



THE ROLE OF LOCAL CULTURE IN STATE OWNED ENTERPRISES IN INDONESIA: IMPLICATION IN READINESS OF HUMAN RESOURCES, TECHNOLOGY AND GOVERNANCE

Gatot Kustiyadji

Management Department, Economic and Business Faculty,
Universitas Internasional Semen Indonesia

ABSTRACT

During the consolidation, local cultural clashes became the main focus. It was feared that it would have an impact during the process of socializing and internalizing local values into the corporate culture. This study aims to describe the local cultural dimensions of the three state-owned cement consolidate enterprises in Indonesia. The number of respondents is 121. The results explain the local culture items which has the largest index value is the employee's human right. It represents that employees have rights that need to be respected by other employees and companies. This human right is implemented in perspective, how to behave and behave in the work world. Meanwhile, the local culture that has the smallest index value is creating order in the way of its own employees. This item has the lowest index because managers in the work are forced to create order in their own way. They make improvisations or changes rules that apply to the existing field conditions. This consolidation brings implications for the readiness of human resources, technology and corporate governance.

Keywords: local culture, human resources, technology, governance.

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1. INTRODUCTION

Restructuring of state-owned cement enterprises in Indonesia is conducted with a choice of consolidation strategies. This consolidation strategy aims to provide added value by considering the dynamics, aspirations of the community, and commercial aspects. The restructuring of SOE's strategic position is expected to enable resource-based companies to

become champions of the upstream sector, to encourage the growth of the middle sector, downstream sector, and to support the distribution and transportation sectors.

PT. Semen X (Persero) Tbk. Is a state-owned enterprise which engaged in cement industry, with an average installed capacity of 32 million tons of cement per year, and had controlled about 46 percent of the domestic cement market share. Subsidiary of PT. Semen X (Persero) Tbk which also produces cement namely PT. A, PT. B and PT. C . There are the consolidation result which conducted by the Republic of Indonesia Government in 1995. The consolidation process between PT. A, PT. B and PT. C takes several stages and encounters various obstacles and challenges.

In business idea, consolidation is very positive. However, its implementation has caused conflicts, due to issues of aspects that include human resources, technology and corporate governance. The new structure which puts PT. B and PT. C under PT A (Persero) Tbk. making many circles, especially from the two state-owned cement enterprise. They react less proactive. They feel that they have no problems either operationally or financially, but suddenly become a subsidiary of PT A (Persero) Tbk.

The election of PT A (Persero) Tbk to become the parent of State Of cement Enterprises is conducted without sufficient communication to all leaders and employees of both subsidiaries, resulting in a veiled rejection. The employees of the three companies object to consolidation for different reasons. The professionals and employees of PT A (Persero) Tbk also feel uncomfortable with the consolidation. They are worried that the remuneration policy will be hampered because two other companies have different policy.

Professionals in the two acquired subsidiaries are wondering why are they should be 'subsidiary'? Prior to the consolidation, the three state-owned cement enterprises competed each other. Their work culture is also different. Each of them has a strong regional spirit because they carry the name of the region on the cement brand which they produce. Employees come from different origins and locations. PT. B where located in Sumatra has a different local culture compared to PT. A in Java and PT. C in Sulawesi. These local cultural differences contribute to organizational management, in particular affecting employment behavior as well as the readiness of local employees, technology and corporate governance. Therefore, this study would like to identify the local cultural items that are considered by managers in the three companies. Soit can be considered by management in the process of internalizing local culture in corporate culture in the three companies.

