ORGANIZATIONAL COMMUNICATION AUDIT OF CLEAN INDONESIA GENBIPROGRAM IN NORTH SUMATERA REGION

[1]Qorry Anggraini[2]Dewi Kurniawati

Master Program in Communication Studies, Faculty of Social Science, University of NorthSumatera, Medan.
qorryanggraini5@gmail.com; kurniawatidewi65@gmail.com

ABSTRACT. This research is entitled "Organizational Communication Audit of Clean Indonesia GenBIProgram in North Sumatera Region". The purpose of this study is to find out wether the new Indonesian Generation (GenBI) in North Sumatera Province already has an organizational communication barriers in the implementation of the Clean Indonesia Program which is carried out simultaneously by GenBI throughout Indonesia. The theory used in this research is Organizational Communication Theory proposed by Pace and Faules. The object studies in this research is the Clean Indonesia GenBI Program for the North Sumatera Region. The Method used in this study is qualitative method. The results show that GenBI has implementated and organizational communication model, although there are still many obstacles.

KEYWORDS: Organizational Communication, Audit Communication.

INTRODUCTION

Cleanliness is one thing that must be instilled from an early age to all humans. In Indonesia, cleanliness is still a critical thing to be cultivated even if only for the public to know. Throwing garbage on the side of the road or into the river is often a spectacle in Indonesia. As a result, many Indonesian people, especially children, are not healthy, even causing natural disasters such as floods. People's ignorance of cleanliness can have an impact, ranging from small to significant. (Bara, et al, 2018: 2).

Natural causes that cause people's indifference to cleanliness include lack of knowledge about the impact of dirty living and the impact of littering. The culture of washing hands before eating is even less common in Indonesia if you eat with a spoon, even though not washing your hands can cause diarrhea. More importantly, throwing garbage into the river can cause river watervpollution to the toilet water of the community around the river which can have an impact on dangerous skin diseases.

The New Generation of Indonesia (GenBI) is a community organization consisting of Bank Indonesia scholarship recipients from various universities in Indonesia under the auspices of Bank Indonesia. Universities and students who are selected to become members of GenBI must go through various levels of selection that are quite stringent. Such as university accreditation, to GPA (Gradual Achievement Index), talent and social spirit of students who will then be selected for Bank Indonesia scholarships and automatically become members of the New Generation of Indonesia (GenBI).

GenBI is a tangible manifestation of Bank Indonesia's Corporate Social Responsibility (CSR) Program which is part of the Bank Indonesia Social Program (PSBI) in order to improve the quality of students as the nation's next generation capable of providing energy for the country. Both within the university and the general public. GenBI was formed on November 11, 2011 which was later commemorated as the anniversary of GenBI which is commemorated every year with various creative social activities. GenBI has the slogan "Energy for the Nation" which is a taglineof encouragement for GenBI who strives to realize Bank Indonesia's program by providing the best contribution to the nation and state.

GenBI Sumut (New Generation of Indonesia) is a Bank Indonesia scholarship recipient organization consisting of 5 universities in North Sumatra (USU, UNIMED, UINSU, UMA, UNPAB. The North Sumatran GenBI community is also the 10 best GenBI in the archipelago which is assessed from various aspects, including: work programs, social media activities, etc.

Clean Indonesia is an annual routine work program for GenBI throughout the archipelagoby

implementing it simultaneously in every province in Indonesia. This time, North Sumatra's GenBI invited the Tembung River Care Movement (GPS) to work together to run this program. Indonesia's Clean Activities for North Sumatra's GenBI this year include; planting trees around rivers, cleaning rivers, revitalizing riverbanks, river education parks, and making flower gardens. The event runs from August 29 to December 2, 2019.

