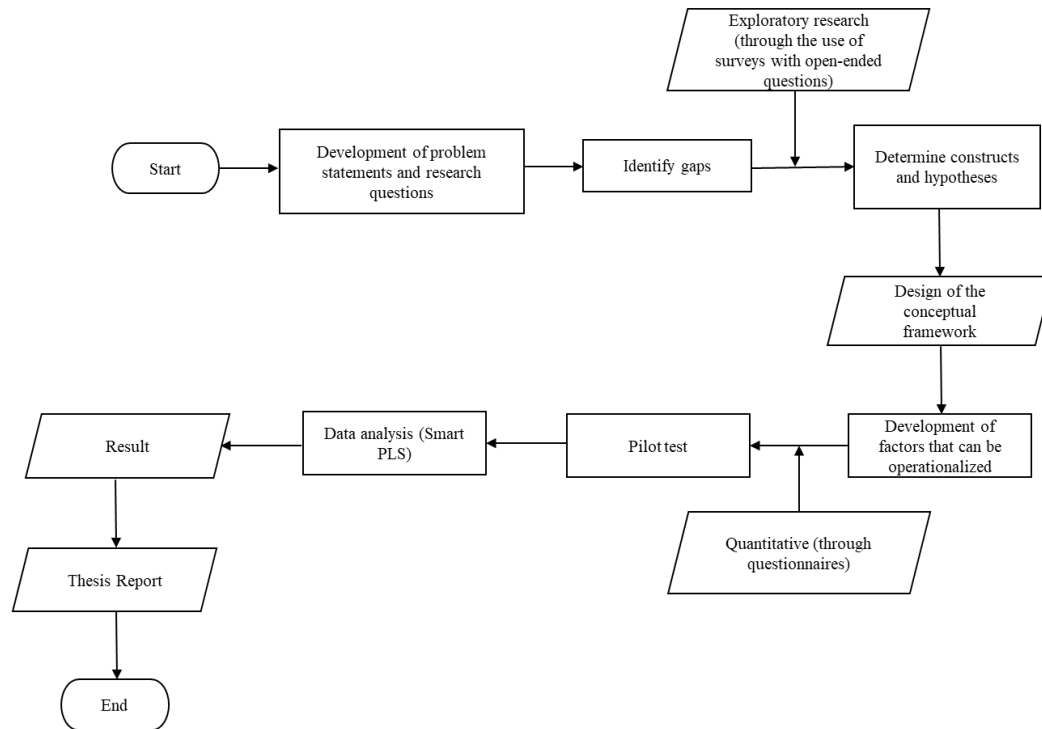


Figure III. 1 Research Design

Figure III. 1 At this stage of the design process, we first identify research anomalies, followed by the exploratory research phase, which involves a survey with open questions to identify indicators and hypotheses. The next step involves creating a conceptual framework. Next, we will operationalize and validate the factors under study through quantitative research using a survey questionnaire. We will conduct a trial to ensure the questionnaire functions properly before moving on to the next stage. We will analyze the collected data using SmartPLS software. The final step in research design is to prepare the results and the thesis report.

III.2 Population and Sample

The population in this study includes various stakeholders, such as entrepreneurs, innovators, legal institutions, platform developers, and governments. However, the qualitative approach limited the research sample to stakeholders, lecturers, and LIPI members in West Java due to time, cost, and human resource constraints. There were 25 informants in the sample for qualitative research. We repeat the data

collection and analysis process until we reach the theoretical saturation stage. When no new information emerges regarding the factors studied, we reach theoretical saturation (Sekaran & Bougie, 2013). With a total of 25 informants, it is enough to represent various stakeholders in Indonesia. The criteria for interview participants are parties who have experience (studying, working, or teaching) in the following fields for at least 3 years:

- Business
- Food technology
- Law
- Agriculture
- Buy and sell
- Bank/Capital
- Cooperative

The next step involves a quantitative approach for validation. In this study, there were 105 quantitative samples. The number of samples is adjusted to the analytical method applied, namely structural equation modeling (SEM), which requires a minimum of 100 to 200 samples (Gozali, 2011). Criteria for survey respondents include:

1. Stakeholders who possess information related to Ecobiz share their knowledge on the Ecobiz platform.
2. Stakeholders who have experience (studying, working, or teaching) in the following fields for at least 3 years:

- Business
- Food Technology
- Law
- Agriculture
- Production of appropriate equipment
- Workshop
- Trading
- Food production
- Waste treatment
- Bank/Capital
- Post-harvest processing
- Cooperative

III.3 Sampling Methods

Non-probability sampling method with purposive sampling. According to Sekaran & Bougie (2019), non-probability sampling selects elements in the population that lack inherent profitability as sample subjects. Purposive sampling is, in this case, limited to certain types of people who can provide the desired information, either because they are the only party who has it or because they meet several criteria determined by the researcher (Sekaran & Bougie, 2019). Therefore, the sampling method, both qualitative and quantitative, is purposive sampling. When certain

types of people possess the necessary information, either because they are the only ones with it or because it is most readily available, we use purposive sampling.

III.4 Data collection methods

Data collection for the qualitative method used an open-ended questionnaire via Google Form. The time span for the collection process for this method is September 2023 to Juny 2024. After collecting qualitative data, the next step is to carry out validation through quantitative research using a questionnaire distributed via Google Form. All questions in the questionnaire were translated into Indonesian. This is needed as a guide to ensure a smooth interview and data collection process.

III.4.1 Interview Guidelines for stakeholders Questions related to knowledge sharing:

- 1) What types of knowledge and information can you contribute?
- 2) In what form do you usually share knowledge?
- 3) Are you willing to respond to complaints?
- 4) Are you prepared to create relevant content based on complaints?
- 5) What do you consider to be the optimal procedure to achieve maximum results in knowledge sharing?

III.5 Operationalization Factors for Survey Questionnaire

The operationalization factors were adopted from previous studies, but the indicators were adapted to the research conditions and translated into Indonesian. Table III.1 represents the operational factors of this research and the questionnaire list is in Appendix.

Table III. 1 Operationalization Factors

<i>Gotong royong</i>			
Indicators		Statements	Source(s)
Collaboration	GR1	I believe that active collaboration between stakeholders is the main key to increasing knowledge sharing on digital platforms to support prosperity.	Mooduto, M.N., & Otaya, L.G. (2023)
	GR2	In the digital environment, I believe that good collaboration between stakeholders to share knowledge can produce shared power.	

Cooperation	GR3	I believe that cooperation and mutual support can increase the economic growth of cooperatives and MSMEs that participate in digital platforms.	(Rochmadi, N., 2012).
	GR4	I believe that collaboration can open the door to opportunities for members on this platform.	
	GR5	I believe that cooperation with mutual support is the key to achieving common goals in sharing knowledge on this platform.	
Common goals	GR6	I believe that the passion for achieving common goals is at the core of the knowledge-sharing culture on this platform.	(Pranadji T., 2009)
Collaborative attitude	GR7	All stakeholders on this platform must firmly hold a cooperative attitude toward knowledge sharing.	(Rochmadi, N., 2012)
Mutual help	GR8	I believe that an attitude of mutual assistance within a knowledge-sharing community is essential to achieving common goals on this platform.	(Bowen, J.R., 1986)
Voluntary Contribution	GR9	I feel that voluntary contributions from stakeholders can help strengthen the knowledge community on the platform.	(Sumarsono, 2010)
Community service	GR10	I believe that community service is a real manifestation of the spirit of cooperation in sharing knowledge on this platform.	(Bowen, J.R., 1986)
Knowledge Sharing			
Indicators		Statements	Source(s)
The Joy of Sharing Knowledge	KS1	I feel happy sharing knowledge on digital platforms to achieve common goals.	(Karna, D., & Ko, I., 2022)
Enjoy Helping Group Members	KS2	On this platform, I feel like helping group members.	
Understanding Related to Collaboration in Ecobiz	KS3	I knew that other members of the group would help me on the platform, so I felt it was only fair to help them.	
Experience Receiving Help from Group Members	KS4	I feel happy when I help group members on digital platforms solve their problems.	