2. LITARATURE REVIEW

Local culture is an important aspect to study because it affects values, beliefs, behaviors and habits and management of everyday organizations. Management is faced with demands that local culture will contribute to corporate management, such as in the process of strategy selection and corporate policy (Trice and Beyer, 1993). The negative side will also affect the lack of trust of other group members, high regional spirit, and group fanaticism (Soetjipto, 2008; Muafi, 2009). The diversity of local cultures will trigger the emergence of cultural clashes so if not controlled properly, it will be harmful to the survival of the organization and could have an impact on the decline in organizational performance in the long term. The post-merger cultural clashes and some of the problems that have arisen are feared to be repeated, so employees need to be proactive, risk-taker, innovative, long-term oriented and strategically oriented. Companies should not just compete in the cement industry, compete for product leadership, compete single-handedly (as a single entity) and maximize the ratio of new product hits, but companies must also compete to form the future industrial structure, have transformational leadership, compete with strategic partnerships (as a coalition) and maximize

the speed of learning on the new market (rate of new market learning) (Renstra PT X. 2014-2020).

Corporate culture plays an important role in corporate sustainability. Physical resources will be exhausted within a time that can be measured but the corporate culture will evolve continuously and become the carrying capacity of sustainable development for the company (Xu, 2009; Muafi, 2009; Muafi, 2017a). A good corporate culture will has strong incentives feature, worker enthusiasm, initiative and creativity which are run and strongly inspiring so that staff capabilities can be well directed (Muafi, et al., 2017; Muafi, 2017a; 2017b). This makes the company make continuously innovation toward sustainable business growth.

The concept of culture as a construction to understand the organization life, provides guidance and norms of member behavior to ensure that the individual needs and community needs can co-exist (Rousseau, 1990; Muafi, 2017a; Muafi, 2009). The empirical phenomenon illustrates that in the three subsidiaries of PT. X (Persero) Tbk employees still allow to have low avoidance risk, accept disagreement, principled time is very loose, prefer common sense compared to the rules, rely on logic and common sense compared to the experts opinions as well as other behaviors, such as oriented to paternalistic management style (father like). It is also experienced by Indonesia companies based on the study results of (Hoffstede, 1998).

The study results from Basu and Miroshnik (2003) in Japan companies explain that macro values, micro values and meso values can create specific values of organizational culture. These values are in line with the values developed in state society covered by national culture. The developing micro value in Japan includes; demonstrations of attitude assessment (*taido*), ways to think (*kangaekata*), spirit (*ishiki*) which is the basic form of the Japan's value system. Meso values can be identified as the core of cultural life in Japan when they want to become Japanese society, including; (a) *Senpai Kohai System*, senior-junior relationship, (b) conformity, community or worker rule, (c) *Hou Ren Sou*, a combination of three values in Japan namely *Houkoku* (report); *Renraku* (information); *Soudandan* (consultation) and (d) *Kaizen* or continuous improvement.

Galla (2001; Karmadi, 2007; Muafi, 2009) suggests that the cultural values from the past, especially intangible heritage derives from local cultures in the archipelago. These local cultures include; tradition, folklore and legend, mother tongue, oral history, creativity (dance, song, drama performances), adaptability and the uniqueness of the local community. The local notion here does not refer to geographical areas, especially districts with clear administrative boundaries, but rather to cultural areas that often exceed administrative areas and does not have a firm border line with other cultural areas. Karmadi (2007; Diharto et al., 2018) also explained that the local culture refers to indigenous culture (inlander) that has been viewed as a cultural heritage. Since the actors of the Republic of Indonesia are the people themselves, the existing cultural heritage belongs together. This situation differs with Australia and United States whose cultural heritage belongs exclusively to indigenous peoples so that indigenous peoples have the right to ban any utilization activities that would adversely affect their cultural heritage.

Manuaba (1999) adds that local culture as the nation's cultural heritage makes a nation's culture has a "root". Traditional culture or local culture can determine the norm for regular behavior and cultural region values. Any form of local culture can add the bonds of community solidarity closely. Manuaba (1999) states that there are four roles of local culture, namely:

- a. As projective system (reflection of the imagination of a collective)
- b. As legalization of institutions and community institutions
- c. As a pedagogical device.

d. As tool control so that the society norms will always be obeyed by its collective members.

