The Relationship between Individualism, Collectivism and Conflict Handling Styles of Healthcare Employees

Şebnem Aslan
Department of Healthcare
Administration
Selçuk University
Konya, Turkey
sebnemaslan27@hotmail.com

Şerife Güzel
Department of Healthcare
Administration
Selçuk University
Konya, Turkey
serife_eren.89@hotmail.com

Demet Akarçay Ulutaş
Konya Chamber of Commerce Karatay
University
Social Work Deparment
Konya, Turkey
demetakarcay@gmail.com

Abstract—The objective of this study is to investigate the relationship between individualism, collectivism and conflict handling styles of healthcare employees. This study was conducted among 427 healthcare employees in twelve hospitals in Turkey by using survey method and simple random sampling. The scales of Conflict Handling Styles and Individualism and Collectivism (INDCOL) were performed within the study. The obtained data were analyzed with descriptive analysis, correlation, and confirmative factor analysis and regression analysis. As a result of the study, it was found that horizontal collectivism, vertical collectivism and horizontal individualism have impacted on compromising and integrating conflict handling styles and horizontal collectivism has influenced obliging integrating conflict handling styles also vertical individualism has influenced dominating and avoiding conflict handling styles significantly.

Keywords—Individualism, Collectivism, Conflict Handling Styles, Healthcare Employees, Individualism and Collectivism (INDCOL).

I. INTRODUCTION

Individualism and collectivism are remarkable and undertaken concepts among intercultural concepts in recent years [1]. These concepts, which were handled by [2], with cultural aspects, are evaluated by various perspectives with the studies of [3] and [4]. Although the literature has presented many studies about individualism and collectivism, intensive complexity and criticisms are appeared due to the examples related to difference between the individual and collectivist countries [5]. For this reason, the dimensions of individualism and collectivism are examined by dividing under four themes as vertical individualism and collectivism, horizontal individualism and collectivism [6].

Conflict is inevitable as a result of social interaction in each environment of human beings. Accordingly, the organizations should accept the reality of conflict and endeavor to find the right solutions. Various solution methods of conflict have been presented in the literature. In this study, five dimensions of [7] as integrating, obliging, dominating, avoiding and compromising are handled to evaluate the conflict handling styles [8].

II. LITERATURE REVIEW

A. Individualism and Collectivism)

The study conducted by [2] and following studies have presented various dimensions to explain cultural differentiation, yet, individualism and collectivism have drawn the attention as the most important and frequently emphasized components of intercultural difference [3]. Hofstede, who addressed the concept of cultural dimensionalizing, which is highlighted in the literature at most, considers collectivism as a contrary to individualism and makes a differentiation between individualism and collectivism [3], [6], [9]. [2] expressed that interpersonal connections are weak in individualistic societies and individuals who belong to such kind of a culture are only expected to take care of their close families. On the other hand, an individual belongs to a particular group beginning from birth incollectivist societies, and endeavors to maintain this connection for a lifetime [2]

The most important difference between individualistic and collectivist societies is the consciousness of "I" in the individualistic societies and the "We" in the collectivist ones [4]. In other words, in collectivist societies, the individual defends the interest of the group by giving secondary importance to individual interests. On the other hand, individualistic interests definitely have a priority over others' interests in individualistic societies. The interests of the group are defended by an individual in the case that those interests are in accordance with the interest of the individual [10].

The study of Hofstede was criticized from several perspectives such as the fact that a population of a country cannot be entirely homogenous [11]. [5] emphasized that individualism and collectivism should not be considered as opposites yet cultural evidenced that can exist in the same individual at different levels. [6] argued that culture should be addressed at an individual level. They expand the dimensions of individualism and collectivism and address the concepts within four dimensions as vertical individualistic, vertical

collectivist and horizontal individualistic and horizontal collectivist.

Vertical Collectivism: Individuals and societies who have this characteristic consider hierarchical differences besides realizing group objectives [5]. In this dimension, the self of an individual is not considered as equal despite the fact that it is in interdependency with others [12]. [13] has reached a definition of collectivism through three main dimensions as concern sharing and involvement. Accordingly, participants of the study classified this concept by concerning the others about the effects of actions or decisions, opinions and views of others, sharing benefits and resources and feeling willingness for contribution to the group dynamics.