Behavioral Intention to Adopt			
Indicators		Statements	Source(s)
Intention	FY1	In the future, I am willing to collaborate with other stakeholders.	Karahanna <i>et al.</i> , (1999)
Potential adopters	FY2	I am ready to collaborate with other stakeholders if the opportunity arises. Top of Form	
Collaborative Economy			
Indicators		Statements	Source(s)
Long-term relationship	CL1	I am willing to work together with other stakeholders in the future	Anbanandam <i>et al.</i> , (2009)
Opportunities	CL2	I ready to collaborate with other stakeholders if the opportunity arises.	Koyama (2010)

Commitment			
Indicators		Statements	Source(s)
Giving information	CM1	The Ecobiz platform will provide important information for the student's learning experience.	Tseng <i>et al</i> ., (2017)
Giving suggestions	CM2	The parties involved in Ecobiz will provide reliable information and advice.	Olaisen and Revang (2017)
Intention to commit	CM3	I want to join the Ecobiz platform.	Ou <i>et al.</i> , (2014)
Long-term relationship	CM4	I am committed to establishing long-term relationships with other stakeholders at Ecobiz.	
Desire to build relationships	CM5	I would like to work together in the long term with other stakeholders in Ecobiz.	
Build relationships	CM6	I hope the relationship with other stakeholders on the Ecobiz platform will last a long time.	Steffel (2009)
Committed	CM7	I will not disappoint all stakeholders on the Ecobiz platform.	Hocutt (1998)

III.6 Factors Measurement

The rating scale used in this survey is a Likert scale, which aims to measure the extent to which the subject agrees or disagrees with the statements listed on a seven-point scale (Sekaran & Bougie, 2013), as seen in Table III.2.

Table III. 2 Scale Measurements

A1	Strongly Disagree	Disagree	Somewhat disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	A2
	1	2	3	4	5	6	7	

Table III. Figure 2 visualizes the range from one to seven, illustrating the levels of disagreement to agreement where one indicates strongly disagree and seven indicates strongly agree. According to Sekaran & Bougie (2013), the Likert scale is included in the interval scale category. On interval scales, researchers have the ability to perform certain mathematical operations, such as measuring the distance between two points on the scale, calculating the average, and determining the standard deviation of the scale, according to their views.

Researchers, as expressed by Sekaran and Bougie (2013), aim to maintain a neutral midpoint on this scale. This was done to ensure that respondents did not feel pushed to choose answers that did not match their views, which could affect response accuracy (Sturgis, Roberts, & Smith, 2014). This condition can lead to incorrect conclusions (Colman, Norris, & Preston, 1997; Tsang, 2012). Therefore, in this

study, emphasis was placed on the middle or neutral point on the Likert scale to provide room for variation in responses using a seven-point scale.

The choice of a seven-point Likert scale is also based on the knowledge that humans are able to distinguish up to seven different categories and are able to remember about seven items quickly (Colman et al., 1997). It also provides enough variety to cover the diverse range of responses from respondents.

III.7 Validity and Reliability

III.7.1 Validity Test

According to Sekaran and Bougie (2019), validity is defined as the extent to which an instrument measures what it wants to measure. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure. Testing was carried out using AMOS Version 22, and the tool used was confirmatory factor analysis. Data is declared valid if the *factor loading value* is > 0.5 . (Siswoyo Haryono & Wardoyo, 2018)

III.7.2 Reliability Test

According to Sekaran and Bougie (2019), reliability is a measure that shows how well a measurement is free from error, thereby ensuring consistency of measurement over time and at various points on the instrument. An instrument is considered reliable if a person's answers to questions are consistent or stable over time. An instrument is said to have good reliability if it produces the same results even though it is used many times by the same researcher or by different researchers. The reliability test in this research is based on the construct reliability (CR) formula. According to Ghazali (2014), an indicator of a variable is said to be reliable if the construct reliability (CR) value is > 0.7 . (Haryono, S. & Wardoyo, P., 2018).

III.8 Data Analysis Techniques

In a variety of disciplines, including the following, PLS-SEM has been employed to address issues.

- 1) Marketing (Hair et al., 2012b; Hair, Sarstedt, Hopkins, and Kuppelwieser,

2014).

2) Management information systems (Ringle et al., 2012; Hair et al., 2014).

3) Operations administration (Hair et al., 2014; Peng and Lai, 2012)

4) Accounting (Lee et al., 2011; Hair et al., 2014)

In the past, PLS was designed for research areas that were abundant in data and theoretical frameworks. Hair et al. (2014) have demonstrated that PLS-SEM is capable of resolving complex models and non-normal data. PLS-SEM is a causal modeling approach that endeavors to optimize the diversity described in the dependent latent framework (Hair et al., 2011).

PLS-SEM is extensively employed in marketing models and other business sectors (Hair et al., 2011). Furthermore, PLS-SEM is a well-established instrument in the fields of marketing and business research (Fornell and Bookstein, 1983; Henseler et al., 2009; Hair et al., 2011). The primary objective of PLS-SEM is to propagate data quality by analyzing the model's characteristics. PLS-SEM is also employed in the context of marketing and management information, as stated by (Hair et al., 2012 and Ringle et al., 2012; Hair et al., 2014). Additionally, PLS-SEM has emerged as a function of time in the context of strategic management (Hair et al., 2012; Hair et al., 2014). The most well-known functions of PLS-SEM are pertinent to:

- 1) Non-normal data
- 2) Small sample size
- 3) Interactively inspected construction

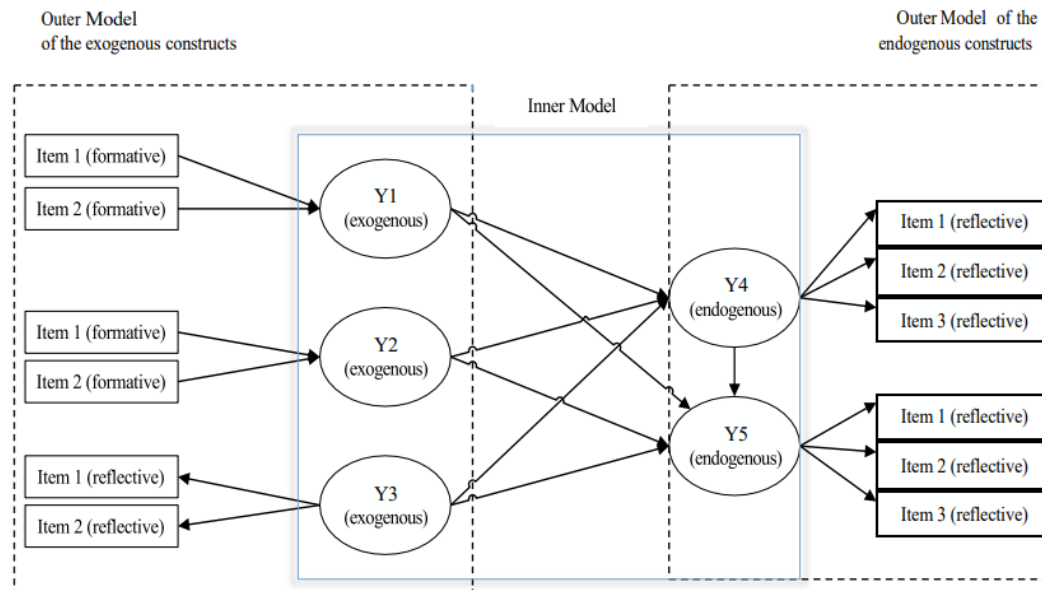
Utilization of PLS-SEM in Research

The following is a multi-stage procedure for displaying PLS-SEM in research (Hair et al., 2014), including:

a) Model Specifications

The model specifications are composed of internal and external models. The relationships between the constructs to be evaluated are illustrated in the inner model (structural model). In the interim, the external model (measurement model) is implemented to evaluate the correlation between constructs and indicators. To

begin, construct a path model that establishes connections between indicators and constructs that are grounded in theory. Whether it is exogenous or endogenous is a critical factor to consider. Exogenous constructs serve as independent variables (Y1, Y2, Y3), while endogenous constructs are interpreted by other constructs (Y4 & Y5). Endogenous constructs can also be converted to exogenous constructs by serving as independent variables that are between two constructs (Y4).



Source: Hair et al., (2014)

b) Evaluation of the External Model

The causality or relationship between latent variables, both endogenous and exogenous, and indicators or measurements in existing variables is specifically elucidated by this model. The variability of exogenous variables is based on the assumption of causes that are either external to the model or can be referred to as independent variables. The process for submitting an outer model is as follows:

1) Validity with respect to convergence

The validity of the measurement indicators is demonstrated by the convergent validity value. The loading factor value on endogenous and exogenous variables is indicative of the convergent validity value. In research models that have been comparatively extensively investigated, the optimal value for convergent validity is >0.7 . The loading factor value can be tolerated at 0.5 if the research model is a newly developed model or the first research (Wati, 2018).

