The Potential of Local Wisdom Counselling in Promoting Workplace Harmony and Efficiency

Maria A. Abe
De La Salle University, Manila, Philippines
&
Gertrude J. Udoh
Department of Guidance and Counselling
University of Uyo, Uyo, Nigeria

Abstract

Conflicts can arise in any setting, including the workplace, due to the interactions between people, which can have positive and negative effects. While multiple methods exist to resolve such issues, one approach is to involve residents in counselling. This research examines the effectiveness of a counsellor's use of local wisdom in resolving workplace disputes, focusing on conflicts in the administrative services division among employees from different tribes who have worked together for more than two years. The study's findings indicate that a counselling approach based on local wisdom can significantly assist in resolving workplace disputes, illustrating that cultural expertise can effectively settle conflicts. Implementing cultural values such as politeness, uniting and helping each other by counsellors has positive consequences, promoting respect and cooperation among colleagues and enhancing personal and office efficiency.

Keywords: local wisdom, counselling, workplace, efficiency

Introduction

Generally, conflict arises when there are differing interests, preferences, beliefs, feelings, values, ideas, or perceptions of truth. This can cause anxiety (Hirsh & Kang, 2016; Wasino et al., 2021) and provoke strong reactions from community members who may either obsess over it or avoid it entirely (Coleman & Ferguson, 2014). A study focused on employees conducted by the Chartered Institute of Staffing and Development (2015) found that around 42% of UK respondents had experienced workplace tensions within the previous 12 months. In particular, conflicts often arise between employees and their supervisors, with workers more likely to report friction with their superiors (Chory & Hoke, 2019).

Due to differences in work and personal interests among employees, conflicts are bound to occur in any organization. Various methods of confrontation, such as embarrassment, non-cooperation, coercion, and frustration, can be employed to express these conflicts (Velotti et al., 2014). The primary causes of conflicts are often clashes in personalities, misunderstandings, and a lack of communication among workers (Faude & Fuß, 2020). These organizational disputes can

lead to absences, productivity problems, and staff turnover (Nur & Susanto, 2020). In addition, employees who experience high levels of job pressure may also be impacted by inadequate interaction with their colleagues. Recent research conducted by Pitafi et al. (2020) has confirmed that the root of the conflict influences the impact of conflict on employee performance, precisely how it is communicated.

According to Rahim's (2001) findings, the investigation of social conflict has garnered diverse attention from various academic fields, including political science, economics, psychology, and anthropology. Sociologists and theorists have also conducted significant research in this area. More recently, management scholars have also turned their attention towards social conflict. The consensus is that social pressures can have both advantageous and disadvantageous effects on efficiency.

Due to welfare concerns, workplace conflict poses a significant risk to organizations and individuals (Sonnentag et al., 2013). Of the various types of conflict in the workplace, conflicts caused by human factors are generally considered the most prevalent (e.g., Oxenstierna et al., 2011; Danielsson et al., 2015). Researchers have also examined the impact of environmental and organizational factors on workplace disputes (e.g., Lu et al., 2011). Some aspects of the work environment, such as physical characteristics, social support from colleagues and supervisors, and the nature of work, have contributed to organizational tensions (Carmine et al., 2021; Shrestha, 2019). Moreover, Caesens et al. (2019) highlighted that conflicts in workplace relationships negatively affect performance, evident in various studies and meta-analyses. Therefore, improving the physical work environment, increasing employee social support, and changing the nature of work assignments can reduce work-related tensions and enhance employee performance.

To prevent workplace conflicts, it is essential to create a safe and comfortable work environment where employees can communicate directly and respectfully, show empathy, accept differences, and respect each other, regardless of their position or tenure. A workplace with an early conflict resolution mechanism, such as counselling or mediation by a skilled manager, can help employees feel treated relatively and satisfied with their work. This can increase productivity, motivation, and loyalty while reducing medical costs, worker compensation claims, and litigation costs. A leader who can provide a sense of security and comfort, and offer suitable counselling for employees experiencing conflict, is essential in achieving a harmonious work environment.