Vertical Individualism: In this dimension, there is a presence of competition, desire to win and status have importance [5]. The emphasis of inequality present in the vertical individualism dimension causes an individual to perceive himself/herself differently, and the idea of competition comes forward [12]. Individualism is originated from discourses of Hobbes about self- interested individual and this concept is enhanced with the ideas of Adam Smith and Jeremy Bentham in the framework of economical approaches and utilitarianism. Furthermore, collectivism is considered to be rooted from the psychological contract of Jean-Jacques Rousseau in the context with the awareness of "general will" voluntarily [14].

Horizontal Collectivism: In this dimension, for individuals and societies who have this characteristic, the existence of equality and realization of group objectives draw the attention [5]. In this line, an individual considers himself/herself as a part of the group and the equality among the group member is emphasized. There is also a presence of interdependent self-structure and the realization of common goals in harmony [12].

Horizontal Individualism: In this dimension, there are no differences among status and the concepts of independence and freedom are emphasized [5]. In horizontal individualism, an individual perceives his /her self as compatible with others yet independent [12]. Horizontal individualism reflects the feeling of an individual the self as a part of a group by perceiving the contributions and positions of all members equally. On the other hand, vertical individualism is shaped by the autonomy of an individual through concerning inequality [6].

B. Conflict Handling Styles

The concept of conflict implies resistance and mutual negative relations in a general sense [15]. [16] defined conflict as a way of dispute stem from the different opinions regarding the allocation of scarce resources among the members of an organization or fulfilment of particular activities. On the other hand, [17] stated that conflict is a situation that creates conflicts and disputes between individuals and groups. Therefore, the concept of conflict implies disagreement and controversy among individuals or groups due to various reasons [18]. Despite the opinion that conflict has negative impacts in general, the constructive and destructive consequences of conflict might depend on conflict

management skills of individuals who experience it [19]. In this content, the conflict appears as an interpersonal dynamic that affects an individual or group performance positively or negatively [20]. Accordingly, conflict occurs due to different perspectives.

Today, human relations have been weakening due to technological developments and conflicts emerge between individuals due to growing individualism. The ability of institutions to control these conflicts, which are important problems among individuals, appear as an important challenge [21]. There are different methods of conflict resolution. The method that will be addressed is the Rahim Model, which has drawn considerable attention in the literature, and the scale of the model was also employed in the scope of the research study. The organizational conflict resolutions of [7] consisted of five methods [8]. These five methods are given below:

Integrating: In this method, an individual generates solutions based on the needs of both sides by being concerned both himself/herself and for others [8]. [22] conducted a study about conflict handling styles and individualism and collectivism among 640 respondents. As a result of this study, they found horizontal and vertical collectivist tend to prioritize group interests and needs more than their own satisfactions and prefer to behave as in an integrated way.

Obliging: In this method, an individual thinks about someone more than himself/herself and overlooks his/her own problems [8]. In this context, an individual puts an emphasis on the interests and demands of others more than his/her own interests [23]. In this style, the differences between the parties are disregarded, and mutual points become the focus point [24]. This style is generally considered as a style which superiors benefit from in order to save themselves in conflicts occur between superiors and subordinates [25].

Dominating: In this method, an individual generally disregards the needs and demands of others to fulfil his/her own demands [8]. The individual also calculates his/her profits and losses [7]. In other words, it is a method that an individual acts by putting himself/herself as a priority [8]. In conflict management, this style implies the use of coercive behavior and force by an individual to reach his/her objective [26]. Moreover, cultural variables have a force to determine the emphasize for an individual through encouraging him/her for concerning self. In this way, [27] has reached the result specifically that dominating style of conflict solution is positively related to both vertical individualism and collectivism. In contrast with this explanation, collectivism has shown a negative effect on the preference of dominating style while power distance has affected individuals' choices of this conflict handling style [28].

Avoiding: In this method, there is a presence of conditions such as not intervening to the conflict, putting the responsibility on someone else or withdrawal [8]. In this style, individuals might give reactions such as not seeing, hearing and talking about issues that might cause conflict [29]. In this method, both parties fail to reach satisfaction [8].

