

THE INFLUENCE OF EMOTIONAL QUOTIENT, INTERPERSONAL COMMUNICATION, AND ORGANIZATIONAL COMMITMENT TOWARD ORGANIZATIONAL CONFLICT MANAGEMENT ON BANKING STRUCTURE IN INDONESIA

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ABSTRACT

This research aims to analyze the management of conflict in a banking-work structure in the Indonesian, a highly collective-culture society. The research proves that conflict management is not only influenced by the psychological aspect (emotional quotient, organizational commitment) but also by the aspect of communication (i.e., interpersonal communication). The study's participants consisted of permanent employees in a state-owned bank with a sample of 200 people. The relationship test variables were used in Structural Equation Modeling. The data was collected from a questionnaire using a Likert scale. Based on research result, the researcher concluded that organizational commitment has a stronger influence on the management of organizational conflict than emotional quotient and interpersonal communication. Responding to the influence of organizational commitment on organizational conflict management, the researcher assumed that this condition occurs because the object of research has normative commitment. Normative commitment has been found to be associated with feelings of employees towards their obligation to remain in the organization.

Keywords: emotional quotient, interpersonal communication, organizational commitment.

1. INTRODUCTION

The conflict in the workplace is not a new phenomenon. Such conflict will occur during or after the communication difference. When employees experience organizational conflict, emotional quotient is needed to resolve the conflict. An employee, who can manage conflict effectively such as accepting differences as a challenge, is likely to have high Emotional Quotient (EQ).

Employees with high EQ will experience an interpersonal relationship with a sense of comfort so as not to cause emotional strain on selves, and able to cope with emotional strain experienced. Additionally, they will be more sensitive to the work environment, have the ability to understand the emotions of themselves and others. They may refrain, being empathetic so as to make others feel comfortable, quiet, and great to hang out with them. These employees with high EQ have good relations in the organization, are not selfish and can work well with others. Conversely, employees who have low EQ are more withdrawn or tend to have more social problems, such as being more aloof, less eager, or more often anxious, depressed and aggressive (Salovey & Mayer, 2000).

Furthermore, in a study conducted by Allen and Meyer (1990), they explain that employees who have a high commitment to the organization tend to have high EQ. Namely, the employees are able to look at things positively, being able to use emotion as a facility for thinking, making them more sensitive to the work environment. These employees have a greater desire to develop themselves, have good interpersonal relationships and are sustainably bound to the organization. In other words, organizational commitment can also assist employees in managing conflict in the workplace.

On the other hand, Robbins (1998) describes the relationship between organizational commitment and interpersonal communication. The higher employee commitment to the

organization, the more effective interpersonal communication is done. The conflict can be minimized when the flow of information and exchange of ideas among employees is running smoothly. It will make the working situation conducive and more comfortable. Conversely, if the flow of information and exchange of ideas are inhibited, it will result in decreasing employee satisfaction, increasing job burnout, and can ultimately result in reduced productivity and declining commitment to the organization.

From the studies done by the researchers above, the research involving conflict management tends to focus on analyzing the effect of one variable on organizational conflict. There are researchers who are interested in studying the role of the emotional quotient in organizational conflict management. Some scholars are interested in studying the role of interpersonal communication, while others are more interested in examining aspects of organizational commitment. The researcher suspects that the reason why studies generally tend to focus on one variable is due to the preferences of researchers on certain variables, which usually only has one variable.

Recognizing that organizational conflict management studies have tended to focus on just one variable, the researcher sees a gap in the research, which is how the variables being examined separately can be tested together in one model to see the influence on the management of organizational conflict. The argument for this is that individual behaviors must be understood as a whole (holistic) on various aspects, both self (personal) and social. As confirmed by some scholars, it is difficult to isolate human behavior to only a set of individual psychological aspects, removing the influence and involvement of the social aspects (see Sarwono, 1999; Fazio, et.al, 1994 in Perloff, 2010).

Understanding what involves various aspects of human behavior, the researcher tried to integrate and see the influence of the three variables that have been widely studied in the

research of organizational conflict management in a holistic manner. By conducting integrated studies, we expect to a more thorough description of the variables that affect the management of organizational conflict.

2. LITERATURE REVIEW

2.1. Emotional Quotient

Emotional Quotient (EQ) refers to the ability to process/process emotions, seeking information about the emotions that are used to guide the cognitive activity such as problem-solving, and focus energy to act in resolving the problem.