2) Validity of discrimination

The discriminant validity value is a cross-loading factor value that is intended to ascertain the discriminants that are present in a research construct. It is possible to determine the strength of a discriminant in a construct by conducting a comparison between the loading value of the targeted construct and the loading value of another construct that results in a higher number.

3) Composite reliability

The composite reliability value is a metric that is used to assess the reliability of an indicator. The genuine reliability value of a construct in the process of being constructed can be determined using this value. It is anticipated that the composite reliability value will be at least 0.7 (Sarstedt et al., 2021). The existing data is of a high level of reliability, as evidenced by the composite reliability value exceeding 0.8 (Wati, 2018)

c) Assessment of the Structural Model

The structural model is tested to determine and observe the relationship between exogenous and endogenous variables in a study. This relationship will address the research objective, which is to test the hypothesis that was developed in a study. The structural model testing is conducted in the following manner.

1) R Square for endogenous variables

The coefficient of determination on an endogenous construct is represented by this value. Variations in exogenous variables relative to endogenous variables are also explicated by the R Square value. The explanation's strength is categorized into three categories: moderate (0.33), strong (0.67), and feeble (0.19).

2) Relevance of prediction (Q Square)

The blindfolding procedure is employed to evaluate the predictive power of a prediction through the Q Square method. Stone-Geisser's is another name for the Q-square. This q Square value, which is less than 0, indicates that the exogenous latent construct is a viable explanatory variable that can accurately predict the existing construct. A Q Square value of 0.02, 0.15, or 0.35 is classified as small,

medium, or large. The Q Square test is conducted exclusively on endogenous constructs that possess reflective indicators.

d) Trial

A limited number of respondents will participate in the trial. This phase is essential to guarantee that the questions in the questionnaire are understood by stakeholders as respondents. The performance of these tools can be demonstrated through actual investigation. This approach enables the resolution of any issues that may arise during the trial prior to the commencement of the actual research.

e) Hypothesis

A hypothesis is a statement that can be tested and explains a rational assumed relationship between two or more constructs (Sekaran, 2003). Hypothesis testing and the confirmation of putative relationships are anticipated to yield solutions.

Chapter IV Data Analysis

We will analyze the data in this section using an exploratory sequential mixed method. Data was obtained through a qualitative approach using a semi-structured questionnaire, as well as a quantitative approach by distributing questionnaires to stakeholders who have knowledge of Ecobiz.id.

IV.1 Qualitative Data Analysis

This study collected qualitative data from stakeholders, lecturers, and LIPI members in West Java using semi-structured questions. The informants in the sample size for qualitative research amounted to 25 people. This study presents the characteristics of respondents, types of knowledge and information, forms of knowledge sharing, responses to complaints, and readiness to provide content.

IV.1.1 Respondent characteristics

Based on the characteristics of the respondents, they were identified and grouped based on their type of work, thus providing a comprehensive picture of the distribution and proportion of respondents' involvement in each of these fields of work.

a. Percentage of jobs by category

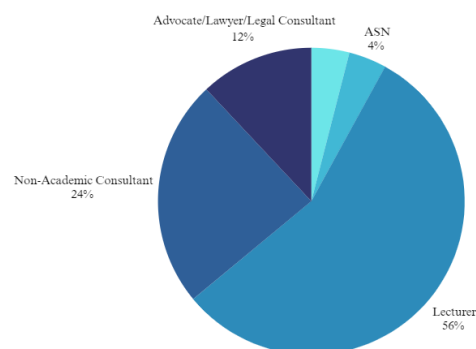


Diagram IV.1 Percentage of jobs by category

From the results of the job analysis, it can be seen that most of your activities focus on the academic field, with the role as a lecturer dominating 56% of the

total. In addition, you are also active in non-academic consulting fields such as research and practitioners, which cover 16% of the work. The legal field, including advocates and legal consultants, contributes 12%, while the rest is divided into roles in the business/private sector and as a civil servant. This shows a diverse career profile, with a strong emphasis on education and teaching.

IV.1.2 Identify knowledge sharing

The purpose of this qualitative analysis is to evaluate the types of knowledge and information that can be contributed and the best way to deliver it. The knowledge provided includes technical, practical, and strategic information and recommendations. In addition, this analysis aims to assess readiness to respond to complaints by providing constructive responses and relevant content. The optimal procedures identified involve tailoring information to specific needs as well as delivering implementable solutions to ensure maximum results in sharing knowledge and addressing the issues faced. The following table displays the analysis's findings:

Table IV.1 Types of Knowledge and Information

No	Field	Types of Knowledge and Information	Informant
1.	Law and Legal	Law, Legal, Licensing, Business Law, Cooperative Law, Legal Contracts/Agreements, Consumer Protection, Intellectual Property Rights, Regulation Making	4
2.	Product Technology	Wood Product Technology	1
3.	Quality and Operations Management	Quality Control of Natural Medicinal Raw Materials, Processing of Natural Medicinal Raw Materials, Quality Management, Operations Management	2
4.	Food Industry	Food Industry Sector, Technological Innovation in the Food Sector, and Food Technology	3
5.	Cooperatives and Economics	Cooperatives, Cooperatives/Economics and Administration, and Cooperative Business Management	4
6.	Marketing and Branding	Services Marketing (Packaging, Display, and Branding), Marketing and Business Strategy, Market Research, Branding, and Packaging	7
7.	Pharmacy and Health	Knowledge and Technology about Pharmacy, Natural Medicine, Health Supplements, and Health Product Development	1
8.	Research Management	Management, Retail Business Management, and Research Collaboration	3

No	Field	Types of Knowledge and Information	Informant
Total			25

The analysis reveals that marketing and branding are the most frequently contributed knowledge and information, underscoring the significance of these strategies in the context under discussion. Law and legal, together with cooperatives and economics, also have a high frequency, indicating great complexity and relevance in legal regulation and economic management. On the other hand, fields such as quality and operations management, food industry, and research management also make important contributions, while product technology and pharmaceutical/health make more specific but still relevant contributions. In conclusion, knowledge management in these key areas will support effective strategy and development in line with your goals.

Table IV.2 Forms of knowledge and information

No	Forms of Knowledge Sharing	Informant
1.	Consultation (Q&A)	8
2.	Discussion (Sharing session, simulation, implementation)	4
3.	Written (Article, via WhatsApp)	3
4.	Meet directly	2
5.	Training (Exposure and presentation, webinar, guidance, workshop, FGD)	6
6.	Lecture/Teaching	2
Total		25

Based on the frequency of forms of knowledge sharing carried out, consultation via question and answer is the most prevalent form of knowledge sharing, with a frequency of 8, indicating a high level of direct interaction to obtain the required info. Training follows with a frequency of 6, encompassing diverse methods like presentations, webinars, and workshops, highlighting the significance of formal learning in knowledge sharing. Text of sharing knowledge. Discussions, whether in the form of sharing sessions, simulations, or implementation, also had a significant frequency of 4, emphasizing the importance of active interaction and direct application of the information shared. Meanwhile, written forms of knowledge sharing through articles

or media such as WhatsApp, along with face-to-face meetings and lecture/teaching activities, have a lower frequency but still make an important contribution to the range of effective knowledge sharing methods. Thus, a combination of various knowledge-sharing methods can be used strategically to support the optimal transfer and use of knowledge according to needs.

Table IV.3 Response to complaints

Response to Complaints	Informant
Willing	19
Limited (According to capacity, Limited to knowledge)	6
Total	25

According to the responses to complaints, the majority of respondents, 19 people, stated that they were willing to respond to complaints with full availability. Meanwhile, six other respondents stated that their responses were limited based on their capacity or knowledge. Therefore, we can conclude that while the majority of respondents demonstrated high availability in responding to complaints, some also limited their responses based on their capacity or knowledge.

Table IV.4 Readiness to provide content

Readiness to Provide Content	Informant
Willing	20
Ready (with limited conditions, depending on time, Engagement)	5
Total	25

According to the results of the readiness to provide content survey, up to 20 individuals expressed their willingness to provide content with full availability. Meanwhile, five other people stated that they were ready to provide content with limited conditions, depending on the time and level of engagement, which may vary. As a result, the majority of respondents indicated availability and willingness to provide content, although some expressed readiness with specific conditions. This demonstrates a great deal of potential for content development and sharing among this group of respondents.