It is important to consider that everyone who has a local culture and embraces values, should be able to understand themselves as Indonesians; instead of holding to their original values. It means every person who originally directed by "culture area", region and its own tribe needs to expand the cultural area to be Indonesia cultural area. In the form of society culture, value becomes one of the most important elements in shaping strong culture (Manuaba, 1999; Diharto et al., 2018).

3. RESEARCH METHODS

This study uses descriptive approach which gives an overview of implemented local culture in three companies namely PT. A (Persero) Tbk, PT. B and PT. C after consolidation. This study also using an observational approach, i.e collecting data without researcher intervention. Researcher gives a list of questions and conducts interviews to the manager. Questionnaires are given in a closed and based on three companies manager perceptions. Scale technique in this study is Likert scale with the choice of answers are strongly disagree (score 1) to strongly agree (score 5). The sample target is 156 managers in all three companies. The returned questionnaire is 121. The result of the pretest validity test and the overall reliability of the questionnaire items and variables are valid and reliable. This study refers to the local culture proposed by Sihombing (2013) where local cultural values inherent in Indonesian society are inseparable from indicators; mutual assistance, religion, democracy, hospitality, religious fanaticism and individualism. All of these indicators are considered because they are based on respondents from three different locations where each location has different local wisdom.

4. RESULTS

4.1. Local Culture Description

The local culture is measured using six dimensions which include 32 items. Some of them are mutual assistance, democracy, hospitality, religious and regional fanaticism and individualism. In general, an overview results of this local culture study can be seen in Table 1.

Table 1 Respondent's answer to Local Cultural Variables (LC)

Dimension	Statement	Alternative Answers (Likert scale 5)				
		1	2	3	4	5
Mutual Assistance (MAGG)	LC1. working together is important (%)	0	0.8	0.8	46.3	52.1
	average/Index value	4.50/89.92				
	LC 2. Mutual assistance is a very valuable social capital (%)	0	0.8	0	47.9	51.2
	average/Index value	4.50/89.92				
Religion and local wisdom (RAKL)	LC 3. Religion and local wisdom as my behavior guidance (%)	0	0.8	0	49.6	49.6
	average/Index value	4.48/89.59				
	LC 4. Everyone should be religious and has local wisdom (%)	0	0	0	47.1	52.9
	average/Index value	4.53/90.58				
	LC 5. Religion does not conflict with local wisdom (%)	0	4.1	0	58.7	37.2
	average/ Index value	4.29/89.79				
	LC 6. Religion and local wisdom is my life foundation (%)	0	0.8	0	55.4	43.8
average/ Index value	4.42/88.43					
Democracy (DEM)	LC 7. Democracy helps Indonesia become a dignified country (%)	1.7	0.8	9.9	62.0	25.6
	average/ Index value	4.09/81.82				
	LC 8. Every citizen has a human rights (%)	0	0	0.8	43.8	55.4
	average/ Index value	4.55/90.91				

