



Vertical Communication Based on Local Wisdom: A Study of World Class University

Evelina, L. W.

Department of Marketing Communication, Faculty of Economic and Communication, Bina Nusantara University, Jakarta 11480, Indonesia

ABSTRACT

Binus University relies on IT-based communication. This has given rise to problems, such as unreadable non-verbal communication and reduced formalities and respect among subordinates and superiors. This research aims to answer several questions, namely; (1) What are the local wisdom of Binus University? (2) What is a leadership role in socialising local wisdom? The method used is a qualitative analysis which analyses the implementation of organisational communication based on local wisdom. The results showed that Binus University is applying the vertical information flow within the university with an open and equal treatment among colleagues. Leadership in Binus always instills a culture that became the values Binusian in every occasion. Therefore, Binus needs to create a mechanism for effective message delivery in relation to local wisdom socialisation, that will ensure the effectiveness of two way communications.

Keywords: Organisational communication, leadership style, local wisdom

INTRODUCTION

A company's productivity depends on the efforts of a leader to control his employee through two-way communication. Leadership is an essential element in order to explore the creativity of staff to improve productivity. In higher education institutions, productivity means is able to produce graduates who can work in the global industrial field. Higher education institutions must constantly follow the developments and needs

of the industry to ensure the quality of graduates is maintained. In order for leadership to be effective it is necessary organisational communication and a strong organisational culture so that it can form organisational wisdom that is

ARTICLE INFO

Article history:

Received: 19 November 2015

Accepted: 04 May 2016

E-mail address:

lidiaevelina@yahoo.com (Evelina, L. W.)

used by all employees. To obtain effective organisational communication, companies rely on IT-based communication media to reduce the cost, time, and distance. Binus University today is ranked as a leading private university in Jakarta, which ranks fourth private university in the category of system development, quality lessons and masterpiece. Binus is known as the first Institute of Higher Education based on IT. All communication is done through communication technologies such as email, SMS, BBM, Website, Binusmaya, Facebook and Twitter. While face-to-face communication is done when it comes to the schedule of lectures and faculty member development, while regular information delivered via electronic media.

As universities that rely on IT-based communication, there are some advantages that can be obtained, for example, reduced cost, distance, and time. However, there are also problems exist if the company uses IT-based communication media, such as unreadable non-verbal communication and reduced formalities and respect among subordinates and superiors. In addition, there are also other problems such as the selection of information, misuse of communications media, to the leaking of confidential company information. On the basis of these considerations, the researchers are interested in studying organisational communication at Binus University and defined research problems as follows: (1) What are the local wisdom of Binus University? (2) What is a leadership role in socializing local wisdom? And (3) How

local wisdom can be applied to A World-Class Knowledge Institute in Continuous Pursuit of Innovation and Enterprise at BINUS 20/20?

Corporate Culture and Leadership Style Based Local Wisdom

In every organisation, communication is needed between management and employees to gain a mutual goal. According to Cornelissen, corporate communication is “a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organisation is dependent” (Atmadi, 2013). While according to Zalabak, internal communication is “a work within an organisation to assist management in employee and management communication, coordinate a variety of training activities, coordinate internal communication media, facilitate team building and develop numerous other communication activities” (Atmadi, 2013). In other words, communication within an organisation needs a good information flow and structure to facilitate vertical and horizontal communication.

Organisational climate within the company is a term used to describe the physical state and provide information about the structure and meaning of the situation (Pace and Faules, 2005). While the communication climate can be translated as a combination of perceptions and a macro

evaluation of the event communication, human behavior and response of employees. Thus, climate can affect the organisation's communication climate. Organisational climate is how members behave and communicate. Communication climate in the company includes the expectations, the conflict between the individual and the opportunity for growth within the organisation. Communication climate is different from organisational climate. Communication climate includes perceptions of message and event-related messages that occur in the organisation. Perceptions about an organisation on a given day can give a clear picture of the organisational communication climate in a longer period of time (Pace and Faules, 2005). Arni Mohamad added in a climate of fraternal communication that encourages members of the organisation to communicate in an open, relaxed, convivial with other members. Conversely, negative climate makes members dare not communicate openly (Muhammad, 2005). Thus, it can be concluded that the climate in organisations that exist in the company as a result of the communication system and the events within the company perceived by each employee in the long term.