Although this event has been running from beginning to end, there were several communication errors that occurred in it which caused the results of the 2019 clean Indonesia program to be less effective. This is very interesting because this organization consists of outstanding students who have to work closely with people whose educational background can be said to be low and some who have never attended school at all. Some of the communication challenges that occur in running the program can be seen from the results of the research below. This research aims to find out whether GenBI already has an organizational communication audit model and how GenBI faces communication barriers within its organization and the Clean Indonesia program committee.

LITERATURE REVIEW

Audit Stage

Organizations and companies certainly have professional, business, social and other interests and goals. For example, in carrying out operational activities in an organization or company, each member and employee must work together to manage, operate, to achieve jointly planned goals. In addition to operational activities, employees and members must also take part indecision-making for monitoring and evaluation. (Satari, 2005: 5)

In achieving these goals, each member and employee must interact and communicate with superiors, subordinates, and even with each other. Even based on research, more than 70% of work time is communicating. So that communication becomes a very important factor in order to achieve the efficiency and goals of the company or organization. Communication is also often used as a benchmark for a company to be said to be effective or not in achieving its goals.

The term communication audit was introduced by George Odiorne in a psychology journal entitled an Application of the Communication Audit (1954: 235-243) which relates to evaluation measurements carried out systematically and carefully. In other words, the effectivenessand efficiency of communication within an organization and or company can be measured so that it can be improved. Communication audits based on stages can be divided into the following stages:

1. Fact Finding, related to various information media to then be used as a public reference forthe organization. For example, in terms of circulating messages, is there a tendency to be liked or not, whether it can be satisfactory and sufficient or not.

2. Analysis, in this case can be related to whether the message conveyed is effective? Whetherthe media used has created the desired interaction between the organization, the target audience, and even the stakeholders of the company or organization.

3. Evaluation and recommendations to present the strengths and weaknesses of the communication carried out. This is related to the delivery of alternative messages, using any media, as well as communication design strategies that will be carried out specificallywithin the scope of external stakeholders.

The use of a communication audit based on the opinion of Newson, Turk and Kruckeberg (1996) is to be able to evaluate the gap so as to produce a significant increase. The following is a chart that can be seen in the presentation model of organizational communication patterns with audit techniques:

Figure 1.1 Communication Audit Techniques
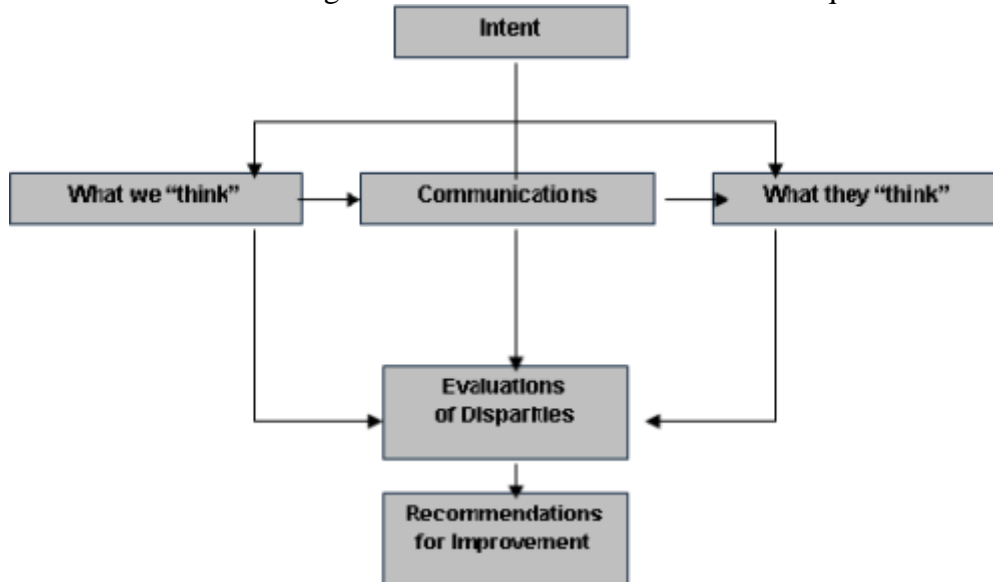
A complete and in-depth communication audit uses more than one method and technique, as the resulting recommendations should address issues and improve existing systems. Problems in organizational communication systems can be caused by several factors that have an influence, both internal and external influences that require multidimensional analysis and interpretation. The International Communication Association (ICA) has standardized a measurement standard for communication audits known as the five-tool system. Measurements that Goldhaber formulated into techniques and methods:

1. Survey by questionnaire, the survey in the ICA Audit consists of 122 questions, including 12 items on demographic characteristics, 34 items on organizational needs.
2. Face-to-face interviews, the main purpose of holding interviews is to examine, test or complete the data obtained through measuring instruments. Consists of scoping interviews to gather important information to identify problems and deepen/follow up interviews to help interpret findings obtained through other audit tools.

Based on the following explanation, it can be understood that the communication audit is an evaluative study both empirically and in depth about organizational systems. Communication audits can be carried out using various data collection and analysis techniques, and are aimed at improving the effectiveness and efficiency of performance within a company or organization. The results of the communication audit will also be useful to be able to provide useful and valuable information in order to prevent and reduce the occurrence of communication failures within an organization or company. So that the communication audit can be useful as an illustration of the reputation of an organization and company from the perspective of internal and external stakeholders based on the communication activities that have been carried out. The output of this communication audit can then be used as a benchmark to increase effectiveness in companies and organizations.

Communication Audit Model

The dominant models of communication auditing can be divided into the following three categories:

The conceptual structure model is an organizational communication audit to understand the relationship between the ultimate goal or organizational communication goals in order to achieve organizational goals, work procedures or implementation procedures including the use of communication networks, adoption of communication policies and their implementation as well as

organizational structures that include work units, functional communication networks, communication policies and activities. This model has a greater impact than the other two models, but is also the most difficult to implement compared to the other two models.

The organizational profile model is a model of functional analysis of organizational systems to examine current conditions so that errors that occur in an organization can be identified and find ways that can be used to improve them, so that organizational effectiveness can be achieved. The elements that need to be examined according to Edgar Schein are communication, roles and functions of members in groups, problem solving and decision making, group norms and growth, leadership and authority, cooperation and competition between groups. This analysis views organizational communication as a factor causing the effectiveness or ineffectiveness of organizational functional work. The steps for implementing this analysis are based on seven important variables that have a major influence on communication, namely organizational satisfaction, communication climate, media quality, ease of obtaining information, information dissemination, information content, message purity and organizational culture. Through this analysis can be known critical events that occurred in the organization.

Model evaluasi komunikasi adalah pemeriksaan dan penilaian terhadap praktik dan aktivitas komunikasi dalam situasi tertentu. Informasi yang diperoleh dapat digunakan sebagai tolak ukur bagi manajemen untuk memperbaiki sistem komunikasi internal dan eksternal, meningkatkan perencanaan dan pengendalian manajemen serta menjembatani kesenjangan dalam sistem komunikasi (Andre Hardjana, 2000:40-58).

Communication evaluation model is an examination and assessment of communication practices and activities in certain situations. The information obtained can be used as a benchmark for management to improve internal and external communication systems, improve management planning and control and bridge gaps in the communication system (Andre Hardjana, 2000:40- 58).

There are three models in audit communication, namely the conceptual structure model proposed by Howard Greenbaum. The model because the concept may have a greater influence than the other two models, is able to encourage thoughts and beliefs about the importance of conceptual foundations in the implementation of system audits, policies, and program communications. Second, the organizational communication profile model and the third organizational communication evaluation model pioneered by Keith Davis (1953).

In this study, the communication audit model used is the Organizational Communication Evaluation (OCE) model by Gerald Goldhaber with a research focus on internal media and information accessibility. The OCE model is seen as a diagnostic tool that emphasizes "maintaining effectiveness" rather than "increasing effectiveness". This communications audit will answer the following questions: What is going well in this organization? What needs improvement?