Counselling involves an exchange of thoughts and emotions between two individuals, namely the counsellor and the client, aimed at assisting the latter in developing their abilities to solve their problems and adjust in a manner that promotes mental well-being, provides an objective view of others, and satisfies their daily needs. Workplace counselling helps resolve issues and address human needs and problems, ranging from retirement, promotion, demotion, disputes, tension, and more. By identifying interpersonal issues, workers can regulate their emotions, improving efficiency. The role of a counsellor is multifaceted and may involve providing advice, guiding clients in making decisions about a situation, outlining actionable steps, and offering reassurance (Botha & Hugo, 2021; Nur'Aini, 2021; Prayitno, 1997). Counsellors empower clients by instilling the courage and confidence to tackle challenges and achieve their goals and

aspirations. Effective communication among employees is fostered by expressing emotions and communicating better with superiors and subordinates, decreasing tensions. By confiding in trusted individuals, workers can gradually alleviate emotional tensions and confront their problems, facilitating constructive thinking about possible solutions.

According to Prayitno (1997), various forms of counselling can be helpful in the workplace for providing exemplary service to job seekers and employers. These include job placement, work adjustment, job satisfaction, transfer of workers, and alleviation of personal problems. Job placement involves providing job seekers with information about job opportunities, job analysis, and other cognitive, affective, and psychomotor aspects of job placement. From the institution's perspective, the counsellor's role is to help recruit suitable workers according to the work type, strata, and structure involved. From the perspective of job seekers and employers, counsellors aim to place workers in positions that match their personal characteristics, talents, interests, and areas of expertise. This service can also apply to workers seeking to move within an existing structure.

Work adjustment counselling helps novice workers gain the correct perceptions, insights, and accurate knowledge about their new field of work, ensuring a suitable and rapid adjustment to meet the performance demands of a new workplace. This can ensure the success of the novice's initial work. Job satisfaction counselling aims to help workers feel happy and at home at work, which can lead to increased enthusiasm and performance. Counselling services can help workers develop positive attitudes towards their work and address dissatisfaction. Workers can be transferred with counselling assistance, as employees may want to move to gain new experiences or satisfy some other desire. This process often requires assistance with both placement and adjustment. Finally, counselling can also be used to address personal problems that may affect the productivity of the worker and others in the workplace. Properly handling personal problems can positively impact working relationships and worker performance. Personal problems can relate to family, health, attitudes and daily habits, hobbies, free time, and social relationships.

Local wisdom refers to a particular culture's established customs and practices within a specific geographic area. This accumulated knowledge is developed over an extended period and ingrained in society. As a result, local wisdom can serve as a valuable resource, not only as a guide for individual behaviour but also for navigating the complexities of a given community. Local wisdom is a diverse range of traditions and cultures expressed through various means, such as songs, proverbs, Basanti, advice, slogans, utterances, and ancient books. It is deeply connected to the daily behaviour of individuals and is often embedded in long-standing practices that reflect certain values held by specific groups of people. These practices become an integral part of life and are evident through daily attitudes and behaviours, which ultimately reflect the sustainability of local wisdom.

Managers must closely monitor the quality and performance of their subordinates to prevent frequent quarrels and disputes in the workplace. These interactions can significantly affect the employees' productivity and performance, making maintaining harmonious relationships essential. Work counselling can be employed to avoid or resolve such issues, providing valuable insights to help employees solve their problems. This counselling process is essential for the

development of workers and managers alike. Moreover, all supervisors can participate in the same counselling process as part of their regular duties (Xiong et al., 2016).

One of the critical aims of counselling for managers is to encourage employees to take responsibility for their development. Counselling for managers can be achieved in several ways. Firstly, managers can guide employees, steering them towards desirable activities. Secondly, managers can instil confidence in employees, encouraging them to pursue such activities with assurance. Thirdly, counselling can facilitate communication between management and employees, providing a platform to exchange different perspectives. Fourthly, counselling can help alleviate the emotional stress of employees, enabling them to discuss their problems with others. Ultimately, by discussing severe issues with others, employees can clear their minds and think more logically about their problems (Prayitno, 1997).

Local wisdom, which encompasses a community's life values and growth, is often conveyed orally rather than written down. However, it can significantly unify society, making it a relevant tool in problem-solving through counselling in the workplace. It is important to note that local wisdom can enforce punishments within the community if someone breaches these principles. Lev and Holt (2019) proposed that customs observed in areas where individuals are deeply rooted in their original culture are commonly practised in everyday life by the community. In Indonesia, customs also have a role in the national legal system. The significance of local wisdom lies in its contribution to the conservation and protection of natural resources, human resource development, and the advancement of culture and science. Moreover, it is a foundation for advice and beliefs, fosters communal harmony, builds ethical and moral standards, and even functions politically (Lev & Holt, 2019).