Compromising: This method can be defined as the method that an individual finds a compromise to protect both

his/her and others' interests [30]. It indicates that both parties should give up certain things to reach a consensus [8]. Therefore, it can be considered as a method that both sides make compromises to get a result [20]. Furthermore, the cultural background has an analyzing role for handling interpersonal conflicts according to individuals' perceptions on the sake of their own needs or group needs. To give example, people choose integrating and avoiding styles intensively in Middle Eastern countries, on the other hand, in U.S. people are inclined to prefer obliging, dominating and compromising styles [31]. In the context with coping handling styles and the cultural aspects, individualism and collectivism are found as analyzable to emic/etic approaches. In this sense, four etic factors are determined as that individualism had two aspects as separation from ingroups and self- reliance with hedonism and also, the aspects of family integrity and interdependence with sociability for collectivism according to [2] [32].

In light of all these reviews, it is expected that considering being part of a group and feeling equality or not will significantly predict the choices of conflict handling styles. Specifically:

H1.1.Horizontal collectivism is positively associated with compromising.

H1.2.Horizontal collectivism is positively associated with integrating.

H1.3.Horizontal collectivism is positively associated with obliging.

H2.1.Vertical collectivism is positively associated with compromising.

H2.2.Vertical collectivism is positively associated with integrating.

It is also anticipated that the perception of individuals about self- determination, autonomy and independence will significantly predict the choices of conflict handling styles. Specifically:

H3.1.Horizontal individualism is positively associated with compromising.

H3.2.Horizontal individualism is positively associated with integrating.

H4.1.Vertical individualism is positively associated with dominating.

H4.2.Vertical individualism is positively associated with avoiding.

III. METHOD

A. Research Model

In this study, the relations with individualism, collectivism and conflict handling styles on healthcare employees were studied. The data were evaluated by the packet programme of SPSS 10.0. We performed confirmatory factor analysis (CFA) and path analysis with LISREL VIII to examine the content validity of those measures. Besides the descriptive statistics,

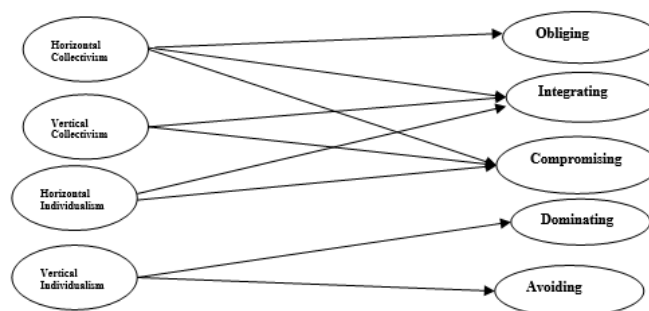correlation analyses were also carried out.

Figure 1. the model of research

B. Participants

Our surveys were carried out among 427 health care employees in the health sector providing services at twelve hospitals in Turkey. The sample mostly consisted of female participants, nurses with and people graduated from a bachelor's degree. And the percentages were 54.8%, 25%, 45%, respectively. The most of participants are between the ages of 29 and 39 (%47.8). The average age of the participants is 32.57, and work experience is 6.71 years.

C. Instrumentation

In the study, Conflict Handling Styles Scale and Individualism and Collectivism (INDCOL) scale were used. More detailed information is given about the scales below.

Conflict Handling Styles Scale: Conflict Handling Styles Scale, which is cited form the study of [33], is consisted of 28 items and 5 dimensions [7]. These dimensions are; "Integrating" Conflict Handling Styles Scale (7 items), "Avoiding" (6 items), "Dominating" (5 items), "Obliging" (6 items) and "Compromising" (4 items). The answers are categorized with a 5-likert scale (1=not agree, 5=Almost agree). Cronbach Alpha reliability of Conflict Handling Styles Scale's factors was found to be .72-.77 [7]. The Turkish version of the scale was adopted by [33]. Construct reliability of Conflict Handling Styles Scale's dimensions was found to be .86, .74, .73, .67 and .64 respectively [33] [34]. Moreover, the validity and reliability analysis was performed within the study.