Leadership is a relationship of mutual influence between leaders and subordinates who want a real change that reflects the common goal. Leadership involves a profound influence, relationships that occur between people who want significant changes and such changes reflect a shared objective. Influence in this reciprocal

relationship means between leaders and followers who are active (Atmadi, 2013). Leadership styles in companies associated with the communication climate in the company. According to Likert, leadership style more in line with current conditions is the inviting style as well (Masmuh, 2010). This style is very supportive with the aim that the organisation runs well through employee participation. Information runs in any direction while control is executed on every level. People communicate freely, openly, and straightforward, almost without fear of punishment. The level of participation of employees of the highest, resulting in the highest level of productivity as well. Tannenbaum and Schmidt assume that the most effective leaders are those who have a consistent style of leader, in accordance with the demands of the situation (Masmuh, 2010). If an instruction requires, the leader gives instruction; if necessary participation in decision makers, leaders loosened oversight and give the team a role in decision making.

In a company that has been established for many years a distinctive corporate culture can be expected to emerge. The culture can be derived from the original owner and the company can also be from the top-level leaders or directors. Corporate culture, according to Rhenald Kasali is a set of values and a belief that leads to something. The actual purpose of the corporate culture is to equip members with the organisation's identity and generate commitment to the values espoused by the organisation (Kasali, 2008). A company

should be regarded as a social and cultural unity. Organisations within a company and all its employees must have a set of values and the same goals. That is what we often hear that all members or employees of the company should have a sense of belonging and enjoy the growth and results of their work. According to Masmuh corporate culture must be related to the morale and productivity of workers (Masmuh, 2010). Thus, the culture of a company is a result of the application of the values that must be understood by all employees and the identity of the company.

Corporate culture also has the value of local wisdom. The definition of local wisdom is derived from two words, namely wisdom and local. So it can be understood as an idea, value, or a local view that is wise, full of wisdom, good value, embedded, and followed by members of the community. Substantially, local wisdom is the values that prevail in a society. Values that are believed to be the truth and become a reference in daily occurrences, as a guidance to behave from the local community (Atmadi, 2013). Therefore, the local wisdom is the entity that largely determine the dignity of human being in his community. This means local wisdom in which contains elements of intelligence, creativity, and knowledge of the local elites and society was decisive in the development of civilization of the people.

Meanwhile, according to Bierly, Kessler, & Christensen knowledge means the ability to use knowledge to achieve the desired goals (Bierly, et al., 2000).

While understanding the local knowledge of researchers used the term refers to the organisational wisdom, which means the company's strategy or local wisdom developed, communicated to all employees, and used in the market competition. Three important things that shape local wisdom in companies according Bierly, Kessler, & Christensen are: (1) Transformational leadership, (2) culture and corporate structure, and (3) an effective knowledge transfer mechanism (Bierly, et al., 2000).

The flow of information in organisational communication

Communication patterns that exist within the organisation can be divided into two (2) major parts, namely communication Vertical (up and down) and horizontal communication (equivalent) In both types of communication upwards or downwards, management control communication system.

According to DeVito, the flow of information in organisational communication consists of communication upward and downward communication (often called vertical) and lateral communication other than the sketchy information (rumors) and also on the causes and consequences of the great density of information (Muhammad, 2005). Upward communication is a message sent from a lower hierarchical level to a higher level, for example, the executor to his manager, or from the lecturers to the faculty dean. These types of communications typically include (1) activities related to work,

what is happening at work, how much achievement, what remains to be done, and other similar problems; (2) issues relating to work and unanswered questions; (3) various ideas for changes and suggestions for improvement; and (4) the feelings relating to the occupation of the organisation, the work itself, other workers, and other similar issues (Muhammad, 2005).

In line with the views expressed by DeVito, Wayne also revealed that the upward communication in an organisation means that the information flow from the lower level (subordinate) to a higher level (supervisor). All employees within an organisation, except perhaps those who occupy the top position, may communicate upwards, for example, every subordinate may have a good reason or request information from or provide information to a person whose authority higher than the employee earlier. The form can be in the form of a petition and the comments were directed to individuals whose authority is greater, higher, or more broadly is the essence of communication to the top (Pace and Faules, 2005). Can be concluded that the upward communication is the request and comments as well as information about the work they do.