Counselling programs for employees are crucial for enhancing workplace performance. These programs can directly impact job satisfaction, motivation, reactions to stress, and overall performance. Management must play an integral role in implementing counselling programs successfully in companies and other organizations. Encouraging and facilitating career development is essential for improving employee performance. Through counselling, organizations can identify and address workplace issues such as the need for education and training to acquire necessary skills or the need for employees to have the appropriate attitude to deal with complex problems in working relationships.

Employee counselling is crucial for career development and mental health in the workplace (Thompson et al., 2014). It enables employees to feel at ease with themselves and their surroundings and to have a positive outlook on others, allowing them to meet personal needs and those of their families. Effective counselling should offer guidance, reassurance, communication, emotional relief, mental clarity, and reorientation in the workplace. Counsellors can assist employees in addressing non-technical issues at work, such as challenging superiors, uncooperative coworkers, or unfavourable workplace policies. Employees can feel more at ease and confident in their work with proper support from a counsellor, resulting in increased productivity (Xiong et al., 2016).

If these non-technical problems are solved, they will persistently burden employees and ultimately impede productivity in the workplace. Counselling can be made available to employees through an open-door policy or during performance appraisals, each with advantages and disadvantages. The former is anticipated to be more effective since issues can be addressed quickly, and employees are more likely to be forthcoming with their counsellors. However, if the counsellors are also functional managers, there is a risk that counselling activities may disrupt their daily work and waste their time. The latter approach is more commonly used, where employees can discuss any challenges or barriers during performance appraisals at specific intervals.

This research aims to explore the effectiveness of local wisdom-based counselling in resolving workplace conflicts and the role of counsellors in employing this approach. This study addresses the issues discussed earlier and utilizes the humanistic existence theory, highlighting individuals' freedom of choices and decisions for themselves and their surroundings. The theory underscores responsible autonomy, wherein individuals can take action while being mindful of potential consequences and avoiding aberrant behaviour. This study also contrasts conflict theory, which challenges the functional, structural theory prioritizing social order.

Research Questions

The aim of this research was to investigate the use of counseling based on local wisdom to address workplace conflicts. To achieve this, the following research questions were formulated:
1. Is there any evidence of conflicts among employees in the work environment?
2. How can the principles of local wisdom be utilized to provide effective counseling for resolving conflicts in the workplace?

Research Methodology

The research utilized an interpretive case study design to shed light on a complex phenomenon, such as a school leader, group of students, curriculum, practice, event, or group of people, to understand workplace interpersonal conflict practices and problem-solving strategies. This design is significant as it educates readers on workplace issues and local wisdom to overcome them and can be generalized to other situations and contexts. To gather data, the researcher employed four university lecturers who were also administrative staff due to their frequent job conflicts. Observations were made between January and March 2022, focusing on employee communication, task execution, and conflict resolution. In-depth interviews were conducted using a semi-structured questionnaire guide and transcribed with supporting data from audio recordings. Data were analyzed thematically and validated using triangulation methods. Overall, the study's interpretive case study design provided valuable insights into workplace conflict practices and problem-solving strategies, with the potential to apply to other contexts.

Findings

The following report outlines the discoveries made regarding common workplace conflicts within the administrative division of a university. The data was collected through observations between the first week of December 2022 and the fourth week of January 2023. Upon completion

of the observations, the informants were administered a questionnaire. Several were also interviewed to gather information about the conflicts they regularly experienced and if they sought assistance from a counsellor to resolve such issues. The findings from both the observations and interviews with participants are presented below.

Research Question One

Is there any evidence of conflicts among employees in the work environment?

Participants were asked several questions regarding the conflicts they frequently face and their approaches to resolving them. According to the interviews, disagreements frequently arise among employees, particularly concerning divergent viewpoints, work distribution discrepancies, and varying attitudes toward handling issues due to inadequate communication within the administrative services department. Nonetheless, these disputes did not result in significant or prolonged conflicts that hindered employee productivity. The following are a few examples of participants' responses to inquiries about the conflicts they typically encounter.