Validity of Conflict Handling Styles Scale has been identified by using confirmatory factor analysis. Conflict Handling Styles Scale factor loads relating to each factor are given in Table I. The goodness-of-fit measures were used to assess the overall model fit (Goodness-of-Fit Statistics: χ^2/df =1145.44/314=2.41, NNFI=.86, NFI=.83, CFI=.87, AGFI=.80, GFI=.83, RMSEA=.07). In the final analysis, it has been not achieved high reliability scale. One item was removed because factor loadings were not above .40. Eleven items that show modification indices have been removed from the scale. CFA has been applied. The results of confirmatory factor analysis, which is done in order to test the validity of the Conflict Handling Styles Scale are given in Table 1 in order to accept the validity of a scale statistically, as a result of confirmatory

factor analysis, some of the fit indices values are supposed to be acceptable. (Goodness-of-Fit Statistics: χ2/df =263.38/109=2.41, NNFI=.95, NFI=.90, CFI=.95, AGFI=.90, GFI=.93, RMSEA=.05). All the above fit indices for the initial CFA model indicated an acceptable fit.

TABLE I. ITEMS AND ITEM LOADINGS FROM CONFIRMATORY FACTOR ANALYSES: CONFLICT HANDLING STYLES SCALE

Items	(CFA)* Initial Version	(CFA)*** Standardized Loadings	t-Value	Cronbach Alpha	Mean	SS	Item-Total Correlations
Conflict Handling Styles Scale [a] — Standardized Loadings				.781			
Integrating				.815			
1.	.70	.78	17.51		3.86	1.101	.875**
4.	.77	.84	19.23		3.96	.970	.881**
6.	.76	.71	15.43		3.97	.910	.810**
15.	.65 [c]						
28.	.30 [c]						
29.	.64 [c]						
35.	.59 [c]						
Avoiding				.640			
3.	.51	.60	10.99		3.40	1.177	.757**
7.	.54	.60	11.02		3.02	1.278	.772**
22.	.70 [c]						
23.	.73 [c]						
32.	.68	.63	11.67		3.26	1.207	.759**
33.	.60 [c]						
Dominating				.757			
10.	.67	.72	14.82		2.93	1.339	.779**
11.	.80	.76	15.75		3.02	1.323	.785**
24.	.61 [c]						
27.	.60	.60	11.94		3.10	1.293	.747**
31.	.54	.56	11.12		3.14	1.295	.729**
Obliging				.659			
2.	.44	.46	8.87		3.70	1.001	.686**
12.	92	.53	10.33		3.70	.933	.720**
13.	91	.57	11.27		3.67	.957	.685**
17.	.31	.71	14.59		3.66	.949	.724**
25.	.28 [c]						
30.	.31 [c]						
Compromising				.724			
9.	.63	.67	14.01		3.95	.949	.794**
20.	.74	.77	16.29		3.97	.914	.845**
21.	.69	.63	13.00		4.00	.927	.771**
26.	.40 [c]						

Note: Standardized item loadings reported for CFA. *p* < .001 for all loadings. [c] This question was removed because factor loadings were not above .40 and items that show modification indices have been removed from the scale [a]: This items equal with the items in the study of Rahim (1983). **Correlation is significant at the 0.01 level (2-tailed).
*Goodness-of-Fit Statistics: χ2/df =1145.44/314=2.41, NNFI=.86, NFI=.83, CFI=.87, AGFI=.80, GFI=.83, RMSEA=.07
***Goodness-of-Fit Statistics: χ2/df =263.38/109=2.41, NNFI=.95, NFI=.90, CFI=.95, AGFI=.90, GFI=.93, RMSEA=.05.

The Conflict Handling Styles Scale' Cronbach Alpha values were found to be .815, .640, .757, .659, .724, respectively. At the end of the application materials by calculating the mean and standard deviations are shown in Table 1. Mean values were found higher. In addition, the t values of all scales were significant (See. Table 1). Factors were examined for levels of total-item correlations of the internal consistency for scale. Calculated materials at the end of the application to distinguish are shown in Table I. According to the results of all application materials to distinguish from all of other scales, the border does not require correction adopted .25's over. The item-total correlations for the items were: values ranging between .68 and .88 ratings. According to these scales, showing a good level of internal consistency for the scale could be accepted.