Table IV.5 Knowledge Sharing Methods

No	Methods/Activities	Informant
1.	5W 1H	2
2.	Consultation	2
3.	Discussion (Problem-based discussions, exchanging ideas, and execution)	5
4.	Visit location (dialogue, discussing problems)	2
5.	Facilities	1

6.	Communication	3
7.	There are notifications for further questions/communication if in forum form. A special time is provided for consultation, especially if a quick response is needed. Create an input box for a specific topic so you can create a similar article or webinar. Basically response is important, especially fast and accurate response.	1
8.	provide value to each other	1
9.	Continuous	1
10.	There needs to be an administrator who is active and always monitors every complaint and then conveys it to the resource person/expert	1
11.	Just flow, don't be too bureaucratic	1
12.	I'm still groping too, not sure yet.	1
13.	Determine goals, plans, scheduling, along with concrete steps. Use the right technology and tools, to increase productivity, build teamwork. Effective communication is maintained	1
14.	Learning by doing	1
15.	Pilot projects to implement ideas and concepts.	1
16.	provide the opportunity to ask questions as easily as possible, through various media. From incoming questions, we look for responses ranging from general to specific and then use them as a database, then we can extract them in the FAQ.	1
Total		25

The results of the respondents' answers highlight the importance of various communication and interaction methods in sharing knowledge. Discussions, consultations, and site visits are the main options for solving problems and gaining a deeper understanding. We also emphasize effective and responsive communication, setting up notifications and specific times for consultations that demand prompt responses. In addition, the implementation of appropriate technology, value building, and sustainability in knowledge sharing are the focus to increase productivity and teamwork. Maintaining the quality of knowledge sharing also highlights the importance of administrators who actively respond to complaints. Thus, fast, accurate, and sustainable responses are the key to achieving optimal results in sharing.

IV.2 Quantitative Data Analysis

We distributed the questionnaire to stakeholders online via Google Form. Respondents successfully filled out 105 of the approximately 250 questionnaires sent. We used the partial least squares structural equation modeling (PLS-SEM) method to analyze the convergent validity, discriminant validity, and reliability after collecting the data. We use this approach to evaluate path structure models that incorporate variables such as mutual assistance, knowledge sharing, behavioral intention to adopt, commitment, and collaborative economy. In-depth analysis with PLS-SEM allows for a more comprehensive understanding of the relationships between these variables.

IV.2.1 Respondent Characteristics

Respondents successfully filled out 105 questionnaires correctly in the period from April 2024 to June 2024. For this study, we selected lecturers, practitioners, and students as respondents. We distributed the questionnaires to around 250 people before analyzing the results, but not all participants filled them out perfectly. Below, you can see the percentage of respondents who correctly filled out the questionnaire.

Table IV.6 Gender of Respondents

Category	Frequency	Percentage
Man	35	33.3
Woman	70	66.7
Total	105	100.0

Table IV. 7 Respondents' last education

Category	Frequency	Percentage
Magister student	7	6.7
S1	51	48.6
S2	35	33.3
S3	12	11.4
Total	105	100.0

Table IV. 8 Respondent Occupation

Category	Frequency	Percentage
Pharmacist	3	2.9
Academic Assistant	1	1.0
Content Creator and Job Seeker	1	1.0
Lecturer	37	35.2
Teacher	1	1.0
Housewife	1	1.0
Employee	1	1.0
Business Consultant	2	1.9
University Student	3	2.9
Master's Student	48	45.7
Government Employee	3	2.9
Business Owner	1	1.0
Entrepreneur	1	1.0
Frozen Meat Supplier	1	1.0
Seed Entrepreneur	1	1.0
Horticulture Entrepreneur	1	1.0
Total	105	100.0

Gender-wise, the table shows that 70 respondents (66.7%) are women. In terms of education, the majority hold a bachelor's degree, with 51 respondents (48.6%) falling into this category. Regarding their occupation, most respondents are master's students, again with 48 respondents (45.7%). These characteristics led us to conclude that the respondents, who were mostly young, educated women with substantial experience in their fields, were well suited to provide valuable insights and knowledge on the Ecobiz platform.

IV.3 Evaluation Model

PLS-SEM is used to manage the modelling of problems that occur in the social sciences, for example, complex, unnatural, and abnormal data. PLS-SEM and Smart PLS 3.0 can identify models such as the value of *gotong royong*, commitment, knowledge sharing, behavioral intention to adopt, and collaborative economy on digital platforms. The PLS reflective measurement model for this research can be seen in Figure IV.1 below. The values of *gotong royong* (GR) and knowledge sharing (KS) in this research have been studied to determine their relationship with other variables such as behavioural intention to adopt (TA), commitment (CM), and collaborative economics (CL). There are five dimensions and six connecting paths

between each variable. We will review several parts of the diagram using the reflective measurement model. The first measurement model of this research can be shown in Figure IV.1.

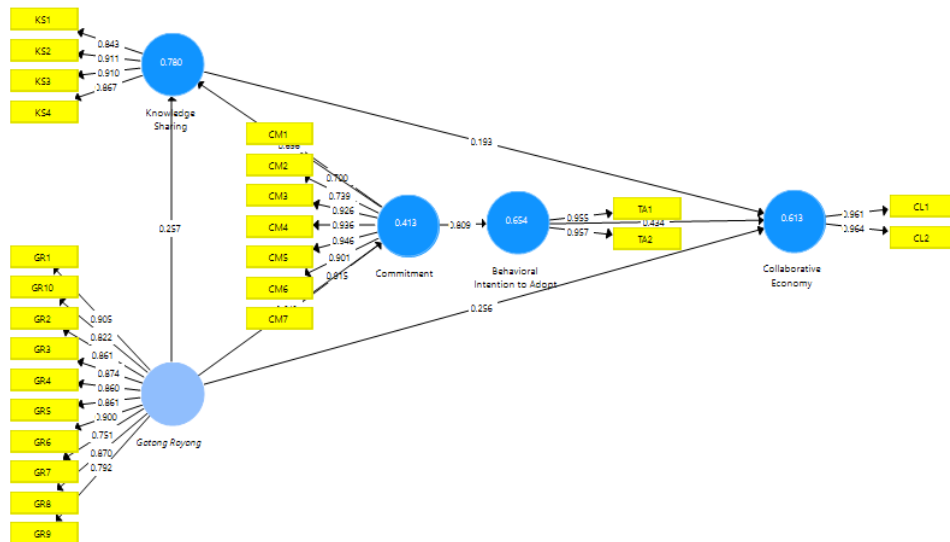


Figure IV.1.
Measurement model
Source: SmartPLS Output Results (v.3.2.9)

IV.3.1 Measurement Model (Outer Model)

The completion of several stages, including reliability, construct validity (convergent validity and discriminant validity), and the significance of structural paths, is necessary to determine the suitability of the measurement model (Hair Jr. et al., 2014).

a. Reliability

Reliability in this research is assessed based on the internal consistency reliability proposed to measure each model construct (Hair et al., 2012). The reflective outer model (Hair et al., 2011; Hair et al., 2012) incorporates internal consistency reliability, also known as composite reliability. Generally, Hair et al. (2012) use Cronbach's alpha as a composite reliability criterion to evaluate reflective actions. This is also a priority indicator suitable for PLS SEM (Hair et al., 2012). The composite reliability standard is 0.7, whereas in exploratory research, 0.6 is considered approved (Bagozzi and Yi, 1988; Hair et al., 2012). Table 4.9 below displays the results of internal consistency and reliability.

Table IV. 10 Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Behavioral Intention to Adopt	0,907	0,955
Collaborative Economy	0,920	0,962
Commitment	0,945	0,956
<i>Gotong Royong</i>	0,957	0,963
Knowledge Sharing	0,906	0,934

Source: SmartPLS Output Results (v.3.2.9)

Table IV.10 shows that all research variables have a composite reliability value greater than 0.7 and a Cronbach Alpha value exceeding 0.7. These results indicate that each variable meets the composite reliability standards and Cronbach Alpha, indicating a high level of reliability for all variables tested. With these results, we can continue the analysis further by assessing model suitability through deep model evaluation.

