

The Effect of Emotional Intelligence, Conflict Management Style – Integrating Style and Collectivism Culture on Performance (A Study of Public Service Employee of Technical Implementation Unit Ministry of Marine Affairs and Fisheries at Padang City)

Susan Farhia Yuaini

Magister Management, Faculty of Economy Andalas University, Padang-West Sumatera, Indonesia

Hendra Lukito

Faculty of Economy, Andalas University Padang-West Sumatera, Indonesia

Abstract:-The purpose of this research is to find the effect of emotional intelligence, conflict management style – integrating style and collectivism culture on the performance of public service employee of technical implementation unit Ministry of Marine Affairs and Fisheries at Padang City. The population of this research is all employees of technical implementation unit Ministry of Marine Affairs and Fisheries at Padang City amounting to 180 people. The sample that became respondents of this research were 67 people with the design of sampling is purposive sampling which has the criteria of all employees of technical implementation unit Ministry of Maritime Affairs and Fisheries in the city of Padang who do public service. Data was collected through questionnaires with a list of written and closed statements with measurements using 1-5 like rt scales. This research is a quantitative research with descriptive analysis which describes the data that has been collected as it is and sees the relationship between the variables being studied, namely: emotional intelligence, conflict management style-integrating style, collectivism culture and performance. Evaluation of measurement model in the form of validity test and reality test and structural model evaluation in the form of causal hypothesis test of this study was carried out with the help of the program application SmartPLS 2.0. The results of this research hypothesis testing indicate that emotional intelligence, Conflict management style-integrating style and collectivism culture has a positive and significant effect on the performance of public service employee of technical implementation unit Ministry of Maritime Affairs and Fisheries at Padang City.

Keywords:- Emotional intelligence, Conflict management styles, Collectivism Culture, Performance

I. INTRODUCTION

In an organization many things can affect its effectiveness, one of which is human behavior. Human resources within an organization have unique perceptions, personalities and life experiences, cultural backgrounds, the ability to learn and handle responsibilities, different attitudes of beliefs and aspirations (Gibson, Ivancevich & Donnelly,

2012). In order to exceed the target of organization's performance, the performance of its members should be considered.

Organizational performance and employee performance does not always have to be related to intellectual intelligence. A person's intellectual ability is needed to show mental activities, thinking, reasoning and problem solving while emotional intelligence is needed to be able to manage themselves in maintaining relationships with others (Robbins, 2013). Emotional intelligence is a person's ability which consists of various abilities to be able to motivate themselves, endure frustration, control the needs-impulsive needs, not exaggerate pleasure or distress, be able to regulate reactive needs, stress free (Goleman, 2010). Goleman (2010) states that emotional intelligence improves individual performance and effectiveness. Emotional intelligence is very necessary for public service employees because their work is directly related to the society.

In working problems and conflicts cannot be avoided. The efforts to eliminate all conflicts will give an impact in the productivity of individuals, groups and organizations (Rahim, 2001). Rahim (2001) proposes 5 styles in handling interpersonal conflict as: dominating, integrating, compromising, avoiding and obliging. According to Gunkel, Schlaegel & Taras (2016) a person chooses a style in handling conflict determined by a person's personal characteristics. However, some studies state that the choice to choose a style to handle conflict is influenced by the individual's orientation towards different dimensions of cultural values.

The dimensions of cultural values actually affect individual preferences and in this case affect the general tendency of individual behavior in different conflict situations. Culture influences a person's behavior, morals and productivity at work. According to Hofstede (2010) culture has such five dimensions as: power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity and long-term orientation. Among the five cultural dimensions according to Hofstede, the dimension of collectivism becomes a closely related to cultural dimension to Indonesians. The low individualism index value of the Indonesian shows that Indonesia is a country with a collective cultural dimension (Hofstede, 2010).

The Ministry of Marine Affairs and Fisheries has carrying out actions or a series of public service actions within the Ministry of Marine Affairs and Fisheries. In order to achieve the best public service performance value the employees of the Ministry of Marine Affairs and Fisheries expected not only to have intellectual intelligence but also emotional intelligence so that they can manage and handle conflicts.