Individualism and Collectivism (INDCOL) Scale: The scale, which was developed by [6], is consisted of 32 items and 37 items of [35] and cited by the study of [5]. This scale has four dimensions as horizontal individualism (8 items), vertical individualism (10 items), horizontal collectivism (9 items, vertical collectivism (10 items). Cronbach Alpha coefficient of INDCOL Scale's dimensions was found to be .65-.72. The answers are categorized with a 5-likert scale (1=not agree, 5=Almost agree). Also, the validity and reliability analysis were performed within the study.

TABLE II. ITEMS AND ITEM LOADINGS FROM CONFIRMATORY FACTOR ANALYSES: INDCOL SCALE

z	(CFA)* Initial Version Standardized Loadings	(CFA)*** Standardized Loadings	t-Value	Cronbach Alpha	Mean	SS	Item-Total Correlations
INDCOL [a]				.846			
Horizontal Collectivism [a]				.759			
1	.45 [e]						
3	.52	.50	9.97		3.64	1.052	.621**
5	.58	.57	11.64		3.77	.967	.664**
7	.52	.55	11.15				.626**
8	.64 [e]						
10	.54	.67	14.08		3.91	.986	.712**
24	.58	.57	11.56		3.98	.918	.638**
25	.61	.54	10.95		3.88	.993	.627**
29	.53	.53	10.62		3.77	1.107	600**
33	.17 [e]						
Vertical Collectivism [a]				.723			
14	.58	.56	11.49		3.95	.993	.754**
16	.76	.73	15.95		4.02	1.130	.852**
17	.68 [e]						
19	.71	.75	16.58		4.07	1.057	.797**
22	.49 [e]						
28	.22 [e]						
32	.42 [e]						
36	.17 [e]						
37	.15 [e]						
Horizontal Individualism [a]				.621			
11	.52 [e]						
13	.38 [e]						
15	.44	.43	8.50		3.70	1.111	.628**
18	.57	.61	12.68		3.82	1.083	.736**
20	.67	.67	14.17		4.02	1.009	.725**
21	.59 [e]						
23	.57	.49	9.83		3.82	1.102	.655**
27	.23 [e]						
31	.56 [e]						
35	.28 [e]						
Vertical Individualism [a]				.701			
2	.53 [e]						
4	.39 [e]						
6	.48 [e]						
9	.58	.62	11.94		3.72	1.140	.709**
12	.46 [e]						
26	.64	.64	12.42		3.61	1.214	.762**
30	.62	.66	12.86		3.66	1.107	.721**
34	.47	.42	7.78		3.37	1.222	.658**

Note: Standardized item loadings reported for CFA. $p < .001$ for all loadings. [e] This question was removed because factor loadings were not above .40 and items that show modification indices have been removed from the scale [a]: the items are equal with the items in the study of Wasti and Erdil (2007). **Correlation is significant at the 0.01 level (2-tailed).
*Goodness-of-Fit Statistics: $\chi2/df = 2471.05/623 = 3.96$, NNFI=.66, NFI=.60, CFI=.68, AGFI=.86, GFI=.73, RMSEA=.08
***Goodness-of-Fit Statistics: $\chi2/df = 287.14/129 = 2.22$, NNFI=.95, NFI=.90, CFI=.95, AGFI=.91, GFI=.93, RMSEA=.05.

Validity of Individualism and Collectivism (INDCOL) Scale has been identified by using confirmatory factor analysis. INDCOL Scale factor loads relating to each factor are given in Table 2. The goodness-of-fit measures were used to assess the overall model fit (Goodness-of-Fit Statistics: χ^2/df =2471.05/623=3.96, NNFI=.66, NFI=.60, CFI=.68, AGFI=.86, GFI=.73, RMSEA=.08). In the final analysis, it has been not achieved high reliability scale. Seven items were removed because factor loadings were not above .40. Twelve items that show modification indices have been removed from the scale. CFA has been applied. The results of confirmatory factor analysis, which is done in order to test the validity of the INDCOL are given in Table 2 in order to accept the validity of a scale statistically, as a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics: χ^2/df =287.14/129=2.22, NNFI=.95, NFI=.90, CFI=.95, AGFI=.91, GFI=.93, RMSEA=.05. All the above fit indices for the initial CFA model indicated an acceptable fit.