Apart from assessing the reliability of the model, researchers also measure the validity of the model, especially convergent validity and discriminant validity. Convergent validity is evaluated by looking at how well the indicators of a construct are combined with the construct itself, while discriminant validity assesses the extent to which a construct differs from other constructs. To test this validity, researchers used the approach proposed by Hair et al. (2014), which involves measuring convergent validity through Average Variance Extracted (AVE) and discriminant validity through correlation between constructs. This validity assessment is important to ensure that the model used is not only reliable, but also valid in measuring the intended concept. In this way, researchers can ensure that the analysis conducted provides accurate and reliable results, which then supports the overall validity of the research findings.

b. Convergent validity

Convergent validity refers to the extent to which an operationalization interferes with other operations that are theoretically identical (Lowry and Gaskin, 2014). According to Lowry and Gaskin (2014), convergent validity is needed to ensure the stability of items in one indicator with items in other reflective variables that have the same latent construct. If the factor reveals a positive indicator and is

greater than 0.7, and the AVE value is greater than 0.5, then the indicator is considered valid. Loading Factor shows the weight of each indicator or item as a measure of each variable. Indicators with high revealed factors indicate that the indicator is the strongest (dominant) measure of that variable. The Loading Factor values in Table IV.11 are shown below:

Table IV. 11 Convergent Validity Test

Variable	Items	Loading Factor	AVE	Information
Knowledge Sharing	KS1	0.840	0,724	Valid
	KS2	0.911		Valid
	KS3	0.911		Valid
	KS4	0.870		Valid
Gotong Royong	GR1	0,904	0,780	Valid
	GR10	0,823		Valid
	GR2	0,861		Valid
	GR3	0,873		Valid
	GR4	0.860		Valid
	GR5	0.861		Valid
	GR6	0,900		Valid
	GR7	0,751		Valid
	GR8	0,870		Valid
	GR9	0,792		Valid
Commitment	CM1	0,681	0,759	Tidak Valid
	CM2	0,722		Valid
	CM3	0,931		Valid
	CM4	0,943		Valid
	CM5	0,953		Valid
	CM6	0,908		Valid
	CM7	0,919		Valid
Behavioral Intention to Adopt	FY1	0,956	0,915	Valid
	FY2	0,957		Valid
Collaborative Economy	CL1	0,961	0,926	Valid
	CL2	0,964		Valid

Source: SmartPLS Output Results (v.3.2.9)

Table IV.11 above reveals that each indicator produces a loading factor value greater than 0.7 and an AVE value greater than 0.5. Therefore, we declare these indicators valid as measures of the latent variable.

c. Discriminant validity

Discriminant validity is defined as an operationalization that is different from other operationalizations that philosophically should not be the same (Lowry and Gaskin, 2014). The cross-loading values and Fornell-Lacker criteria show the level of correlation between construct indicators and other construct indicators, which displays discriminant validity. We need to use a standard value of cross-loading and the Fornell-Lacker criterion that is greater than 0.7, or by comparing the square root of the average variance extraction (AVE) value for each construct with the correlation between that construct and other constructs in the model. A construct is said to have good discriminant validity if its AVE root value is greater than the correlation value with other constructs in the model.

Table IV. 12 Fornell-Larcker Criterion Value

Variable	Behavioral Intention to Adopt	Collaborative Economy	Commitment	Gotong royong	Knowledge Sharing
Behavioral Intention to Adopt	0,956				
Collaborative Economy	0,724	0,962			
Commitment	0,809	0,809	0,871		
<i>Gotong Royong</i>	0,559	0,635	0,643	0,851	
Knowledge Sharing	0,759	0,703	0,861	0,704	0,883

Source: SmartPLS Output Results (v.3.2.9)

Table IV. 13 Nilai loading silang (cross loading)

Item	Behavioral Intention to Adopt	Collaborative Economy	Commitment	<i>Gotong Royong</i>	Knowledge Sharing
CL1	0,655	0,961	0,791	0,630	0,693
CL2	0,737	0,964	0,767	0,592	0,660
CM1	0,487	0,674	0,700	0,747	0,641
CM2	0,553	0,554	0,739	0,708	0,663
CM3	0,753	0,739	0,926	0,455	0,784
CM4	0,794	0,739	0,936	0,523	0,793
CM5	0,780	0,734	0,946	0,486	0,806
CM6	0,767	0,730	0,901	0,497	0,754
CM7	0,757	0,745	0,915	0,537	0,787
GR1	0,418	0,592	0,544	0,905	0,599

Item	Behavioral Intention to Adopt	Collaborative Economy	Commitment	<i>Gotong Royong</i>	Knowledge Sharing
GR10	0,568	0,591	0,590	0,822	0,608
GR2	0,439	0,603	0,532	0,861	0,623
GR3	0,443	0,569	0,559	0,874	0,613
GR4	0,453	0,536	0,574	0,860	0,601
GR5	0,445	0,534	0,571	0,861	0,594
GR6	0,532	0,567	0,607	0,900	0,664
GR7	0,437	0,399	0,440	0,751	0,489
GR8	0,502	0,551	0,560	0,870	0,640
GR9	0,522	0,411	0,463	0,792	0,534
KS1	0,698	0,720	0,849	0,598	0,843
KS2	0,658	0,603	0,744	0,588	0,911
KS3	0,703	0,590	0,759	0,637	0,910
KS4	0,610	0,547	0,666	0,668	0,867
TA1	0,955	0,670	0,779	0,507	0,738
TA2	0,957	0,714	0,768	0,561	0,714

Sumber: Hasil Output SmartPLS (v.3.2.9)

Based on tables IV.12 and IV.13, the cross-loading value for each item exceeds 0.70. This shows that each item is more effective in measuring the latent variable in question compared to other latent variables. In other words, each item accurately describes the associated latent variable, which supports the discriminant validity of all items in this study.

IV.3.2 Structural Model (Inner Model)

After testing the outer model, the next step is to test the inner model. In the context of PLS SEM, there is an “inner model” (Hair et al., 2011) that shows the relationship between latent variables (paths). Structural paths between latent variables can only point in one direction. In PLS-SEM, the structural model differentiates exogenous and endogenous variables. Exogenous variables, such as *gotong royong* and knowledge sharing, refer to latent variables that lack a structural path relationship. The exogenous variable determines the acceptance or rejection of the hypothesis.

This research examines six constructs, each consisting of 24 indicators: four indicators for knowledge sharing, ten indicators for the value of *gotong royong*, seven indicators for commitment, two indicators for behavioural intention to adopt, and a single indicator for collaborative economy. We conduct testing of the inner model or structural model to examine the relationship between constructs, significance values, and the R-square of the research model.

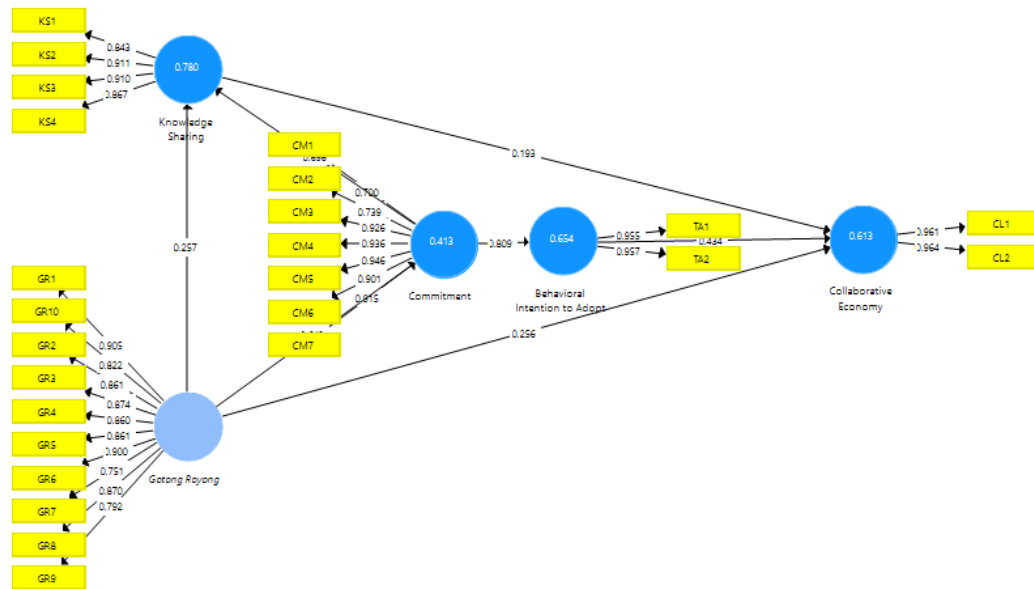


Figure 4.2
Structural Model
Source: SmartPLS Output Results (v.3.2.9)