II. THEORETICAL REVIEW

A. Emotional Intelligence

Many definitions of emotional intelligence refer to the opinions of Salovey and Mayer from 1990 to the revision of the definition in 1997. According to Salovey and Mayer in Shih and Susanto (2010) emotional intelligence is the ability to understand precisely, assess and express emotions; the ability to access and or produce feelings when they facilitate it; the ability to understand emotional emotions and knowledge, and the ability to regulate emotions to promote emotional and intellectual growth. According to Goleman (2010), Rahim & Psenicka (2002) emotional intelligence consists such of 5 components as: self-awareness, self-regulation, motivation, empathy and social expertise.

B. Management Conflict Style – Integrating Style

Integrating styles is more suitable to be used when one party cannot solve its own problems and concerns more complex issues (Rahim, 2001). This style involves openness, information exchange and examining differences to achieve effective and acceptable solutions for both parties which lead to creative solutions (Rahim & Psenicka, 2002). This style is not suitable for simple problems and does not require time to solve it.

C. Collectivism Culture

According to Hui and Yee (1994) collectivists are used to collaborating and compromising in group activities and sharing in group outcomes. In a collective culture collectivist characteristics tend to work together more and achieve better results than those who have individualistic characteristics (Chin & Chi, 2014). In collectivist cultures things like emphasis on group profit rather than personal, encouraging teamwork, maintaining harmony in the group and the importance of working together become a benchmark in its assessment (Yoo, Donthu & Lenartowicz, 2011). According to the results of research to examine national cultural differences from a country conducted by Hofstede on IBM employees in 1970 was found that Indonesia had a low score of 14 on the dimension of individualism, which meant that Indonesia was a Collective society.

D. Performance

Performance can be described as an effective effort to achieve goals or success in satisfying work effectively, implementation and completion. According to Wibowo (2011) performance management can support the overall organizational goals by linking each employee's work to the organization's mission. Therefore, individual employee performance is very influential on organizational performance. The performance of public servants is the work that has been achieved by public service employee in carrying out their duties in accordance with the duties and functions and responsibilities given to them so that it can be a benchmark

that determines whether the work already done is good or vice versa.

III. METHODOLOGY OF RESEARCH

A. Research Design

This research is a descriptive research to find out and explain the characteristics of the variables studied in a situation (Sekaran, 2014). This study has a purpose to describe and obtain description of emotional intelligence, conflict management style – integrating style and collectivism culture on the performance of public service employees of the technical implementation unit of the Ministry of Marine Affairs and Fisheries at Padang City. The type of this research is quantitative research with correlational design that uses statistical correlation to describe and measure the degree or relationship between two or more variables or a series of scores (Creswell, 2012).

B. Population and Sample

The population of this study were all employees of the technical implementing unit of the Ministry of Marine Affairs and Fisheries at Padang City, both with the status of Civil Servant and Non-Civil Servants) at the Institute for Marine and Coastal Resource Management (IMCRM) of Padang, LKKPN Pekanbaru Satker TWP Pieh, SKIPM Kelas I Padang, LKSP Padang, PPS Bungusand Satwas PSDKP Bungus, totaling 180 people. The sampling design of this study uses purposive sampling that fulfill the criteria determined by the researcher as: all public service employees of the Ministry of Marine Affairs and Fisheries at Padang City both Civil Servants and Non-Civil Servants, totaling 67 people.

C. Data Collection Method

Data collected through questionnaires with a list of written statements and submitted personally. A closed statement is made with a 1-5 likert. Data collection is done in a cross-sectional or one-shot manner because data collection is only done once.

D. Analysis Method

Analyzing data is by using the Smart PLS version 2.0 program to test the validity and reliability test such as: individual test of reliability items, internal consistency test, discriminant validity test. While the structural model is used to test causality which is testing hypotheses with prediction models.

IV. RESULT OF THE RESEARCH

The result of the research can describe the descriptive profile of respondents based on gender, age, education, employee status and years of service, as seen from the following table:

N	Characteristi	Description	Freq	Persenta
1	Gender	a. Male	45	67,2%
		b. Female	22	32,8%
2	Age	a. 20–30 years	9	13,4%
		b. 30-40 years	32	47,8%
		c. 40-50 years	19	28,4%
		d. > 50 years	7	10,4%
3	Education	a. High School	16	23,88%
		b. Diploma	4	5,97%
		c. Bachelor Degree	41	61,2%
		d. Master/Doctorate	6	8,95%
4	Employee Status	a. Civil Servant	52	77,6%
		b. Non-Civil Servant	15	22,4%
5	Years of Service	a. 0-5 years	14	20,9%
		b. 6-10 years	23	34,33%
		c. 11-15 years	12	17,9%
		d. > 15 years	18	26,87%