The INDCOL' Cronbach Alpha values were found to be .759, .723, .621, .701, respectively. At the end of the application materials by calculating the mean and standard deviations are shown in Table 2. Mean values were found higher. In addition, the t values of all scales were significant (See. Table II). Factors were examined for levels of total-item correlations of the internal consistency for scale. Calculated materials at the end of the application to distinguish are shown in Table 2. According to the results of all application materials to distinguish from all of other scales, the border does not require correction adopted .25's over. The item-total correlations for the items were: values ranging between .62 and .85 ratings. According to these scales, showing a good level of internal consistency for the scale could be accepted.

D. Findings

We benefited from the Pearson correlation analysis to determine the direction and power of the relation between the variables. The correlation matrix was given in Table III.

TABLE III. THE RESULT OF CORRELATIONS ANALYSIS[1]

	Mean	Sd.	1	2	3	4
HC (1)	3.80	.671				
VC (2)	4.01	.924	.466**			
HI (3)	3.97	.819	.394**	.553**		
VI (4)	3.70	.884	.283**	.186**	.359**	
C (5)	3.90	.690	.808**	.687**	.472**	.282**
I (6)	3.79	.717	.405**	.454**	.712**	.752**
Int (7)	3.92	.890	.402**	.281**	.225**	.200**
Avo (8)	3.21	.978	.183**	.054	.085	.209**
Dom (9)	3.18	1.073	-.088	-.088	.009	.259**
Obl (10)	3.81	.713	.369**	.171**	.211**	.207**
Com (11)	4.00	.819	.438**	.366**	.322**	.192**
CHS (12)	3.54	.582	.275**	.169**	.269**	.312**

TABLE III. THE RESULT OF CORRELATIONS ANALYSIS (CONT.)

	5	6	7	8	9	10	11
HC (1)							
VC (2)							
HI (3)							
VI (4)							
C (5)							
I (6)	.455**						
Int (7)	.381**	.231**					
Avo (8)	.161**	.178**	.144**				
Dom (9)	-.090	.119*	-.061	.277**			
Obl (10)	.334**	.195**	.325**	.360**	.126**		
Com (11)	.469**	.302**	.431**	.238**	.018	.501**	
CHS (12)	.258**	.318**	.414**	.578**	.489**	.598**	.508**

[1] **Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

As seen in Table III, the results of correlation analysis performed, a positive correlation was determined between the horizontal collectivism, integrating (r=.40), avoiding (r=.18), obliging (r=.37) and compromising (r=.44). A positive correlation was determined between the vertical collectivism, integrating (r=.28), obliging (r=.17) and compromising (r=.37). A positive correlation was determined between the horizontal individualism, integrating (r=.23), obliging (r=.21) and compromising (r=.32). Moreover, a positive correlation was determined between the vertical individualism, integrating (r=.20), avoiding (r=.21), dominating (r=.26), obliging (r=.21) and compromising (r=.19).

In this research, regression through SPSS 13.0 programme was applied to examine the correlations among variables.

TABLE IV. LİNEAR REGRESSİON ANALYSİS: HORIZONTAL COLLECTIVISM

DV	R^2	B	Std Err.	t	p	β	F
Int	.159	.532	.059	9.041	.000	.402	81.748
Avo	.031	.266	.069	3.830	.000	.183	14.672
Dom	.005	-.14	.077	-1.812	.071	-.088	3.283
Obl	.134	.392	.048	8.191	.000	.369	67.085
Com	.190	.534	.053	10.083	.000	.438	100.75

Independent Variable: Horizontal Collectivism

As shown in Table IV, horizontal collectivism was significant positive predictors of compromising. The horizontal collectivism (19 % of the variance) has low significant positive predictors compromising. Horizontal collectivism was significant positive predictors of integrating. The horizontal collectivism (15.9 % of the variance) has low significant positive predictors integrating. Horizontal collectivism was significant positive predictors of obliging. The horizontal collectivism (13.4 % of the variance) has low significant positive predictors obliging (p<.01).

TABLE V. LİNEAR REGRESSİON ANALYSİS: VERTICAL COLLECTIVISM

DV	R^2	B	Std Err.	t	p	β	F
Int	.077	.271	.045	6.038	000	.281	36.46
Avo	.001	.057	.051	1.111	.267	.054	1.234
Dom	.005	-.10	.056	-1.816	.070	-.088	3.297
Obl	.027	.132	.037	3.588	.000	.171	12.87
Com	.132	.324	.040	8.104	.000	.366	65.677

Independent Variable: Vertical Collectivism

As shown in Table V, vertical collectivism was significant positive predictors of compromising. The vertical collectivism (13.2 % of the variance) has low significant positive predictors compromising. The vertical collectivism was significant positive predictors of integrating. The vertical collectivism (7.7 % of the variance) has low significant positive predictors integrating (p<.01).