The PLS structural model's evaluation begins by looking at the R-square of each dependent latent variable. Table 4.17 shows the results of R-square estimation using PLS.

a. R Square

Table IV. 14 R Square Test Results

Variabel	R-Square	R-Square Adjusted
Behavioral Intention to Adopt	0,654	0,651
Collaborative Economy	0,613	0,601
Commitment	0,413	0,408
Knowledge Sharing	0,780	0,776

Source: SmartPLS Output Results (v.3.2.9)

Table IV.14 shows the R-Square results for the variables tested. The variable behavioral intention to adopt has an R-Square value of 0.654, which means the independent variable explains 65.4% of the variation in behavioral intention to adopt, while 34.6% of dependence is influenced by other factors not examined. The collaborative economy variable has an R-Square value of 0,613, indicating that the independent variable explains 61.3% of the variation in the variable, with 38.7% explained by other factors. For the commitment variable, the R-Square value is 0,413, indicating that the independent variable explains 41.3% of the variation in commitment, while 58.7% is influenced by other variables. Meanwhile, the gotong royong variable has an R-Square value of 0,780, indicating the contribution of the independent variable is 78.0%, and 22.0% is explained by other factors. Overall, these results show that the independent variables have a significant contribution to the dependent variables studied, although there is still a significant influence from other factors not included in this study.

b. Predictive Relevance (Q Square)

The test of predictive relevance examines the production of the observation value through a blindfolding procedure, focusing on the Q square value. We can say that the observation value is good if the Q square value exceeds 0, and it is not good if the Q square value is less than 0. The Q-Square predictive relevance for structural models evaluates the model's ability to produce conservation values and parameter estimates.

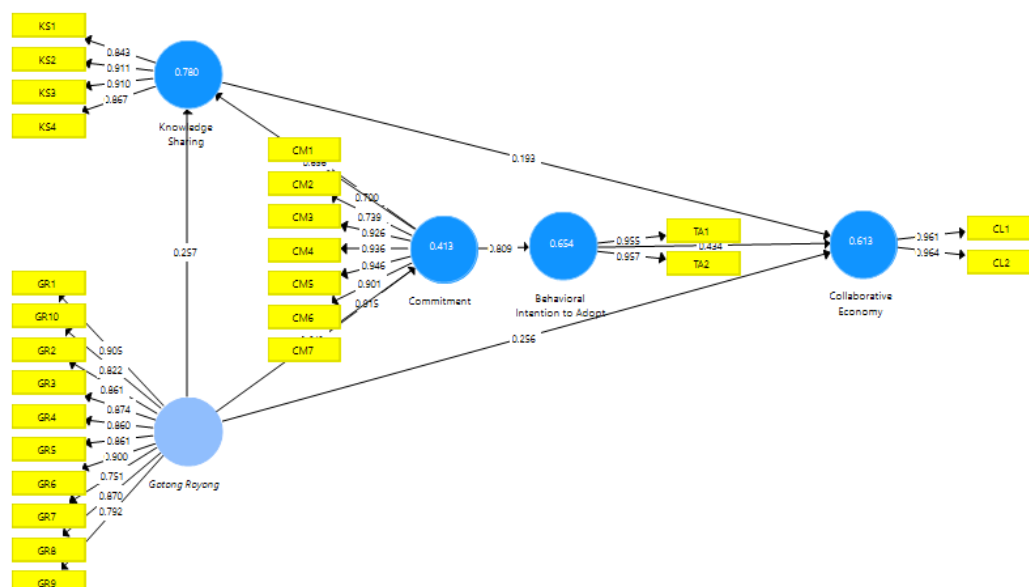


Figure IV.3 Predictive Relevance
Source: SmartPLS Output Results (v.3.2.9)

Based on the picture above, it can be concluded in the table below:

Table IV. 15 Predictive Relevance

Variable	Q ² (=1-SSE/SSO)	Information
Behavioral Intention to Adopt	0,589	Has predictive relevance value
Collaborative Economy	0,544	Has predictive relevance value
Commitment	0,300	Has predictive relevance value
Knowledge sharing	0,588	Has predictive relevance value

Source: SmartPLS Output Results (v.3.2.9)

The table above presents data indicating that the dependent variable's Q square value is greater than 0. Upon examining this value, we can infer that the research possesses a strong observation value, as the Q square value is greater than zero.

IV.3.3 Hypothesis Testing Results

Testing the structural relationship model aims to explain the interactions between variables in the research. We used PLS software to analyze the structural model. To test the hypothesis directly, we refer to the output diagram and the values of the path coefficients. If the p value is less than 0.05 (significance level = 5%) and the statistical T value is more than 1.960, this indicates that there is a significant

influence of the exogenous variable on the endogenous variable. The following is a detailed explanation of the hypothesis testing carried out:

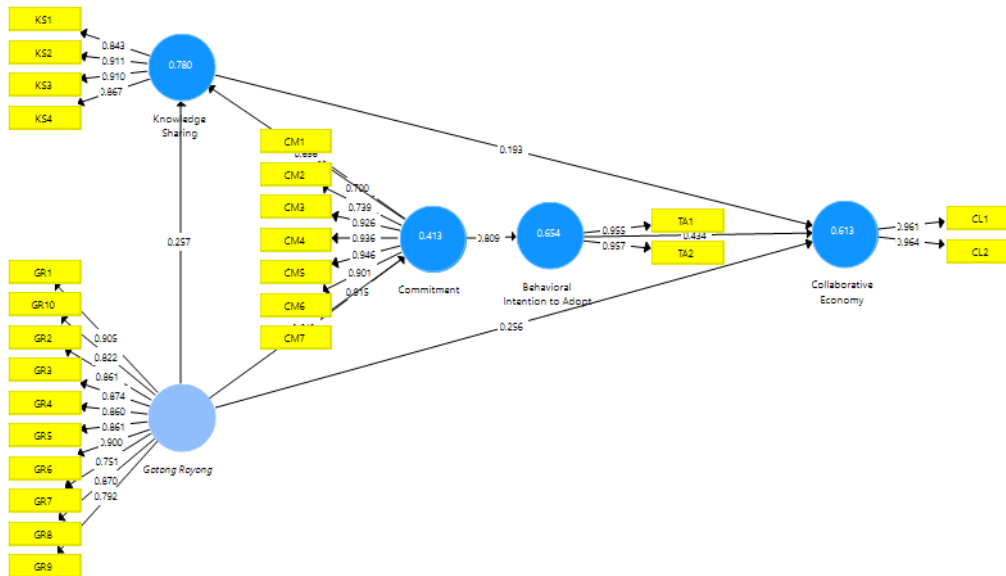


Figure IV.4 Hypothesis test
Source: SmartPLS Output Results (v.3.2.9)

Table IV. 16 Hypothesis test

Variabel	Sampel Asli (O)	T Statistik (O/STDEV)	P Values
Behavioral Intention to Adopt -> Collaborative Economy	0,434	3,510	0,000
Commitment -> Behavioral Intention to Adopt	0,809	14,212	0,000
Gotong Royong -> Collaborative Economy	0,256	2,372	0,018
Gotong Royong -> Knowledge Sharing	0,257	2,887	0,004
Knowledge Sharing -> Collaborative Economy	0,193	1,570	0,117
Gotong Royong -> Commitment -> Knowledge Sharing	0,448	7,720	0,000

Source: SmartPLS Output Results (v.3.2.9)

PLS uses simulation to carry out statistical testing of each hypothesised relationship. We use the bootstrapping method for the sample in this case. The following are the results of the PL bootstrapping analysis:

1. The impact of *gotong royong* on knowledge sharing.

The first hypothesis has a coefficient value of 0.257, a p-value of 0.004, which means less than or equal to 0.5, and a t-statistic value of 2.887, which means greater than or equal to 1.960. This shows that the accepted hypothesis is that *gotong royong* has a positive and significant influence on knowledge sharing. The higher the spirit of *gotong royong* of a person, the greater the intention of a person to share knowledge.