Organizational communication is defined as the performance and interpretation of messages between the communication units that are part of a particular organization. This definition emphasizes the functional (objective) aspect. Meanwhile, when viewed from an interpretive (subjective) perspective, organizational communication is seen as a process of creating meaning for the interactions that make up an organization. Organizational communication is organizational behavior that occurs and how those involved in the process transact and give meaning to what is happening (Pace & Faules, 2006: 31-33).

At a glance the notion of organizational communication has been mentioned in the basic concept section of this paper, and to see further matters related to organizational communication, the author tries to explain as follows. Katz and Kahn (1965:223) say that organizational communication is the flow of information, exchange of information and transfer of meaning within an organization. According to Katz and Kahn, an organization is an open system that receives energy from its environment and converts that energy into products or services for the environment.

Goldhaber in Arni Muhammad (2001:66) provides a definition of organizational communication as the process of creating and exchanging messages in a network of interdependent relationships to cope with an uncertain or changing environment. Greebaunm in Arni (2001:67) says that the field of organizational communication includes the flow of formal and informal communication within the organization. He distinguished internal and external communication and viewed the role of communication primarily as the coordination of personal and organizational goals and activities.

Pace & Faules (2001:31) say that organizational communication can be defined as the performance and interpretation of messages between communication units that are part of a particular organization. An organization consists of communication units in a hierarchical relationship with each other and functions in an environment. Figure 2 illustrates the concept of an organizational communication system. The dotted line illustrates the idea that relationships are defined rather than natural; they also show that organizational structures are flexible and can change in response to internal and external environmental forces. However, the relationship between the positions changed officially only based on the statement of the organization's officials. A simpler definitive statement put forward by Arnold & Feldman (1986:154) that organizational communication is the exchange of information between people in the organization, where the process generally includes the stages: attention, understanding, acceptance as true, and retention.

Basic Concepts of Organizational Communication

In understanding an organizational communication, things that are always related are other aspects of organizational behavior as a whole, both from the study of scientific disciplines and those related to communication science more specifically. Organizational behavior is always associated with one's actions and the reasons one thinks, feels, and acts in an organization. (Sweeney & Mc Farlin, 2002: 4). In this study, the focus that researchers want to examine is how organizational communication becomes an important aspect in influencing organizational behavior. The following are things we should use as a reference to understand organization and communication.

Organization

One of the important things in understanding organizational communication is that we must understand the various approaches that can influence the way members think and view the organization itself. According to Robbins (2001:4) the organization can be interpreted as a consciously coordinated social unit, consisting of two or more people, which functions simply and continuously to achieve a common goal.

Pace & Faules (2001:11) say that in understanding the organization there are two approaches, namely the objective approach and the subjective approach. What is meant by "objective" in this context refers to the view that objects, behaviors, and events exist in the real world and do not depend on the observer, while "subjective" indicates that reality itself is a social construction, reality as creation, process, which allows people to create what is "out there".

According to the objective approach, the organization is something that is physical and concrete, and is a structure with definite boundaries, something that is stable. The term "organization" implies that something tangible encapsulates people, relationships, and goals. The subjective approach views organizations as activities carried out by people, consisting of actions, interactions, and transactions involving people. Organizations are created and maintained through the constantly changing contacts that people make with one another and do not exist separately from the people whose behavior shapes the organization.

So based on the objective approach, organization means structure; while based on a subjective view, organization means a process (organizing behavior). The implication according to the objective approach is to study the organization as a whole, how the organization can adapt well to the environment to develop itself and survive, while according to the subjective approach knowledge about the organization is obtained by looking at the behavior and what is meant by the behavior. to them. Thus, structure is recognized but the emphasis is on human behavior in the sense that it cannot be separated from human action. Both approaches, both objective and subjective, not only affect the perspective on organizational communication, but also in understanding other aspects related to organizational behavior.