TABLE VI. LINEAR REGRESSION ANALYSIS: HORIZONTAL INDIVIDUALISM

DV	R^2	B	Std Err.	t	p	β	F
Int	.048	.245	.051	4.765	.000	.225	22.703
Avo	.005	.102	.058	1.758	.080	.085	3.090
Dom	-.002	.012	.064	.192	.848	.009	.037
Obl	.042	.184	.041	4.447	.000	.211	19.773
Com	.101	.322	.046	7.005	.000	.322	49.065

Independent Variable: Horizontal Individualism

As shown in Table VI, horizontal individualism was significant positive predictors of compromising. The horizontal individualism (19 % of the variance) has low significant positive predictors compromising (p<.01).

TABLE VII. LINEAR REGRESSION ANALYSIS: VERTICAL INDIVIDUALISM

DV	R^2	B	Std Err.	t	p	β	F
Int	.038	.201	.048	4.197	.000	.200	17.619
Avo	.041	.231	.052	4.408	.000	.209	19.433
Dom	.065	.314	.057	5.522	.000	.259	30.495
Obl	.040	.167	.038	4.355	.000	.207	18.968
Com	.035	.178	.044	4.043	.000	.192	16.343

Independent Variable: Vertical Individualism

As shown in Table VII, vertical individualism was significant positive predictors of dominating. The vertical individualism (6.5 % of the variance) has low significant positive predictors dominating. The vertical individualism (4.1 % of the variance) has low significant positive predictors avoiding (p<.01).
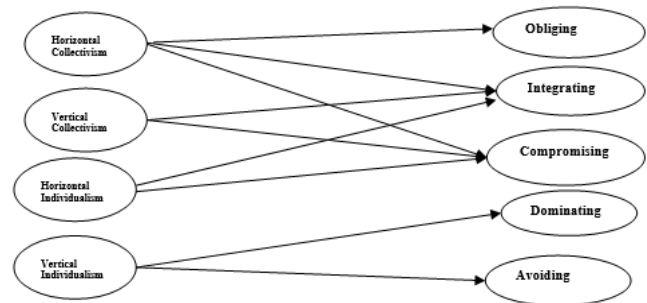

Figure 2. The model of research

E. Discussion

As a result of the study, it was found that horizontal collectivism, vertical collectivism and horizontal individualism have impacted on compromising and integrating styles, horizontal collectivism has influenced obliging, integrating styles and also vertical individualism has impacted on dominating and avoiding styles significantly.

Specifically, the study result, which is the most meaningful outcome within the study, has presented that collectivist cultural elements have affected significantly on conflict handling styles as compromising, integrating and obliging. Culture has a determining impact on the personal choice of

conflict handling styles as explained in the study of [27]. Horizontal individualism has affected on compromising and integrating dimensions of conflict handling styles due to its equality approach. On the other hand, the culture of vertical individualism predicts the inequality among individuals and thusly, has impacted on dominating and avoiding styles of conflict handling.

In a nutshell, this study has contributed to the literature as reviewing that cultural structure has determined the conflict handling styles. Individualism and collectivism are related concepts with cultural characteristics that individuals have obvious and different behaviors and attitudes as to these features in many societies. For instance, while Americans are expressed as more individualistic due to their value for personal independence, European Americans' behaviors are more appropriate for belonging a group dynamic [36]. Individualism and collectivism have shaped in context with cultural differences, thusly M. B. Brewer and G. Gardner are handled these concepts relational and perceptional differences as to self-presentation, beliefs and values [1]. In the United States, people are more inclined to behave independently so as expressing opposite ideas among others, in Japan people prefer to exhibit the same behaviors. As to this example, individualistic societies like the United States and collectivist societies like Japan have various cultural dimensions in the way of understanding behaviors and interactions, concerning differences and norms in cultures [37]. Research designs about related variables in the context with cultural structure and among different countries are recommended for further studies.

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