Downward communication is a message sent from a higher hierarchy level to a lower level. For example, messages sent to the dean of the faculty of lecturers are downward communication. The leaders are also responsible for giving assessment to the employees and motivate them, all in the name of productivity and for

the good of the organisation as a whole (Muhammad, 2005). According to Katz & Kahn, there are five types of information commonly in communications from superiors to subordinates: (1) Information on how to do the job, (2) information regarding the rationale for doing the work, (3) Information on policies and practices within the organisation, (4) Information on employee performance and information to develop a sense of duty (Pace and Faules, 2005).

Dissemination of Information

Guetzkow said that the flow of information within an organisation can occur in three ways, namely: Simultaneously, sequence or combination of case that way (Pace and Faules, 2005). Described by Pace and Faules (2005), that dissemination of the message simultaneously from person to person within the organisation as a dyadic involving the source of the message and the recipient. Forms of information can be written via the internal media, bulletin boards, magazines, online and through the media through face-to-face / orally in the presence of members of the organisation in question. All information received by members of the organisation at the same time it is called to dissemination of the message simultaneously.

Next, the dissemination of information can be done by distributing sequentially commonly used in large scale organisations as well as Binus University. According to Pace & Faules, dissemination of information sequentially includes the

expansion of dissemination of dyadic form, so a message from A to B and then to C and then forwarded to the D, proceed to E (Pace and Faules, 2005). Every individual except the first (source messaging), interpret messages it receives and then forwards the result of interpretation of those after him in a series. Dissemination of information has a sequential pattern as the most important characteristic. Such information dissemination takes place at irregular times. Thus, the information received may be in a different place and time. The problem that can arise is the coordination due to delays in the dissemination of information. This can lead to information that is difficult to use to make a decision because there were members of organisations that have not received the information. Similarly, if the members should be informed in large numbers. Other impacts, accuracy and precision of information can shift resulting from the interpretation and reproduction of messages that are exchanged in the sequential delivery of messages.

RESEARCH METHODOLOGY

The method used is a descriptive qualitative analysis which analyses the organisational communication that form the leadership style based on local wisdom at Binus University. To get the results of this study using the techniques of primary and secondary data collection. Primary data collection through semi-structured interviews, interviewers prepare a list of written questions and allow others to freely ask questions appropriate to the

circumstances. Interviews were conducted with directional or free guided interviews with subject matter remains on track and has been prepared in advance (Kriyantono, 2006). While secondary data is supporting primary data, observations were conducted during the research. Observation activity is an activity that uses the five senses. Observation defined as activities directly observing the object something, include interaction (behavior) and conversation occurs between the subject under study (Kriyantono, 2006). Added by Christine Daymon and Immy Holloway that observable activity is to identify the conscious actions and actions that happen automatically (Daymon and Holloway, 2008). Then explained further that the observation is used to present a technique to distinguish between what is said with what they actually do.

Interviews were conducted with Mr. Iman Herwidiana Kartowisastro, as Vice Rector of Academic Development and Provost of Binus University. The second informant is Ms. Lydiawati Kosasih Asallah, as Learning Development Operational Senior Manager of Binus University. Interviews with Mr. Iman and Ms. Lydia took place at Binus University. Other than interviews, observation were also conducted, as both researchers are Faculty Members and lecturers of Binus University.

Another method used is to look for the official document data is data stored on websites and other data such as brochures of activities. The official document

is divided into internal and external documents. Internal documents such as memos, announcements, instructions, meeting reports, conventions and other habits that take place in an institution. While the external document is issued by an institution of information such as magazines, bulletins, news published in the mass media, announcements and notices (Bungin, 2008). The validity of such data using a detailed description is acceptable if the findings are described in detail and clearly, logically and rationally (Bungin, 2008).

Binus University Profile

The journey of Bina Nusantara University began on October 21, 1974. It originated from a short-term course named Modern Computer Course, which then expanded because of its strong foundation and comprehensive vision. Due to the high demand and its rapid development, on July 1, 1981, Modern Computer Course had developed into 'Akademi Teknik Komputer (ATK)' or Computer Technical Academy with 'Manajemen Informatika' or Informatics Management as the first major. After going through years of perseverance and hard work, Bina Nusantara University (Universitas Bina Nusantara or UBINUS) was officially listed and established on August 8, 1996. STMIK Bina Nusantara was then merged into Bina Nusantara University on December 20, 1998. At that time, UBINUS has Faculty of Computer Science, Faculty of Economy, Faculty of Engineering, Faculty of Literature, Faculty

of Mathematics and Natural Sciences and Master's Program in Information System Management. Due to the new organisational structure of Bina Nusantara University, which is begin in August 19, 2008, the names of several faculties were changed. Faculty of Technical Science is now known as Faculty of Science and Technology, Faculty of Economy is now known as Faculty of Business & Economy, and Faculty of Literature is now known as Faculty of Language and Culture. Faculty of Mathematics and Natural Sciences is now merged within Faculty of Science and Technology.