"Misunderstandings can be compared to disputes, but they typically do not have a lasting impact on performance. When there is a lack of clarity, it is often swiftly resolved, and the effects are short-lived." (Partisipant_1, Personal Communication, January 15, 2023).

"As far as my relationships with co-workers go, there are no personal issues or emotional conflicts that lead to disputes or arguments. While misunderstandings are occasionally present, they are typical and short-lived occurrences." (Partisipant_2, Personal Communication, January 29, 2023).

"Occasional conflicts that arise are often attributed to the work environment and the workload. With a heavy workload and tight deadlines, work tends to pile up, leading to compromised emotional regulation while communicating with colleagues." (M3, Personal Communication, February 13, 2021).

" At times, I experience conflicts with a colleague when we are assigned to work together, but they have justifications for avoiding the assigned tasks." (M4, Personal Communication, February 11, 2023).

Based on the feedback provided, conflicts in the workplace are a common occurrence. However, these disagreements do not seem to cause any strain among coworkers. This positive outcome could be attributed to the availability of a counsellor who serves as a sounding board for employees to voice their concerns while at work. In situations where there is a dispute between colleagues, this counsellor can offer guidance that aligns with the cultural norms of the society and the location where these individuals are employed.

Research Question Two

How can the principles of local wisdom be utilized to provide effective counseling for resolving conflicts in the workplace?

Several findings were derived from the interviews and observations. The first one is that counselling based on local wisdom has successfully cultivated an awareness of cultural values among the employees, as demonstrated by some of their responses during the interviews. This success can be attributed to the leaders of these employees.

"Although there may be occasional disagreements or misunderstandings, we also provide support to one another when someone's workload becomes overwhelming." (M3, Personal Communication, March 17, 2023).

"Furthermore, I have the support of several other friends in case I am unable to attend. While there are times when circumstances don't go as planned, I am grateful for the assistance I have received when I was unable to make it to the office." (M1, Personal Communication, February 20, 2023).

Furthermore, the staff members have also reported a lack of interpersonal conflicts among themselves. Any disagreements that arise are confined to work-related matters, as confirmed by the findings of the observations. Each employee performs their assigned duties diligently. In the event of a misunderstanding when seeking assistance with their tasks, the parties involved only experience temporary discord. Once the issue is resolved, they resume working cooperatively. One of the employees has attested to this fact.

"My colleagues frequently assist me with my heavy workload, even though they are under no obligation to do so." (M2, Personal Communication, January 17, 2023).

The employees of this administrative division possess a deep understanding of cultural values, particularly the value of mutual assistance. Additionally, other cultural values, such as politeness, as recommended by the counsellor, are also ingrained in these employees. This conclusion is supported by a response given by one of the employees:

"According to the counselor, being part of this division requires upholding dignity and maintaining a leadership authority. Therefore, it is important to cultivate a culture of respect and politeness in all communication with others. This means that even in cases of internal issues with colleagues, it is not appropriate to spread this information widely, and everyone must maintain courteous communication with one another." (Partisipant_4, Personal Communication, Feb., 21, 2023).

After conducting interviews and observations, it can be inferred that although conflicts often arise among employees in the administrative service division of the institution, they could resolve them internally due to the cultural values instilled by their leader, the counsellor. Despite having diverse ethnic backgrounds, the employees still uphold their respective tribal values, which did not weaken their ability to maintain the cultural values reminded by their leader.

Discussion of Findings

The humanistic theory of existence posits that every individual possesses the active potential to exercise their own free will and make decisions within their environment. This theory emphasizes responsible freedom, granting individuals wide-ranging autonomy to act as long as they accept the risks and avoid deviant behaviour. Consequently, employee counselling programs enhance workplace performance by directly impacting job satisfaction, motivation, stress response, and overall productivity. However, the successful implementation of counselling programs within organizations can only be achieved with the support of management, which can encourage career development and improve employee performance. Counselling enables identifying and resolving problems, such as determining whether employees require further training or education to develop the necessary skills or have the requisite attitude to handle complex issues and changes.

In the context of globalization, counselling is essential for organizations to cultivate a high-quality workforce that is highly skilled in science and technology and ethical and culturally competent. Effective counselling enables employees to perform their duties efficiently and contribute to achieving organizational goals. The success of a counselling program, however, relies heavily on the guidance, leadership, decision-making, and motivation of managers who act as driving forces for operational effectiveness. Failure to improve employee performance through counselling could negatively impact organizational performance, potentially necessitating disciplinary action.