Table I. Characteristics of Respondent

A. Description of Research Variables

No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
1	I have a good sense of why I have certain feelings most of the time	0	0,00	1	1,49	6	8,96	55	82,09	5	7,46	263	3,93
2	I have a good understanding of my own emotion	0	0,00	0	0,00	2	2,99	56	83,58	9	13,43	275	4,13
3	I Really understand what I feel	0	0,00	0	0,00	2	2,99	50	74,63	15	23,39	281	4,2
4	I always know whether I am happy	0	0,00	0	0,00	6	8,96	43	64,18	18	26,87	280	4,2
5	I always know my friends' emotion from their behavior	0	0,00	0	0,00	17	25,37	36	53,73	14	20,90	265	3,9
6	I am a good observer of others' emotion	0	0,00	1	1,49	27	40,30	29	43,28	10	14,93	247	3,68
7	I am sensitive to the feelings and emotions of others	0	0,00	0	0,00	17	25,37	40	59,70	10	14,93	261	3,89
8	I have a good understanding of the emotion of people around me	0	0,00	0	0,00	17	25,37	40	59,70	10	14,93	261	3,89
9	I always set goals for myself and then tries my best to achieve them	0	0,00	0	0,00	5	7,46	51	76,12	11	16,42	274	4,09
10	I always tell myself I am a competent person	0	0,00	1	1,49	12	17,91	47	70,15	7	10,45	259	3,86
11	I am self-motivated person	0	0,00	0	0,00	1	1,49	56	83,58	10	14,93	277	4,13
12	I would always encourage myself to try my best	0	0,00	0	0,00	0	0,00	45	67,16	22	32,84	290	4,33
13	I am able to control my temper and handle difficulties rationally	0	0,00	0	0,00	9	13,43	52	77,61	6	8,96	265	3,95
14	I am quite capable of controlling my own emotions	0	0,00	0	0,00	10	14,93	50	74,63	7	10,45	265	3,95
15	I can always calm down quickly when I am angry	0	0,00	2	2,99	15	22,39	45	67,16	5	7,46	250	3,73
16	I have a good control of my own emotion	0	0,00	1	1,49	11	16,42	49	73,13	6	8,96	259	3,86

Table II. Emotional Intelligence Variables Description

The table above shows the frequency, percentage, score and mean obtained by each indicator of emotional intelligence variables in each answer given by respondents with the highest average score is with a score of 4.33 related to motivation is always pushing themselves to try their best.

No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
1	I try to investigate an issue with my supervisor to find a solution acceptable to us	0	0,00	0	0,00	10	14,93	50	74,63	7	10,45	265	3,95
2	I try to integrate my ideas with those of my supervisor to come up with a decision jointly	0	0,00	3	4,48	7	10,45	48	71,64	9	13,43	258	3,85
3	I try to work with my supervisor to find solution to a problem that satisfies our expectations	0	0,00	0	0,00	3	4,48	50	74,63	14	20,90	279	4,16
4	I exchange accurate information with my supervisor to solve a problem together	0	0,00	0	0,00	7	10,45	47	70,15	13	19,40	274	4,08
5	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way	0	0,00	1	1,49	7	10,45	48	71,64	11	16,42	268	4
6	I collaborate with my supervisor to come up with decisions acceptable to us	0	0,00	1	1,49	13	19,40	45	67,16	8	11,94	259	3,86
7	I try to work with my supervisor for a proper understanding of a problem	0	0,00	0	0,00	4	5,97	51	76,12	12	17,91	276	4,12
No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
8	I try to investigate an issue with my subordinates to find a solution acceptable to us	0	0,00	0	0,00	4	5,97	51	76,12	12	17,91	276	4,12
9	I try to integrate my ideas with those of my subordinates to come up with a decision jointly	0	0,00	1	1,49	2	2,99	48	71,64	16	23,88	278	4,15
10	I try to work with my subordinates to find solution to a problem that satisfies our expectations	0	0,00	1	1,49	2	2,99	48	71,64	16	23,88	278	4,15
11	I exchange accurate information with my subordinates to solve a problem together	0	0,00	0	0,00	2	2,99	49	73,13	16	23,88	282	4,21
12	I try to bring all our concerns out in the open so that the issues can be resolved in the best	0	0,00	1	1,49	3	4,48	53	79,10	10	14,93	271	4,04