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	LC 9. Election is a form of democracy in Indonesia (%)	1.7	1.7	1.7	56.2	38.8
	average/ Index value	4.29/85.79				
Hospitality and harmony (HRT)	LC 10. I am a friendly person (%)	0	8.3	0	60.3	31.4
	average/ Index value	4.15/82.98				
	LC 11. Tolerance prevents conflict (%)	0	1.7	0	62.8	35.5
	average/ Index value	4.32/86.45				
	LC 12. Social harmony is very important (%)	0	0.8	0	58.7	40.5
	average/ Index value	4.39/87.77				
	LC 13. Social harmony prevents conflicts (%)	0	0.8	2.5	50.4	46.3
	average/ Index value	4.42/88.43				
	LC 14. Mutual asistence is the life foundation of society, nation and state(%)	0	0.8	0	55.4	43.8
	average/ Index value	4.42/88.43				
	LC 15. Cooperation is an important element in social life. (%)	0	0	0	52.9	47.1
	Average/ Index value	4.47/89.42				
	LC 16. Everyone should help each other (%)	0	0	0.8	52.1	47.1
	Average/ Index value	4.46/89.26				
religious and regional fanaticism (FKK)	LC17. Helping each other is one form of local wisdom (%)	0	0	0.8	56.2	43.0
	Average/ Index value	4.42/88.43				
	LC18. I am more concerned with my religion and my origin area. (%)	0	0	15.7	68.6	15.7
	Average/ Index value	4.00/80.00				
	LC19. Employees always maintain their belief (%)	0	0	2.5	57.9	39.7
	Average/ Index value	4.37/87.44				
Individualism (Indiv)	LC20. Employees maintain their beliefin all times (%)	0	0.8	1.7	59.5	38.0
	Average/ Index value	4.35/86.94				
	LC21. I create order in my way	4.1	17.4	13.2	61.2	4.1
	Average/ Index value	3.44/79.01				
	LC22. Peraturan dapat dibuat sesuai dengan kebutuhan saya (%)	1.7	10.7	20.7	49.6	17.4
	Average/ Index value	3.70/74.05				
	LC23. Rules can be made according to my requirement® (%)	0.8	8.3	12.4	52.1	26.4
	Average/ Index value	3.95/79.01				
	LC24. Government regulation is not absolutely to be implemented® (%)	1.7	14.9	15.7	41.3	26.4
	Average/ Index value	3.76/75.21				
	LC25. The others needs is not important to me® (%)	0.8	5.8	9.9	57.0	26.4
	Average/ Index value	3.90/78.02				
	LC26. I place my interest on the others interest ® (%)	0.8	14.9	21.5	38.0	24.8
	Average/ Index value	3.71/74.21				
	LC27. My opinion is always true® (%)	1.7	6.6	18.2	47.1	26.4
	Average/ Index value	3.90/78.02				
	LC28. I should be more noticed than others® (%)	0.8	12.4	13.2	48.8	24.8
	Average/ Index value	3.84/76.86				
	LC29. Everyone should follow my opinion® (%)	0.8	6.6	12.4	52.1	28.1
	Average/ Index value	4.00/80.00				
LC30. Individuals' rights are more important than people's rights® (%)	0.8	5.0	8.3	52.9	33.1	
Average/ Index value	4.12/82.48					
LC31. I am more important than others® (%)	0.8	12.4	12.4	51.2	23.1	
Average/ Index value	3.83/76.69					
LC32. Others need cannot be generalized (%)	7.4	15.7	4.1	58.7	14.0	
Average/ Index value	3.56/71.24					
Index value = ((%f1 x 1) + (%f2 x 2) + (%f3 x 3) + (%f4 x 4) + (%f5 x 5))/5						
Index valueof Local culture: 83.29 (very high)						
Description; Index valueof Local culture 01%-20% = very low;21%-40% = low; 41%-60% = moderate; 61%-80% = high; 81%-100% = sangat tinggi						

The results shows that the average value of index in local culture was 83.29. It can be explained that local culture is perceived very high. The achievement of a very high average index is accompanied by a higher index of item power and lower than the average local culture index. From 32 items that uses to measure local cultures, there are 17 items which higher than the average local culture index, namely:

- Working together is important (LC1) with an index value of 89.92.
- Mutual assistance is a very valuable social capital (LC2) with an index value of 89.92.
- Religion and local wisdom as my behavior guidance (LC3) with index value of 89.59.
- Everyone should be religious and has local wisdom (LC4) with an index value of 90.58.
- Religion does not conflict with local wisdom (LC5) with an index value of 85.79.
- Religion and local wisdom ismy life foundation (LC6) with an index value of 88.43.
- Every citizen has a human rights (LC8) with an index value of 90.91.
- Election is a form of democracy in Indonesia (LC9) with an index value of 85.79.
- Tolerance prevents conflict (LC11) with index value of 86.45.
- Social harmony is very important (LC12) with an index value of 87.77.
- Social harmony prevents conflicts (LC13) with an index value of 88.43.
- Mutual asistencis the life foundation of society, nation and state (LC14) with index value equal to 88,43.
- Cooperation is an important element in social life (LC15) with an index value of 89.42.
- Everyone should help each other (LC16) with an index value of 89.26.
- Helping each other is one form of local wisdom (LC17) with an index value of 88.43.
- Employees always maintain their belief (LC19) with index value of 87.44.
- Employees maintain their beliefin all times (LC20) with an index value of 86.94.