Binus University Vision: "A World-class university in continuous pursuit of innovation and enterprises".

While the mission of BINUS University is to contribute to the global community through the provision of world-class education by:

1. Recognizing and rewarding the most creative and value-adding talents
2. Providing a world-class teaching, learning and research experience that fosters excellence in scholarship, innovation and entrepreneurship.
3. Creating outstanding leaders for global community
4. Conducting professional services with an emphasis on application of knowledge to the society
5. Improving the quality of life of Indonesians and the international community

Based on belief in God, passion in education, and view of a bright future, Binus are committed to build the nation and contribute to the global community through education and technology. This commitment is reflected in the values of Bina Nusantara, which then guide their actions: (1) Strive for excellence, (2) Perseverance, (3) Integrity, (4) Respect, (5) Innovation, (6) Teamwork.

RESULTS AND DISCUSSION

Local Wisdom in Binus University

The quality policy of BINUS University is to providing world class education with international experiential learning that provide a positive contribution to the global community. The vision of Binus is a World Class University, where graduates of Binus University will be accepted in the global industries through the highest level of education and teaching excellence, including applied research. While the mission of Binus University is to contribute to the global community through the provision of world-class education by acknowledging and rewarding the most creative and value-added talent and improving quality of life of the Indonesian people and the international community. To achieve the vision and mission of the above, its founders instill values as follows: tenacious, focus and passionate, committed in determining common goals, the freedom for innovation, combining the integrity of the creative spirit, and foresight to recognize and take action on future occasions.

Lidya Kosasih from Corporate Learning Directorate unit, who has worked for ten years explains that every Binusian who want to join the faculty and employees must follow the process of induction. There are two types of induction, the first is induction to academic lecturers and media used to communicate in Binus, such as how to use Binusmaya, Binus email, Facebook, Twitter and other communication media platforms. The second is the induction of employees that aims to disseminate the culture BINUS consisting of 5 points, namely (1) Trust in God, for example, every activity always begins and ends the prayer, (2) Sense of Belonging, Binusian care for each facility such as his own. For example, university teaching tools package which consists of mic, remote LCD and markers must be returned with good condition, (3) Sense of Closing, there is always an evaluation assessment, such as the results from the evaluation of lecturers (IKADQ) or student satisfaction index and employees key performance indicators (KPI), (4) Benchmarking, became the standard for the world of higher education, and (5) continuous improvement, always develop themselves, examples industries were invited to participate in the learning process with the name of Binus Global Learning System.

In addition, there are 4 main values: (1) Farsight, (2) Diversity, (3) Tenacious focus, and (4) Freedom to innovate. Based on a belief in God, passion in education, and view of a bright future, Binus University is committed to building the nation and contribute to the global community

through education and technology. This commitment is reflected in the values of Binus University, and guided the strategy (SPIRIT): (1) Strive for excellence – continuously do the best to achieve high quality results in every aspect of work, (2) Perseverance – stay calm, focused, never give up, and quickly recover in overcoming challenges, (3) Integrity – honest, transparent, sincere, and courageous in doing the right thing, (4) Innovation – encourage creative breakthrough and sustainable ideas to continuously improve processes in order to achieve better results, and (6) Teamwork – believe in importance of collaborative, effective, and trustful working relationships as one team.

Vertical communication in BINUS University

According to the Vice Rector of Academic Development, Mr. Iman H. Kartowisastro Ph. D, Binus does not differentiate based on an individual's occupational or ethnic background. Affirming the value of its founder Binus, rank and position are not the most important aspects, rather it prioritizes equality. This open attitude suggests the absence of a hierarchy. Communication medium at all levels is IT-based, with the internal web (Binusmaya) and email being the main medium communication. The entire Binusian shall periodically see Binus site for all information about the activities in the university. Examples to follow graduation requirements can be accessed at Binusmaya with an error rate of less than 1 (one) percent. Indeed, as the

use of multimedia assumes Binusian as robots, but over time will become a habit or custom. IT-based communication media have also become a means of horizontal communication between colleagues, for example, there is a discussion forum on the Binus site and mailing lists to facilitate communication.