	possible way												
13	I collaborate with my subordinates to come up with decisions acceptable to us	0	0,00	0	0,00	4	5,97	53	79,10	10	14,93	274	4,08
14	I try to work with my subordinates for a proper understanding of a problem	0	0,00	0	0,00	3	4,48	49	73,13	15	22,39	280	4,18
15	I try to investigate an issue with my peers to find a solution acceptable to us	0	0,00	0	0,00	6	8,96	43	64,18	18	26,87	280	4,18
16	I try to integrate my ideas with those of my peers to come up with a decision	0	0,00	0	0,00	3	4,48	46	68,66	18	26,87	283	4,22
17	I try to work with my peers to find solution to a problem that satisfies our	0	0,00	0	0,00	1	1,49	49	73,13	17	23,37	284	4,24
18	I exchange accurate information with my peers	0	0,00	0	0,00	2	2,99	48	71,64	17	23,37	283	4,22
19	I try to bring all our concerns out in the open so that the issues can be resolved in the best	0	0,00	0	0,00	4	5,97	49	73,13	14	20,90	278	4,15
20	I collaborate with my peers to come up with	0	0,00	0	0,00	2	2,99	52	77,61	13	19,40	279	4,16
21	I try to work with my peers for a proper understanding of a	0	0,00	0	0,00	1	1,49	50	74,63	16	23,88	283	4,22

Table III. Conflict Management Style – Integrating Style Variable Description

The table above shows the frequency, percentage, score and mean obtained by each indicator of conflict management style- integrating style variables to integrate each answer given by the respondent. The highest average value is 4.24 related to

observing differences and finding solutions where respondents try to work with colleagues to find solutions to problems that can meet their expectations.

No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
1	Individual should sacrifice self-interest for the group	0	0,00	4	5,97	8	11,94	50	74,63	5	7,46	249	3,2
2	Individuals should stick with the group even through difficulties	0	0,00	2	2,99	4	5,97	54	80,60	7	10,45	263	3,3
3	Group welfare is more important than individual rewards	0	0,00	2	2,99	10	14,93	50	74,63	5	7,46	255	3,81
4	Group success is more important than individual success	0	0,00	2	2,99	6	8,96	54	80,60	5	7,46	259	3,86
5	Individuals should only pursue their goals after considering the welfare of the group	0	0,00	3	4,48	14	20,90	47	70,15	3	4,48	245	3,65
No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
6	Group loyalty should be encouraged even if individual goals suffer	3	4,48	6	8,96	37			28,36	2	2,99	197	2,94

Table IV. Collectivism Culture Variables Description

The table above shows the frequency, percentage, score and mean obtained by each indicator of collectivism cultural variables on each answer given by the respondent. The highest average score is 3.86 related to emphasizing groups more important than personal interests.

No	Indicator	Strongly Disagree		Disagree		Less Disagree		Agree		Strongly Agree		Score	Mean
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%		
1	I can finish each of my work	0	0,00	0	0,00	4	5,97	49	73,13	14	20,90	278	4,15
2	I work according to procedures and schedules	0	0,00	0	0,00	3	4,48	47	70,15	17	25,37	282	4,21
3	I was able to take the initiative in work	0	0,00	1	1,49	5	7,46	51	76,12	10	14,93	269	4,07
4	I can take the responsibility of the assignment given to me	1	1,49	0	0,00	0	0,00	46	68,55	20	29,85	284	4,29
5	I arrived on time	0	0,00	0	0,00	5	7,46	39	58,21	23	34,33	286	4,27

Table V. Performance Variables Description

The table above shows the frequency, percentage, score and mean obtained by each indicator of the performance variable in each answer given by the respondent. The highest average value is 4.29 related to the quality of work.