The results of the hypothesis that *gotong royong* has a positive and significant effect on knowledge sharing can be understood in the context of the nature of *gotong royong* itself, which contains the meaning of justice and togetherness in solving problems or achieving common goals (Pranadji, 2009). The spirit of *gotong royong* creates a supportive social environment where individuals feel compelled to help each other and share knowledge for the common good. This is in line with the research of Lukiyanto and Wijayaningtyas (2020), which revealed that *gotong royong*, as social capital, can stimulate the growth of micro, small, and medium enterprises (MSMEs) through collective lending practices. This shows that when individuals are involved in *gotong royong*, they not only share material resources but also knowledge and skills that can improve collective performance. Furthermore, Sandy and Siswanto (2021) emphasized that *gotong royong* can develop further if supported by the attention and knowledge provided by the local government to the community. This shows that when the values of *gotong royong* are strengthened by external support, such as education and empowerment from the government, the tendency of individuals to share knowledge also increases. Thus, the research results showing that *gotong royong* has a positive influence on knowledge sharing can be seen as concrete evidence of how strong social values can strengthen individual intentions to contribute to knowledge exchange, which ultimately strengthens cooperation and collective success.

2. The impact of *gotong royong* on knowledge sharing mediated by commitment.

The results of the second analysis show a coefficient value of 0.448, a p value of 0.000 which is smaller than 0.5, and a t-statistic value of 7.720 which is greater

than 1.960. This indicates the acceptance of the hypothesis that shows that commitment acts as a mediator that has a positive and significant influence on *gotong royong* and knowledge sharing.

Strong commitment to work or an organization often arises because individuals feel satisfied with what they do or have goals that are in line with the company's goals (Anwar & Balcioglu, 2016). In an environment based on *gotong royong* values, as explained by Pranadji (2009), individuals who have high commitment tend to be more enthusiastic about being involved in collective efforts to achieve common goals, including sharing knowledge.

According to research by Lukiyanto and Wijayaningtyas (2020), mutual cooperation can spur the growth of MSMEs through collective lending practices which are a form of strong and mutually beneficial cooperation. Damit et al. (2019) proposed that combining commitment to cooperative values with commitment to the organization not only enhances *gotong royong* but also strengthens knowledge exchange among members. This supports the results of your study, which showed that commitment plays an important role in mediating the relationship between *gotong royong* and knowledge sharing.

Roy et al. (2020) added that the implementation of organizational commitment components in developing a healthy organizational culture is essential to achieving optimal performance. This means that in a work environment characterized by strong commitment, members of the organization are more likely to *gotong royong* and share knowledge effectively, which ultimately improves overall organizational performance. Therefore, the results of your study highlighting the role of commitment as a significant mediator in enhancing *gotong royong* and knowledge sharing are in line with previous research findings on the importance of commitment in social and organizational relationships.

3. The Influence of Commitment on Behavioural Intention to Adopt.

The third hypothesis has a coefficient value of 0,809, a p-value of 0.000 (less than or equal to 0.05), and a t-statistic of 14,212 (greater than or equal to 1.960). This signifies the acceptance of the hypothesis, which asserts that commitment

significantly and positively influences the intention to adopt a behavior. The higher a person's commitment, the greater their desire to take action.

Organizational commitment, which includes employees' emotional connections and their significant contributions to achieving organizational goals (Damit et al., 2019), plays an important role in influencing behavioral intention to adopt new technologies. Roy et al. (2020) emphasized that the implementation of organizational commitment components is crucial in developing a healthy organizational culture, which in turn can improve organizational performance. Thus, stakeholders who have high commitment not only actively participate in collaboration but also have a strong intention to adopt new technologies, which ultimately achieves the success of technology implementation in the organization.

4. The impact of behavioral intention to adopt on the collaborative economy.

The fourth hypothesis has a coefficient value of 0,434, a p-value of 0.000 (which is smaller than or equal to 0.05), and a t-statistic of 3.510 (which is greater than or equal to 1.960). This indicates the acceptance of the hypothesis, which asserts that behavioral intention to adopt technology has a positive and significant impact on the collaborative economy. The greater a person's behavioral intention to adopt technology, the more the collaborative economy grows.

Previous research emphasized the necessity of building technology collaborations that focus on participants who actively contribute opinions, thereby increasing participation (Reinig, 2003; Alothaim, 2015). Alothaim (2015) posits that participants' behavioral intentions to use collaborative meeting technology motivate them to actually utilize the system. Thus, as people's intentions to adopt technology grow, their contributions to the collaborative economy also increase, further supporting the hypothesis.

5. The impact of knowledge sharing on the collaborative economy.

The fifth hypothesis has a coefficient value of 0.193, a p-value of 0.117 (greater than or equal to 0.05), and a t-statistic of 1.570 (less than or equal to 1.960). This indicates that the hypothesis is rejected, which states that knowledge sharing does

not have a significant and positive impact on the collaborative economy. This means that a person's intention to share knowledge does not affect the increase in the collaborative economy.

Although previous studies such as those conducted by Ywiocek et al. (2022) emphasize the importance of knowledge sharing in strengthening the relationship between transformational leadership and employee adaptation, the results of this study indicate that knowledge sharing does not have a significant and positive impact on the collaborative economy. This can be explained by the differences in context and specific conditions in which knowledge sharing plays a role. In the context of traditional organizations, a strong hierarchical structure may make knowledge sharing more effective in improving employee adaptation. However, in a more flexible and informal collaborative economy, the impact of knowledge sharing may not be as expected.

In addition, although Karna & Ko (2022) and Al Hakim et al. (2022) show that participatory social collaboration (PSC) and interactions between researchers and small and medium-sized industries can increase knowledge sharing activities, this does not necessarily mean that knowledge sharing will always have a positive contribution to the collaborative economy. In the context of this study, there may be other factors that are more dominant in influencing the increase in the collaborative economy, so that individual intentions to share knowledge do not directly have a significant impact. This suggests that the relationship between knowledge sharing and the collaborative economy may be more complex than previously thought and requires further analysis to understand the dynamics involved.

6. The influence of *gotong royong* on the collaborative economy.

Testing the sixth hypothesis, which assesses the influence of *Gotong royong* on the collaborative economy, produces a coefficient value of 0,256, a p-value of 0.018, and a t-statistic of 2,372. A p-value of less than 0.05 indicates that the effect is statistically significant, while a t-statistic that exceeds 1.960 further confirms its significance. These results indicate that *gotong royong* has a positive and significant impact on the collaborative economy, meaning that the practice of

gotong royong makes a real contribution to improving the collaborative economy. In other words, the higher the level of *gotong royong*, the greater the contribution to the development of a collaborative economy. Therefore, we accept the hypothesis that "*Gotong Royong* has a positive and significant influence on economic collaboration."

These findings emphasize the importance of *gotong royong* as a factor that supports and strengthens the collaborative economy, demonstrating that mutually supportive collaboration and cooperation can play a key role in advancing aspects of a collaboration-based economy. Previous research has discussed the moral values reflected in *gotong royong*, such as unity and social capital, which are considered key factors in improving community welfare (Azizah, 2021; Effendi, 2016). Collaboration involves working together in intellectual and operational efforts (Forbes & Fitzsimmons, 1993; Koyama, 2010). As a result, the value of *gotong royong* aligns with the principles of a collaborative economy, in which active participation, equality, and justice in sharing resources and information foster closer and more effective cooperation.

Chapter V Results and Analysis

V.1 Result

The hypothesis testing results show that *gotong royong* has a positive effect on knowledge sharing, both directly and through commitment. This means that when stakeholders have a spirit of *gotong royong*, it will directly increase the desire to share knowledge among users. Thus, Ecobiz can focus on improving knowledge sharing features and building mechanisms that encourage user commitment, such as rewards for active contributors, to create a more collaborative and supportive ecosystem.

Commitment itself also positively influences the behavioral intention to adopt. Thus, stakeholders with high commitment not only actively participate in collaboration but also have a strong intention to adopt new technology, which ultimately increases the success of technology implementation in the organization. Furthermore, we accept the related hypothesis that behavioral intention to adopt has a positive impact on the collaborative economy. Someone who has a strong intention to adopt the Ecobiz.id digital platform will increase participation or involvement in the collaborative economy.