Communication

The term communication has the same meaning (common, commoness: English), comes from Latin, communicatio which means notification, giving part (in something), exchange, where the speaker expects consideration or an answer from the listener. The adjective is communis, which means together or together. The verb is communicare, meaning to dialogue, negotiate or deliberation (Arifin,

1998; 19). Communication is a process that is generally used by humans in their social interactions.

Basically, communication has a very broad understanding, both as a separate science and as a process. There are several definitions of communication, Carl I. Hovland suggests as follows, the process by which an individual / communicator transmits stimuli (usually verbal symbols) to change the behavior of other individuals / communicants (usually symbols in the form of words) to change behavior of others/communicant) (Effendy, 2001; 24). Then Melvin L. DeFleur (1988, 535) defines communication as, the achievement of meaning that is very similar (parallel) to the person who initiated the message and those who received it. Meanwhile, Shimp (1993; 8) states that, Communication can be considered as a process of forming the similarity or unity of thought between the sender and the receiver. Shimp's definition puts more emphasis on the communication process that aims to create common thoughts or opinions on the interactions that occur.

Pace & Faules (2001: 28) suggest that communication can be distinguished from all other human and organizational behaviors because it involves mental processes to understand people, objects, and events. Two general forms of action that make up communication emphasize: 1) message creation or, more precisely, display creation and 2) message interpretation or performance interpretation.

Harold D. Lasswell describes communication as an answer to the questions: Who, Say what, On which channel, To whom, With what effect? This sentence became known as the Lasswell formula (Effendy, 2001; 256). From what Laswell put forward basically includes the elements of communication, namely the existence of; communicator, message conveyed, media used, communicant/audience, and effects. In simple terms it can be interpreted that communication is an activity of delivering messages with the aim of equating the meaning of a person/institution (communicator) with other people/audience (communicant).

Judging from its form, communication includes: a. personal communication: intrapersona, anterpersona, b. group communication: small group, large group, c. mass communication, d. intermediary communication. Then seen its nature, communication includes:
a. face to face, b. media, c. oral: oral, written, d. nonverbal: gestures / gestures, pictorial / pictorial. Judging from the technique, communication includes: informative, persuasive, coercive/instructive, human relations. From the purpose of communication: attitude change, opinion change, behavior change, social change. From the function of communication: informing, educating, entertaining, influencing.

In connection with what has been described previously, organizational communication can be defined as the performance and interpretation of messages between communication units that are part of a particular organization. This definition emphasizes the functional (objective) aspect. Meanwhile, when viewed from an interpretive (subjective) perspective, organizational communication is seen as a process of creating meaning for the interactions that make up an organization. Organizational communication is organizational behavior that occurs and how those involved in the process transact and give meaning to what is happening (Pace & Faules, 2006: 31-33).

A simpler definitive statement put forward by Arnold & Feldman (1986:154) that organizational communication is the exchange of information between people in the organization, where the process generally includes the stages: attention, understanding, acceptance as true, and retention.

Organizational Communication Evaluation Model is an examination and assessment of communication practices and activities in certain situations. This study will look at the diagnosis of internal media, how the quality of internal media and the ease and difficulty obtained in accessing information. major in numerical communication in practice. The seven main variables and components in it are as follows: (Hardjana, 2000: 50-54)

1. Organizational Satisfaction (Job, Supervision, Salary and Benefits, including facilities, Employee Promotion, Colleagues);
2. Communication climate (Mutual trust, Participation in decision making, providing support, Openness in communicating with subordinates, Willingness to hear communications from subordinates, Concern for high-level performance);
3. Media quality (Readability, Precise or appropriate Efficient, Reliable or reliable);

4. Ease of obtaining information (Direct Supervisor, Top Supervisor, Group, Subordinate, Document Publishing, Oral Chat);
5. Information dissemination (within organizational structure, important/special information,

information about current events);

6. Information content (adequacy of information, lack of information, excess of information, excess of information); and

7. Message purity (difference between understood and actual message, distortion: error and message deletion).

8. (Organizational culture; this particular variable is contained in the PKK questionnaire developed by Brent Peterson and Wayne Pace).