B. Individual Test Of Reliability Items

The outer loading value after the fourth re-estimation indicates that the outer loading indicator has above 0.7

Indicator	Collectivism Culture	Emotional Intelligence	Conflict Management Style – Integrating Style	Performance
BD1	0,771029			
BD2	0,849114			
BD3	0,741559			
BD4	0,778944			
BD5	0,744983			
EQ13		0,877732		
EQ14		0,921465		
EQ16		0,862629		
GMK3			0,793367	
GMK4			0,876596	
GMK6			0,833747	
K1				0,752582
K2				0,807186
K5				0,707743

Table VI. Outer Loading Value

C. Internal Consistency Test

Variabel	Composite Reliability	Cronbachs Alpha
Collectivism Culture	0,884432	0,854417
Emotional Intelligence	0,917588	0,865780
Conflict Management Style – Integrating Style	0,873597	0,784786
Performance	0,800527	0,630999

Table VII. Construct Realibility

Based on the results of composite reliability, the overall test results are above 0,7 and the value of cronbachs alpha is

above 0.6, it can be concluded that the variables in this study are reliable and can be used to test the hypotheses.

➤ *Discriminant Validity Test*

The purpose of this test is to see how much the differences between variables. The value seen in this test is the average variance extracted (AVE) value where the value must be above 0,5.

Variabel	AVE
Collectivism Culture	0,605428
Emotional Intelligence	0,787881
Conflict Management Style – Integrating Style	0,697662
Performance	0,572943

Table VIII. Construct Validity

➤ *Evaluation Structural Model*

R-Square value is a goodness-fit model test.

Construct	R Square
Performance	0,294868

Table IX. R-Square

The model of the influence of emotional intelligence, conflict management style-integrating style and collectivism culture on the performance has R-Square value of 0,29, which means that the variability of performance can be explained by the variability of emotional intelligence, conflict management style-integrating style and collectivism culture 29% while the remaining 71% is explained by other variables outside the one examined.

The estimated path coefficient value which includes the real positive effect of a latent construct with other latent constructs is shown on table below:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
BD -> K	0,117124	0,132939	0,049333	0,049333	2,374130
EQ -> K	0,303419	0,292771	0,044625	0,044625	6,799312
GMK -> K	0,401638	0,396152	0,051064	0,051064	7,865409

Table X. Patch Coefficient Value

Based on the hypothesis test in this study it was found that emotional intelligence has a direct and positive influence on performance of 0,30 with a positive direction. The t-statistics value 6,79 is greater than the t-tables value of 1,96 at 95% confidence interval and 5% alpha. So that it can be concluded that the hypothesis can be accepted. That is, emotional intelligence has a significantly positive effect on the performance of public service employees of the technical implementation unit Ministry of Marine Affairs and Fisheries at Padang city.

Conflict management style combines have a direct and positive influence on performance of 0,40 with a positive direction. The t-statistics value of 7,86 is greater than the t-tables value of 1,96 at a 95% confidence interval and 5% alpha. So that it can be concluded that the hypothesis can be accepted. That is, the conflict management style combines a significantly positive effect on the performance of public

service employees of the technical implementation unit Ministry of Marine Affairs and Fisheries at Padang city.

Collectivism culture has a direct and positive influence on performance of 0, 11 with a positive direction. T-statistics value 2, 37 is greater than t-tables at 1.96 at 95% confidence interval and 5% alpha. So that the hypothesis can be concluded. That is, the culture of collectivism has a significantly positive effect on the performance of public service employees of the technical implementation unit Ministry of Marine Affairs and Fisheries at Padang city.

V. CONCLUSION

Based on the results of the analysis of this study, the following conclusions can be drawn:

- Emotional intelligence has a positive and significant effect on the performance of public service employees of the technical implementation unit Ministry of Marine Affairs

and Fisheries at Padang city. This means that emotional intelligence plays an important role in improving employee performance. Public service employee who have emotional intelligence will provide better public services that have an impact on improving employee performance.

- Conflict management style – integrating style has a positive and significant effect on the performance of public service employees of the technical implementation unit Ministry of Marine Affairs and Fisheries at Padang city. This means that when public service employee face problems, conflict management styles – integrating style to be appropriately used so that the public services provided are better. Improving public services will have an impact on improving employee performance.
- The collectivism culture has a positive and significant effect on the performance of public servants of public service employees of the technical implementation unit Ministry of Marine Affairs and Fisheries at Padang city. Collectivism culture encourages public service employee to work to support groups and maintain harmony between groups. The harmony that is created plays an important role in improving public services and has an impact on improving employee performance.

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