With IT-based communications media, there are benefits in addition to the efficiency of the time, namely the loss of distance between individuals, there is no limit position or age and the more support the value of equality upheld by Binus University. This value is emphasized to every subordinate not only through socialization, but also through examples of actions undertaken by the rector, in the hope that it can be emulated by the middle ranks and staff Binus. For example, when induction of new faculty and staff, Rector or Vice Chancellor took time to attend and always provide a personal contact number that can be reached without the hassle through the bureaucracy. This openness also supports communication from subordinates to superiors, so that input from subordinates can be delivered to the chairman without passing through gradual levels. Emphasize the value of openness and equality through awareness and actions of these leaders considered effective in shaping the style of leadership in Binus University, in the middle management ranks entirely applied open door policy associated with IT-based communication media.

Application of organisational communication at Binus University is

in accordance with the theory of the communication climate from Wayne and Arni Muhammad, who said communication climate that is fraternal or family-based value will make the organisation's members to be more open with their colleagues. Openness is constantly fostered by Binus through the event, including the beginning of each semester faculty meeting that encourage intimacy between lecturers. Binus University also implemented dissemination of joint communications between simultaneous and sequential in accordance with the theory from Guetzkow (Pace and Faules, 2005). Dissemination of information simultaneously to all Binusian made relating to events or announcements from the university, while the dissemination of information related to the sequential implementation is regarded the policy per department. Binus University also has applied vertical communication in accordance with the theory from Wayne and DeVito that said downward communication that one of them consisted of information on how to do the job (Pace and Faules, 2005; Rowley, 2006). Because the communication climate in Binus is IT-based, then the whole Binusian are expected to have IT responsiveness skill, and must fill out a form that is related to their duties. To meet this Binus University consistently held training for employees in improving their competence and assist them in doing the job.

Judging from the style of leadership practiced from the top leadership to middle management at Binus University are in

accordance with the inviting style with Rensis Likert (Masmuh, 2010). As in the example mentioned above, from the Rector uses inviting style through actions and examples that can be seen by his subordinates. Rector and other leaders give access to their mobile numbers to convey the necessary information. All BINUSIAN have the right to submit an entry before it became a joint decision as in a working meeting.

Everything mentioned above are constantly refreshed in weekly meetings between the leaders and when planning projects. Everything in the Higher Education Tridarma always fits with Binus culture, including community service through Teach for Indonesia (TFI). Binus formed units to support academic activities, e.g. Corporate Learning Directorate, Student Affairs and Community Development, Lecturer Research Center, Academic Development, Operation and Resource Management, Research and Institutional Development, Quality Management Center, Information Technology Directorate. All units fit into working teams and are well-coordinated. Thus each unit in BINUS synergize formed local culture with IT-based. Leaders in Binus have equal status in communication, meaning that communication can be performed directly, openly and do not need to go through complicated bureaucracy. Information can be expressed in formal and non-formal. Non-formal communication can be through social media, email, Facebook, Twitter, BBM, SMS, Whatsapp and other communication means.

Local Wisdom and World Class University

As a short-term goal, Binus University wants to become a world-class institute in continuous pursuit of innovation and enterprise, or better known as Binus 20/20. Local wisdom can add value to Binus University while maintaining its local heritage in the global education industry. In order to achieve this, Binus University needs a strategy to communicate local values to its internal publics.

In accordance with the theory, there are three important things that shape local wisdom to achieve the company's goals, according to Bierly, Kessler, & Christensen (Bierly, et al., 2000), namely: (1) transformational leadership, (2) culture and corporate structure, and (3) the mechanism of effective transfer of knowledge. Binus been applying the type of transformational leadership, which means leaders in Binus are to encourage awareness and acceptance of the vision and mission BINUS to all employees, so that all employees BINUS work to achieve the vision and mission. Still, according to Bierly, Kessler, & Christensen that transformational leadership works well if the company prioritize spirituality, then it is in line with the most first Binus culture, namely Trust in God (Bierly, et al., 2000).