Furthermore, it is impossible to divorce society from the customary cultural principles transmitted from generation to generation (Wang et al., 2014; Zeng & Greenfield, 2015). According to Geertz's (2007) perspective, local wisdom significantly impacts human dignity within a community. Consequently, if a society's traditional values are undermined, the community loses its distinctive character, pride, and sense of belonging. In cases where these values have been forgotten, counsellors may utilize local wisdom to remind employees and provide crucial guidance and advice.

Conclusion and Recommendations

Based on the research findings, it can be concluded that employee conflicts can only be avoided partially, particularly those that stem from communication misunderstandings, workload, and lack of attention. Nonetheless, such conflicts can be addressed through local wisdom-based counselling, which managers can administer. This counselling approach is vital in promoting cultural values and preventing cultural extinction. When employees come from diverse ethnic backgrounds, they can broaden their cultural knowledge by learning about the cultures of their colleagues, which fosters mutual respect in the workplace. To effectively resolve conflicts in a diverse workplace, it is recommended that counsellors or mediators possess a comprehensive cultural understanding to comprehend the unique characteristics of employees from different ethnic and cultural perspectives. Moreover, it is essential to integrate religious aspects into counselling to shape employees' character, instilling local norms and customs and the ethical principles of their religion into their job responsibilities.

References

Awad, F. B. & Shaleh, M. (2018). Integrating counseling values in marriage ritual of Tolakinese Culture Society in Indonesia. In IOP Conference Series: *Earth and Environmental Science*, 175, (1), p. 012175. IOP Publishing.

Boekhorst, J. A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management*, 54(2), 241-264.

Botha, R. J., & Hugo, J.-P. (2021). Effective Mentoring to Improve Job Satisfaction among Beginner Teachers at South African Primary Schools. *Research in Social Sciences and Technology*, 6(3), 64-81. https://doi.org/10.46303/ressat.2021.26

Butts, T. (2016). *Manager as mediator: Attitude, technique, and process in constructive conflict resolution in the workplace. In Advancing workplace mediation through integration of theory and practice* (pp. 189-217). Springer, Cham.

Caesens, G., Stinglhamber, F., Demoulin, S., De Wilde, M., & Mierop, A. (2019). Perceived Organizational Support and Workplace Conflict: The Mediating Role of Failure-Related Trust. *Frontiers in psychology,* 9, 2704. https://doi.org/10.3389/fpsyg. 2018.02704.

Carmine, S., Andriopoulos, C., Gotsi, M., Härtel, C. E., Krzeminska, A., Mafico, N. & Keller, J. (2021). A paradox approach to organizational tensions during the pandemic crisis. *Journal of management inquiry,* 30(2), 138-153.

Chartered Institute for Personnel and Development. (2015). Getting under the skin of workplace conflict: Tracing the experiences of employees. *Retrieved from* *http://www.cipd.co.uk/binaries/getting-under-skin-workplace-conflict_2015-tracing-experiences-employees.pdfn*

Chory, R. M., & Hoke, H. G. G. (2019). Young love at work: Perceived effects of workplace romance among millennial generation organizational members. *The Journal of psychology,* 153(6), 575-598.

Coleman, P.T. & Ferguson, R. (2014). *Making Conflict Work: Harnessing the Power of Disagreement*. Houghton Mifflin Publishing Company

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Danielsson, C. B., Bodin, L., Wulff, C., & Theorell T. (2015). The relation between office type and workplace conflict: a gender and noise perspective. *J. Environ. Psychol.,* 42, 161– 171. 10.1016/j.jenvp.2015.04.004

Ekienabor, E. E. (2016). Impact of job stress on employees' productivity and commitment. *International journal for research in business, management and accounting*, 2(5), 124-133.

Faude, B., & Fuß, J. (2020). Coordination or conflict? The causes and consequences of institutional overlap in a disaggregated world order. *Global Constitutionalism*, 9(2), 268-289.

Flippo, E. (1980). *Personnel Managemen* 5th ed. Tokyo: McGraw Hill Int Book Co.

Geertz (2007). Local Wisdom in Education. *Journal of Education*. http://www.ied.edu.hk/cric/

Harper, C. L., & Leicht, K. T. (2018). *Exploring social change: America and the world*. Routledge.