There are four basic aspects of EQ: the perception and expression of emotions, emotions as a facility of thought, understanding emotions, and anger management (Salovey & Mayer, 2000). Suggested in the four aspects of EQ is that those individuals who have it, have the ability to face challenging situations which cause anxiety and tension. If an individual has a high EQ, then he will be able to create a balance between reason and emotion. Hence, the challenge in managing emotions is how to endure tensions with calmness instead of panicking, and in accordance with the right thoughts as situations occur. EQ enables the individual to behave normally with a stable emotional condition, not excessively while in control. Other characteristics of the individuals who have high EQ are the ability to be actively involved in positive social interactions, compared to individuals with low EQ. Individuals with high EQ tend to have more productive and positive thinking.

2.2. Interpersonal Communication

Communication plays an important role in human life. Almost every time humans act and learn with and through communication. Most of the communication activities carried out to take place in a situation of interpersonal communication. Interpersonal communication as a

form of behavior can change from highly effective to highly ineffective. A communication can deteriorate at a certain and can improve another time.

DeVito (Djuarsa, 1999:108) argues from a humanistic viewpoint to study the characteristics of interpersonal communication effectiveness. That is, the perspective that emphasizes openness, empathy, supportive behavior, positive behavior, and equality. This study uses a measure of interpersonal communication effectiveness approach to the humanistic perspective of De Vito (1995) as the approach proposed by De Vito is in accordance with the conditions of interpersonal communication within an organization.

Organizational Commitment

Allen & Meyer (1990:539) define organizational commitment as a psychological state that describes or expresses the relationship between employees and the organization and has implications for the employee's decision whether to continue or not the membership of the organization.

Furthermore, Allen & Meyer (1990) categorize employee relationship with the organization into three types, namely: organizational commitment refers to the affective commitment, continuance commitment, and normative commitment.

2.3. Organizational Conflict Management

The understanding of organizational conflict in this study is based on the interactionism approach. That is, a vision that sees the conflict as one of the factors in organizational life. Further organizational conflict management differentiates functional conflict, namely conflict of interest groups that supports and improve the performance of the group, and dysfunctional conflict which hinders group performance (Papa, et.all, 2008:318-329).

3. HYPOTHESES

H1: Emotional Quotient influences interpersonal communication.

H2: Emotional Quotient influences organizational commitment.

H3: Emotional Quotient influences organizational conflict management.

H4: Interpersonal communication influences organizational commitment.

H5: Organizational commitment influences interpersonal communication.

H6: Interpersonal communication influences organizational conflict management.

H7: Organizational commitment influences organizational conflict management.

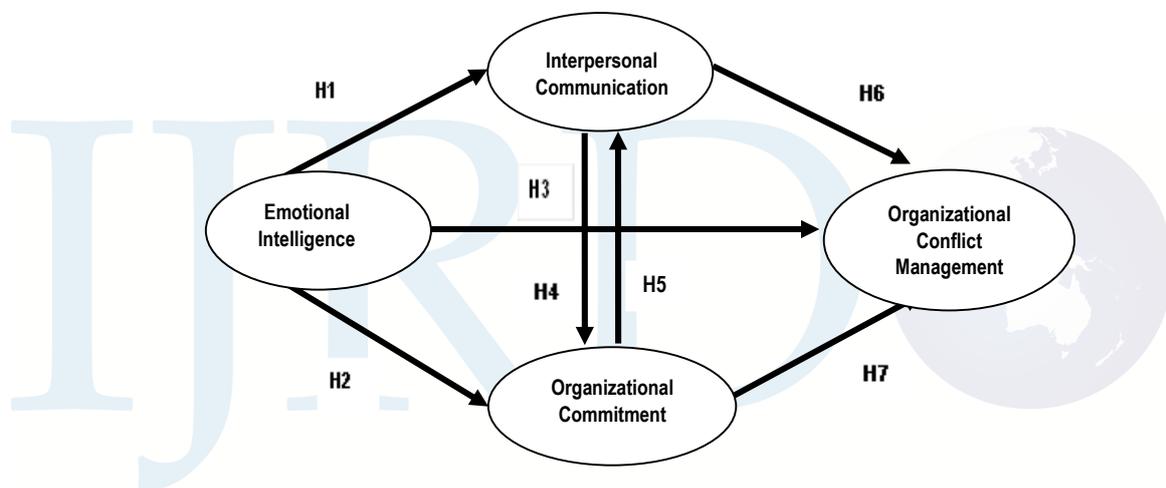


Figure 1: Integration of Variable Emotional Intelligence, Interpersonal Communication, and Organizational Commitment on Organizational Conflict Management

4. RESEARCH METHOD

This study uses the paradigm of positivistic or classic. The study populations are permanent employees in a state-owned bank with a sample of 200 people. The technique used in sampling is a stratified random sampling technique, namely the selection of a random sample by strata to provide equal opportunities for all members of the population to the research sample. The validity and reliability test was done using the LISREL 8.80 application. The technique used is the Confirmatory Factor Analysis (CFA). This study uses

data collection through a questionnaire with a Likert scale model. The hypothesis testing is done by Structural Equation Modeling.