Based on the calculation, it can be seen that the cultural variableitemwhich has the largest index value (90.91) is LC08, i.e every citizen has a human right. It represents that employees have rights that they need to be respected by other employees and by the company. This human right is implemented in a perspective, the way they behave in work. Meanwhile, local cultural items that obtained index values were lower than the average index, namely:

- Democracy helps Indonesia become a dignified country (LC7) with an index value of 81.82.
- I am a friendly person (LC10) with an index value of 82.98.
- I am more concerned with my religion and my origin area (LC18) with an index value of 80.00.
- I create order in my way® (LC21) with index value of 68,76.
- Rules can be made according to my requirement® (LC22) with an index value of 74.05.
- I am trying to achieve my goal even though it is not in compliance with Rule® (LC23) with an index value of 79.01.
- Government regulation is not absolutely to be implemented® (LC24) with an index value of 75.21.
- The others needs is not important to me® (LC25) with an index value of 80.50.

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- I place my interest on the others interest® (LC26) with an index value of 74.21.
- My opinion is always true® (LC27) with an index value of 78.02.
- I should be more noticed than others® (LC28) with an index value of 76.86.
- Everyone should follow my opinion® (LC29) with an index value of 80.00.
- Individuals' rights are more important than people's rights® (LC30) with an index value of 82.48.
- I am more important than others® (LC31) with an index value of 76.69.
- Others need cannot be generalized (LC32) with an index value of 71.24

Based on the calculation, it can be seen that the local culture items which has the smallest index value (68.76) is LC21 i.e create order by personal way employees. This item has the lowest index because the managers in this study are forced to create order in their own way. They make improvisation or change the rules that apply to the existing field conditions.

5. THEORY IMPLICATIONS

This study implies that local culture is able to strengthen construction in building value and organizational members behavior. So they will be able to understand, implement and provide guidance and norms of member behavior to ensure that individual and community needs coexist harmoniously. Organization members should be able to understand themselves as Indonesians, rather than holding to the original values of their local culture. Local culture is also able to strengthen the corporate culture towards organizational performance and sustainable competitive advantage (Diharto, et al., 2018). This study also contributes to the importance of preparing human resources, technology and corporate governance if the company conducts organizational change processes (Muafi, 2017a; Muafi et al., 2018; Sugandini, et al., 2018; Badawi et al., 2017).

6. IMPLICATIONS FOR MANAGERIAL

PT. X should pay attention to the preservation of local culture. They should be able to be function as a local genius. Referring to Sartini (2004), by having local wisdom, the employees in an organization will; (1) able to survive with outside culture; (2) have the ability to accommodate elements of external culture; (3) have the ability to integrate elements of external culture into indigenous cultures; (4) have ability control and (5) able to give direction to the culture development. All of them being a guidelines for having strategic behavior in work. So the performance of consolidated company will increase in the future. Local culture survives by considering local wisdom that is formed as a local cultural superiority of local value, but the value contained in it is considered very universal, the value is considered good and right so it can survive for a long time and even institutionalized.

The socialization and internalization process of local cultural values into corporate culture can be done gradually and comprehensively to all employees on all levels. It can be used as guidance and direction to form attitudes and behavior in work (Muafi, 2016; Muafi, 2011). The local culture transformation in the form of corporate culture entropy to achieve corporate *goal congruance* can be done by providing mentoring, empowerment, remuneration and other systems that can drive to achieve organizational outcomes (Muhsin et al., 2018). All of these are necessary for the company to prepare better their human resources, technology and governance. So the company is getting ahead and have organizational performance which is increasing and sustainable in the future.

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