On the other hand, knowledge sharing does not have a positive impact on the collaborative economy. Therefore, we reject the hypothesis that a person's intention to share knowledge does not influence the growth of the collaborative economy. In addition, *gotong royong* has a positive impact on the collaborative economy. Thus, the value of *gotong royong* is in line with the principles of the collaborative economy, where active participation, equality, and fairness in sharing resources and information encourage closer and more effective cooperation. Overall, these findings emphasize the importance of knowledge sharing, *gotong royong*, and commitment in supporting a collaborative economy. *gotong royong* significantly increases knowledge sharing, indicating that *gotong royong* is key in strengthening collaboration and knowledge sharing among members of a community or organization. Although the effect of knowledge sharing on the collaborative economy is not significant, it does not reduce the importance of knowledge sharing in a broader context. These findings underscore that increasing *gotong royong* values can directly increase the spirit of knowledge

sharing, which ultimately strengthens the collaborative economy.

V.2 Theoretical Contribution

These findings provide important theoretical contributions to the collaborative economy and digital platform adoption literature by highlighting the key roles of *gotong royong*, knowledge sharing, and commitment in driving participation and engagement. The study demonstrates that *gotong royong* boosts the spirit of knowledge sharing, both directly and through increased commitment. This highlights the importance of internal mechanisms, such as rewards for active contributors, to strengthen commitment and *gotong royong*, which support the collaborative economy. While adoption intention directly enhances the collaborative economy, high commitment facilitates platform adoption intention, suggesting the need for a multidimensional approach to driving digital engagement. This study expands our understanding of the key factors supporting the collaborative economy and provides practical guidance for the development of platforms such as Ecobiz.id.

V.3 Practical Implications

These findings have the practical implication that platforms like Ecobiz can focus more on improving knowledge sharing features and building mechanisms that support user commitment. Rewards for active contributors can also be an effective way to encourage more participation and engagement in the Ecobiz collaborative ecosystem. This also highlights the importance of strengthening the spirit of *Gotong royong* among stakeholders and building strong social networks. In addition, for stakeholders and developers of similar platforms, it is important to consider that knowledge sharing does not correlate with the collaborative economy, so marketing or adoption strategies and efforts should be more focused on other factors such as commitment and the spirit of mutual cooperation. In conclusion, understanding the importance of collaboration, commitment, and a strong community can be the basis for strengthening a more successful and sustainable collaborative ecosystem.

V.4 Further Research

These findings suggest several areas for further investigation. First, we can conduct research to better understand how users' commitment to a platform such as Ecobiz influences their participation in the collaborative economy after adopting it. Second, further research on the types of rewards that effectively increase commitment and active participation in the collaborative economy could be valuable. Furthermore, it is important to examine the role of social networks in supporting the collaborative economy, particularly in relation to how the spirit of shared cooperation strengthens community engagement and influences the growth of the collaborative economy. Finally, research could explore the level of user trust in the platform that increases their commitment to contribute to the development of the collaborative ecosystem. Thus, further research in this area could provide deeper insights and more effective guidance for the development of strategies and platforms that support a successful and sustainable collaborative economy.

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APPENDIX

Appendix 1 Interviews related to the type of knowledge sharing that can be provided

Responden	Apa jenis pengetahuan dan informasi yang dapat Anda sumbangkan?
1	Hukum
2	Ilmu hukum
3	Legal, perizinan
4	Teknologi produk kayu
5	pengetahuan umum terkait data dan pengolahannya, pengetahuan khusus terkait dengan manajemen mutu dan operasi.
6	Pengetahuan dan informasi mengenai kontrol kualitas bahan baku obat bahan alam, pengetahuan informasi mengenai pengolahan bahan baku obat bahan alam,
7	Bidang industri pangan
8	Perkoperasian
9	Pangan, lingkungan, inovasi teknologi
10	Ya
11	Perdagangan, indistri, Koperasi, Lembaga Keuangan, BUMD, Pembuatan regulasi dan lainnya
12	manajemen bisnis ritel
13	Hukum Bisnis, Hukum Koperasi, Legal kontrak/ Perjanjian, Perlindungan Konsumen, HKI
14	Ada
15	Pengetahuan dan teknologi ttg farmasi, obat bahan alam, suplemen kesehatan dan sejenis
16	Koperasi/Ekonomi dan Administrasi
17	servises marketing (packaging, display, branding)
18	Terkait marketing dan business strategy
19	Pemasaran, Branding, Service, Riset Pasar
20	Branding dan packaging
21	koperasi dan manajemen
22	Marketing
23	Pengetahuan tentang pemasaran dan strategi bisnis, serta pengembangan produk
24	Teknologi Pangan
25	Manajemen dan kolaborasi riset

Appendix 2 Interviews are related to the usual form of knowledge sharing

Responden	Dalam bentuk apa Anda biasanya berbagi pengetahuan?
1	Dalam bentuk konsultasi secara langsung maupun melalui media sosial
2	Face to face atau chat w.a
3	Konsultasi
4	Pemaparan atau diskusi
5	Tertulis atau diskusi kelompok lebih menyenangkan daripada kelas besar
6	dalam bentuk tulisan
7	Diskusi, kuliah, seminar
8	Menjadi narsum dalam suatu pelatihan
9	Temu langsung
10	Contact langsung maupun tulisan
11	Diskusi, ekpose, simulasi, dan implementasi.
12	Sharing session
13	Mengajar, pelatihan/ Bintek, konsultasi, kasus
14	Pelatihan,diskusi
15	Seminar, workshop, FGD, dll
16	Tanya jawab & konsultasi
17	Konsultasi desain
18	Kelas, webinar, bimbingan
19	Artikel, WAG
20	Konsultasi
21	mengajar
22	Online dan offline
23	Menjawab pertanyaan atau memberikan kuliah/pelatihan/pengajaran
24	Pelatihan
25	Paparan dan presentasi

Appendix 3 Interviews related to the respondent's willingness to respond to complaints

Responden	Apakah Anda bersedia memberikan respons terhadap keluhan?
1	Bersedia
2	Bersedia
3	Bersedia
4	bersedia
5	in syaa Allah jika memang tahu jawabannya

6	bersedia sesuai dengan kapasitas. Jika keluhan di luar dari kapasitas pribadi akan dicoba untuk didiskusikan dengan dosen/ SDM lain yang memiliki kapasitas atau kompetensi yang dibutuhkan
7	Bersedia
8	Siap
9	Insyaa Allah
10	Siap
11	1. Banyak kebijakan pusat yang belum diterjemahkan menjadi kebijakan Provinsi dan Kabupaten/Kota. Banyak pelaku usaha yang sulit untuk mendapatkan akses : Keuangan Pemasaran Tempat usaha Sarana prasarana Bahan baku, dan SDM masih rendah.
12	Sepanjang dlm lingkup bisnis ritel, sourcing brg, sistem distribusi
13	Bersedia
14	Bersedia insya allahkomunikasi
15	Bersedia
16	Siap sesuai dengab kemampuan
17	Bersedia, sebatas pengetahuan yang saya miliki seperti tercantum diatas
18	Siap
19	Bersedia
20	ya
21	bisa
22	Bersedia
23	Ya
24	In syaa Allah
25	Bersedia

Lampiran 4 Interviews regarding readiness to provide relevant content based on complaints

Responden	Apakah Anda siap untuk menyediakan konten yang relevan berdasarkan keluhan?
1	Bersedia
2	Siap
3	Siap
4	siap
5	in syaa Allah

6	bersedia
Responden	Apakah Anda siap untuk menyediakan konten yang relevan berdasarkan keluhan?
7	Siap
8	Siap
9	Terbatas
10	Enggament
11	Siap
12	Ya
13	Bersedia
14	Siap insya allah
15	Siap
16	Cukup di Ecobiz SBM
17	Bersedia, sebatas pengetahuan yang saya miliki seperti tercantum diatas
18	Tergantung waktu, karena menyediakan konten itu time consuming.
19	Bersedia
20	ya
21	siap, akan tetapi perlu disesuaikan dengan waktu
22	Iya bersedia
23	Ya
24	In syaa Allah
25	Bersedia

Responden	Apakah Anda siap untuk menyediakan konten yang relevan berdasarkan keluhan?
1	Bersedia
2	Siap
3	Siap
4	siap
5	in syaa Allah
6	bersedia
7	Siap
8	Siap
9	Terbatas
10	Enggament
11	Siap
12	Ya
13	Bersedia
14	Siap insya allah
15	Siap

16	Cukup di Ecobiz SBM
17	Bersedia, sebatas pengetahuan yang saya miliki seperti tercantum diatas
18	Tergantung waktu, karena menyediakan konten itu time consuming.
19	Bersedia
20	ya
21	siap, akan tetapi perlu disesuaikan dengan waktu
22	Iya bersedia
23	Ya
24	In syaa Allah
25	Bersedia