GenBI (New Generation of Indonesia) North Sumatra is a Bank Indonesia scholarship recipient organization consisting of 5 Universities in North Sumatra (USU, UNIMED, UINSU, UMA, UNPAB. This organization has a secretariat on Jl. Ismailyah, Kota Matsum II, Kec Medan Area. Medan City, North Sumatra Engaged in the social sector (non-profit) whose main goal is community empowerment.
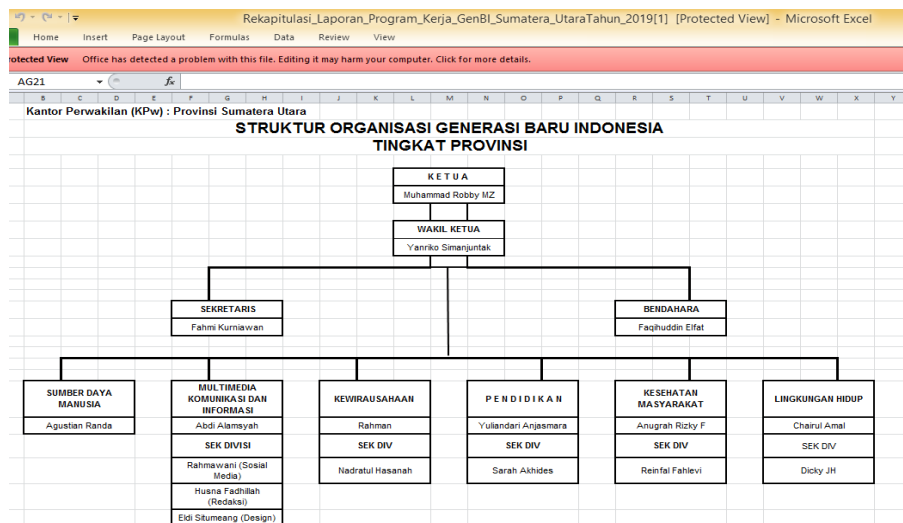

Figure 1.2 Organizational Structure of GenBI

This organization has a complete organizational structure and has a job desk for each member with a different division.

Main Duties of GenBI

1. Carry out social tasks

2. Inspire the country's children to participate in carrying out social tasks

3. Serve and become energy for the country.

4. Become a Front Liner of Bank Indonesia

GenBI functions as a creative person and aims to be an agent of change and at the forefront of Bank Indonesia who helps provide information on policies issued by Bank Indonesia (front lines) and is always ready to be at the forefront of the future.

Barriers that often occur in this community are miscommunication between Bank Indonesia and GenBI, the management and members of GenBI, and the lack of advocacy in the local media. In addition, because GenBI is required to be active and has its own work program outside of Bank Indonesia's work program, this is the cause of miscommunication between Bank Indonesia and GenBI itself. Frequent clashes in terms of time and place also pose several obstacles. The Clean Indonesia Program is an annual routine program mandated directly by Bank Indonesia to GenBI to be implemented. The implementation of this program receives a different amount of funding each year. This program is usually carried out by GenBI in villages that are dirty, slum, or in need of assistance in reforestation, sanitation, and so on. Clean Indonesia is a large program carried out simultaneously by GenBI throughout the archipelago. GenBI 2018 carried out Clean Indonesia in Tiga Rihit Village, Parapat, while 2019 was held in Bandar Khalifah Village, precisely on the outskirts

of the Tembung river. This activity takes place from November
28, 2019 – December 2, 2019.

In every Clean Indonesia program, GenBI always invites other communities to work together so that the event can be more lively and impactful. In this 2019 Clean Indonesia program, GenBI invites the River Care Movement (GPS) community to work together. GPS was chosen as a community to collaborate with because it is in accordance with the program that will be carried out by GenBI this year, which is concerned with river sanitation and cleanliness.