Hartoyo, H., Sindung, H., Teuku, F., & Sunarto, S. (2020). The role of local communities in peacebuilding in post-ethnic conflict in a multi-cultural society. *Journal of Aggression, Conflict and Peace Research*, 12(1), 33–44. https://doi.org/10.1108/JACPR-06-2019- 0419

Hirsh, J. B., & Kang, S. K. (2016). Mechanisms of identity conflict: Uncertainty, anxiety, and the behavioral inhibition system. *Personality and Social Psychology Review*, 20(3), 223-244.

Johnson, C., & Hinton, H. (2019). Toward a Brillant Diversity. *Journal of Culture and Values in Education*, 2(1), 56-70. https://doi.org/10.46303/jcve.02.01.5

Lev, D. S., & Holt, C. (2019). *Judicial institutions and legal culture in Indonesia* (pp. 246-318).

Lu L., Zhou F., & Leung K. (2011). Effects of task and relationship conflicts on individual work behaviors. Int. *J. Confl. Manag,* 22, 131–150. 10.1108/10444061111126675

Nur, I., & Susanto, S. (2020). Social Conflict in Indonesia: Safeguarding a Nation as a New Approach for Resolving National Disintegration. *Journal of Social Studies Education Research*, 11(2), 151-173.

Nur'Aini, S. (2021). University Students' Learning Disruption and Affordance in a Contested Learning Environment. *Research in Social Sciences and Technology*, 6(3), 25-44. https://doi.org/10.46303/ressat.2021.23

Olonisakin, T., Adebayo, S., & Idemudia, E. (2021). Social worldviews and social attitudes: Examining the psychological correlates for other-concern. *Journal of Culture and Values in Education*, 4(2), 65-83. https://doi.org/10.46303/jcve.2021.7

Oxenstierna, G., Hanson, L. L. M., Widmark, M., Finnholm, K., Stenfors, C., Elofsson, S., & Theorell, T. (2011). Conflicts at work—The relationship with workplace factors, work characteristics and self-rated health. *Industrial health*, 49(4), 501-510.

Pitafi, A. H., Khan, A. N., Khan, N. A., & Ren, M. (2020). Using enterprise social media to investigate the effect of workplace conflict on employee creativity. *Telematics and Informatics*, 55, 101451.

Prayitno. (1997). Layanan Konseling Untuk Para Pekerja. *IKIP Padang*.

Rahim, M. A. (2001). Managing conflict in organizations (3rd ed.). Greenwood Publishing Group, Inc.

Shrestha, M. (2019). Influences of gender and locale on teachers' job satisfaction. *Research in Educational Policy and Management*, 1(1), 17-32.

Sonnentag, S., Unger D., & Nägel I. J. (2013). Workplace conflict and employee well-being: the moderating role of detachment from work during off-job time. *International Journal of Conflict Management*, 24, 166–183.

Thompson, I., Amatea, E., & Thompson, E. (2014). Personal and contextual predictors of mental health counselors' compassion fatigue and burnout. *Journal of Mental Health Counseling*, 36(1), 58-77.

Velotti, P., Elison, J., & Garofalo, C. (2014). Shame and aggression: Different trajectories and implications. *Aggression and Violent Behavior*, 19(4), 454-461.

Wang, H. J., Lu, C. Q., & Lu, L. (2014). Do people with traditional values suffer more from job insecurity? The moderating effects of traditionality. *European Journal of Work and Organizational Psychology*, 23(1), 107-117.

Wasino, W., Suyahmo, S., Brata, N., & Shintasiwi, F. (2021). Making Peace with the Past: Peace Education in Post-Conflict Societies Through the Application of Cognitive Behavioral Therapy. *Journal of Social Studies Education Research*, 12(2), 330-376.

Widodo, H. P. (2014). Methodological considerations in interview data transcription. *International Journal of Innovation in English Language Teaching and Research*, 3(1), 101.

Xiong, S., Allen, C., & Wood, J. L. (2016). The role of community college counselors as validating agents on men of color student success. *Community College Journal of Research and Practice*, 40(6), 558-561.

Zeng, R., & Greenfield, P. M. (2015). Cultural evolution over the last 40 years in China: Using the Google Ngram Viewer to study implications of social and political change for cultural values. *International Journal of Psychology*, 50(1), 47-55.