5. RESULTS

5.1. Measurement Test Model

Factor analysis of the emotional quotient variables has 8 indicators. From the test results of the measurement model, we see that the value t of the load factor of five variables is above 1.96 (critical value at a significance level is 0.05). The results of this analysis showed that these five indicators have a good validity for the variables of emotional quotient. Furthermore, analysis factor of the variables of interpersonal communication is done by 10 indicators. From the test results of the measurement model, it is found the value t of each variable load factor to be above 1.96. The results of this analysis showed that the indicators used for variables which form interpersonal communication have a good validity. The analysis of variable factors on the organizational commitment made by the seven indicators indicates that the value t of the load factor of four variables under 1.96. The results of this analysis showed that four of the indicators have no good validity to variable organizational commitment. T value is smaller than 1.96, it also means that the indicator cannot be used as a good indicator.

5.2. Structural Test Model

Causality relationship between the constructs can be said to be statistically significant at the 0.05 significance level if the value of t-test ≥ 1.96 (critical value or t table). Table.1 shows the estimated value of the standard or structural equation coefficient and t value of each parameter that describes the conclusions that have been hypothesized causal significance.

The structural model test shows that: 1) there is a significant direct effect of emotional quotient, interpersonal communication, and organizational commitment to the management of organizational conflict. 2) There is no significant direct effect of emotional quotient on interpersonal communication (t value 1.05) and organizational commitment (t value 0.65). 3) There is a significant direct effect of interpersonal communication on organizational commitment (t value 6.36), and vice versa organizational commitment there is no direct influence on interpersonal communication (t value 0.074).

Tabel 1. Structural Model

Latent Variables Independent		Latent Variables Dependent	Parameter	Estimation Standard	Value t
Emotional Intelligence	→	Interpersonal Communication	γ_{11}	0.097	(1.05)
Emotional Intelligence	→	Organizational Commitment	γ_{21}	0.014	(0.67)
Emotional Intelligence	→	Organizational Conflict Management	γ_{31}	0.088	5.21
Interpersonal Communication	→	Organizational Conflict Management	β_{31}	0.01	3.75
Interpersonal Communication	→	Organizational Commitment	β_{21}	0.93	6.36
Organizational Commitment	→	Interpersonal Communication	β_{12}	0.033	(0.074)
Organizational Commitment	→	Organizational Conflict Management	β_{32}	0.90	6.30

Based on table.1 four coefficients are statistically significant. Thus of the seven hypotheses that were tested in this study, only four have significant influence, statistically.

5.3. SEM Model Test Results

Tabel 2. Goodness of Fit Model

GOF Measurement	Target-Level of Fit	Estimation Result	Level of Fit
Chi-Square / df	≤ 2.0	47.13/50	Good
Probability (p value)	P-value ≥ 0.05	0.9998	Good
RMSEA	RMSEA ≤ 0.08 (good fit) RMSEA ≤ 0.05 (close fit)	0.013	Good
AGFI	AGFI ≥ 0.90 (good fit) $0.80 \leq \text{AGFI} \leq 0.90$ (marginal fit)	0.99	Good

From the test results, it is found that the theoretical model is a fit model that met the requirements of the goodness of fit index. This is seen in the coefficient of P-value which is greater than 0.05 is 0.9998 by Chi-Square/df of 47.13/50, while the RMSEA coefficient of 0.013 is also lower than 0.08, and 0.99 for AGFI is higher than 0.90.

6. DISCUSSION

From a series of research, experts prove that emotional quotient, interpersonal communication, and organizational commitment variables separately have an influence on the organizational conflict management. Understanding that the organizational conflict can be affected by many variables, the researcher has integrated and shown the influence these variables on the various organizational conflict managements. The emotional quotient and organizational commitment variables are variables representing the psychological aspect, whereas the interpersonal communication is the variable representing the communication aspect.

There were several findings from the results of model testing. First, from the results of the structural test it is known that the effects on variables of emotional quotient (t value of 5.21), organizational commitment (t value of 6.30), and interpersonal communication (t value of 3.75) to the management of organizational conflict are significant ($t \geq 1.96$). Therefore, the

emotional quotient, organizational commitment, and interpersonal communication variables have influences on the organizational conflict management. This also means that three research hypotheses are proven in accordance with the theoretical model ($H_0 = \text{accepted}$).

Secondly, based on the theoretical model, it is known that the emotional quotient variable has a stronger influence than the interpersonal communication variable on the organizational conflict management (structural coefficient of 0.088). Meanwhile, the interpersonal communication has a strong influence on the organizational commitment ($t \text{ value} = 6.36$, structural coefficient = 0.93). On the other hand, the organizational commitment does not have a significant relationship with the interpersonal communication variable ($t \text{ value} = 0.074$). Some relevant findings to the issues, purpose, and significance of the research can be discussed to clarify the existing research results.