GPS is a river care community whose members come from various educational backgrounds. However, most of them have no education/dropout background. The desire of the GPS founders to make their own GPS was to tell dropouts what to do and not get caught up in something bad. The difference in educational background between GPS and GenBI is one of the causes of communication barriers. There are often misunderstandings between what GenBI coordinates with GPS.

During the first coordination meeting between GenBI and GPS, GenBI already felt that it would be difficult and there would definitely be obstacles in terms of communication with GPS. The head of GPS himself also has a low educational background but has very broad and creative insight. Miss communication often occurs between GenBI members and GPS members. After the first coordination meeting, GenBI held an internal GenBI meeting and the chairman of GenBI at the time, Robby MZ, explained that GenBI must be able to adjust the way it communicates with GPS and the community.

So on the first day GenBI overcame these obstacles with the leadership telling members to improve the way of communicating that was not appropriate so that miscommunication would not occur in the future. However, it did not stop at the GenBI and GPS coordination meeting, miss communication during the 5 days of program implementation was also inevitable. Starting from no sense of trying to understand each other.

GPS couldn't tolerate the shortage of GenBI members who couldn't work hard to become a problem which eventually caused discomfort between both parties. To minimize these unwanted things, GenBI takes the initiative to evaluate every end of the night when today's activities should be ended and resumed the next day. This evaluation is more or less a reliever of existing barriers.

In addition to communication barriers between GenBI and GPS, communication barriers also occur between GenBI, GPS, BI, BABINSA, and the Community. December 2, 2019 was the last event for this year's clean Indonesia program. At the end of the Clean Indonesia program there will usually be a ceremonial event and an inauguration of what has been done for 5 days and usually provide assistance with cleaning tools to the community.

This ceremonial event is usually attended by Bank Indonesia and many other important guests. Bank Indonesia, which is said to have suddenly appeared, was unable to attend and did not notify GenBI, while important guests such as BABINSA arrived on time, while GenBI could not start the event because they were waiting for confirmation of attendance from Bank Indonesia. . -follow up by Bank Indonesia. Finally, after GenBI contacted Bank Indonesia, they said they could not attend and the GenBI event began immediately.

In addition to miss communication, before the event started, the public also did not attend even though they had been invited by GenBI and GPS. It turned out that the people who were invited were hesitant to attend because there was no written invitation from GenBI itself. Finally, GenBI and GPS again appealed to the public one by one to attend the ceremonial event.

However, after many miscommunications in the 2019 Clean Indonesia New Generation Indonesia Program, everything can be faced and resolved with activities continuing to run even if they run away from the predetermined rundown. After all the events were over, GenBI held an evaluation meeting again so that subsequent programs could run more smoothly and errors from communication errors or other things could be minimized or even not repeated.

CONCLUSION

An organizational communication audit can be useful to prevent the recurrence of bad or unwanted events in an organization and company. The implementation of an organizational

communication audit becomes important in an organization, because an organizational communication audit is an early diagnosis of the current form and form of the organization. In addition, the scope of the organizational communication audit is also broad, covering all organizational communications within an organization or company. Communication audits can be carried out at any time according to the need to see a picture of communication within the organization. The definite purpose of an organizational communications audit is to improve performance by periodically making systematic changes to the work execution or more fundamental changes at the policy level. So, in the end, in this research of course the goal is the awareness of the company or the community. And GenBI has implemented an organizational communication model even though there are still many obstacles. The obstacle that often occurs in organizational communication at GenBI, both the management and members of GenBI, is the lack of advocacy in the local media. In addition, because GenBI is required to be active and has its own work program outside of Bank Indonesia's work program, this is the cause of miscommunication between Bank Indonesia and GenBI itself. Frequent clashes in terms of time and place also pose several obstacles.

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