The second thing that formed local wisdom is cultural and corporate structure. According to Barney a corporate culture that will be profitable for the company is a culture that puts the needs of employees, customers, communities, and other key audiences for these companies (Bierly,

et al., 2000; Krapf, 2002). Binus as an IT-based organisation can eliminate bureaucracy and also they had prioritized the needs and voices of employees. Through Teach for Indonesia (TFI) Binus has prioritize the community, as well as through academic support units such as those mentioned above, Binus have also been prioritized consumers or in this case the student and the parents.

The last thing that shape the company's local wisdom is an effective method of knowledge transfer. Where the culture and values of the company should be promoted, developed, and regularly reminded to all employees of the company. This knowledge transfer has been made by Binus through the employee induction program, weekly meetings, academic work meetings, meetings per semester, Lecturer Gathering, Family Gathering, as well as other programs. Knowledge transfer is also done other than through socialization also through concrete actions from leaders who are expected to be emulated by other employees. In addition, Binus not only to transfer knowledge to the internal public, but also to develop knowledge by inviting the external public is from industrial jobs. By opening the Binusmaya website to the industry so that they can learn the lecture material and give input to both the lecturers and students directly. This method was called Global Learning System. In conclusion, Binus has done three things in forming local wisdom and always developing the values and corporate culture in order to achieve common goals.

CONCLUSION

Binus University applied the vertical information flow for communication within the university with an open and equal standard. Leadership in Binus always instills a culture that became the values of Binusian consisting of five points, namely (1) Trust in God, (2) Sense of Belonging, (3) Sense of Closing, (4) Benchmarking, (5) Continuous Improvement, in every meeting between management and employees. Binus University has also implemented three elements that formed the local wisdom in order to achieve A World Class Institute (Binus 20/20). First, transformational leadership, applied to spirituality from one of Binus values "Trust in God". Second, the culture and structure of the company, where the use of IT-based communication media Binus can eliminate bureaucratic and hierarchical boundaries, in addition to the program "Teach for Indonesia" and academic support units which are all built to meet the needs of primary publics of Binus University. Third, effective knowledge transfer method, performed by Binus through induction programs, meetings, socializing, as well as the Global Learning System program.

It is suggested Binus create a mechanism for effective message delivery in relation of local wisdom socialization. If there are any suggestions or input to the top management, employees can use the official form. In the vertical communication, the leader's role is crucial in instilling the same perception from each employee in Binus University to achieve common goals.

REFERENCES

- Atmadi, G. (2013). The implementation of corporate communication based on local wisdom in facing globalization. In *Prosiding The 5th International Conference on Indonesian Studies: "Ethnicity and Globalization"* (pp. 189-204).
- Bierly, P. E., Kessler, E. H., & Christensen, E. W. (2000). Organizational learning, knowledge and wisdom. *Journal of Organizational Change Management*, 13(6), 595-618.
- Bungin, B. (2008). *Metode penelitian kualitatif. komunikasi, ekonomi. kebijakan publik dan ilmu sosial lainnya*. Jakarta: Kencana Prenada Media Group.
- Daymon, C., & Holloway, I. (2008). Alih Bahasa: Cahya Wiratama. *Riset kualitatif dalam public relations dan marketing communications*. (Cetakan: 1) Yogyakarta: Bentang Pustaka.
- Kasali, R. (2008). *Manajemen public relations. konsep dan aplikasinya di Indonesia*. (Cetakan ketujuh). Jakarta: Pustaka Utama Grafiti.
- Krapf, E. (2002). Unconventional wisdom about local competition. *Business Communication Review*, 32(2), 24.
- Kriyantono, R. (2006). *Teknik praktis riset komunikasi*. Jakarta: Kencana Prenada Media Group.
- Masmuh, A. (2010). *Komunikasi organisasi dalam perspektif teori dan praktek*. Malang: UMM Press.
- Muhammad, A. (2005). *Komunikasi organisasi*. Jakarta: Bumi Aksara.
- Pace, R. W., & Faules, D. F. (2005). *Komunikasi organisasi. strategi meningkatkan kinerja perusahaan*. Alih bahasa: Deddy Mulyana, MA., PhD. Bandung: PT Remaja Rosdakarya.
- Rowley, J. (2006). What do we need to know about wisdom? *Management Decision*, 44(9), 1246-1257.