Related to the structural model test results, it is proven that the emotional quotient has a significant influence on the organizational conflict management ($t \text{ value} = 5.21$, the path coefficient = 0.088). These results reinforced Salovey and Mayer concept describing that the emotional quotient as a number of skills related to the assessment accuracy about self and other emotions, as well as the ability to process the feeling to motivate, plan and achieve life goals. The emotional quotient presents the ability to find, appraise, and express emotion accurately and adaptively, to recognize and understand emotions, to access the feeling when performing a cognitive activity and making adjustments, as well as to manage self and other emotions (Hartini, 2002).

Furthermore, as a social being in life, an individual will interact with each other. The relationship communication in environment/social groups, both at interpersonal and group levels, may affect the organizational conflict management. The strength of the interpersonal communication effect on the organizational conflict management is determined by openness,

empathy, supportive behavior, positive behavior, and equality. Five perspectives on interpersonal communication (De Vito) in the world of work will enable employees to optimally manage conflict so they feel comfortable in working, feel involved and have an obligation to work which will ultimately make employees stay working. The results show significant effect between the interpersonal communication and work conflict management variables (t value = 3.75, path coefficient = 0.01).

The uncertainty management theory of William Gudykunst that focuses on an intercultural meeting between cultures in groups and strangers can also strengthen that the interpersonal communication effects on the organizational conflict management by an individual. When a person gets anxious and uncertain, the communication will reduce the increasing anxiety and uncertainty. Effective communication means the interpretation is in accordance with the message sent by the sender, with accuracy, integrity, and interrelatedness of understanding. The uncertainty management theory is used to explain the effectiveness of face to face communication (F to F). Anxiety is an uncomfortable, depressed, anxious, or fearful feeling of what will happen. Anxiety and uncertainty are related to a degree of difference between in-group culture and stranger culture (Papa, et.al, 2008:33). From the conceptual thinking of the uncertainty management theory, it is seen that the interpersonal communication among employees is actively creating a 'world' in which they can participate and work together toward a common goal.

In the organizational conflict management, when the interpersonal communication can be related effectively, the tension by employees for their disagreement can be minimized. With the interpersonal communication which is done effectively, the conflict can be controlled and viewed as a challenge.

The interpersonal communication also affects the organizational commitment. The results showed that there is a significant relationship between the interpersonal communication and organizational commitment variables (t value = 6.36, path coefficient = 0.93). To strengthen these study results, the theory of group identity by Tajfel Henri and John C. Turner (1979) can be used to help explain how the interpersonal communication affects the organizational commitment. The communication relationship in the environment/social groups, both at the level of interpersonal and group can affect a commitment. The strength of the communication effect on the commitment is greatly determined by how closely the individual has to maintain contact with groups/social environment. The more closely and demanding the effort, the more powerful the effect of communication on commitment, and vice versa.

Responding to the effect of organizational commitment variable on the organizational conflict management variable (t value = 6.30, path coefficient = 0.90), the researcher assumes that this condition occurs because the research objects have normative commitment. The definition of normative commitment relates to the employee feelings towards their obligation to remain in the organization. Employees with high normative commitment will remain in the organization because it is their moral responsibility in the organization (ought to). This commitment is in line with the feelings of obligation and arises as a result of normative pressure inside employees who have internalized as a whole in order to behave in particular manners to meet and achieve the organizational goals. The employee behavior related to the normative commitment is based on the conviction to 'what is right' for the organization as well as with regard to the moral (Allen & Meyer, 1990).

Meanwhile, with regard to the test results of structural model showing the weak effect of organizational commitment to the interpersonal communication (t value is 0.74, the path

coefficient is 0.033), the researcher assumes that this is an impact of human life today who are in the era of communicative abundance, as a result of information technology advancement and sophistication. Nowadays, by remarkable development in much-sophisticated information technology and communication media field, people are not only living in the era of 'communication revolution', but also exploring what is known as the era of communicative abundance or a cornucopia of communication (Williams, 1985; Neuman, 1991; John Keane, 1998)

The development of electronic communication media has also changed the communication approach. Traditional communication which basically offers a communication model 'one to one' (interpersonal communication) and 'one-to-many' (for example associations, newspapers, television, radio) to the electronic communication approach namely 'many-to-one' (the use of e-mail, website) and 'many-to-many' (the use of mailing lists, groups in discussion via mobile phone or electronic). The communication approach change in line with technology and informatics developments has resulted that the information can not only be obtained and distributed by interpersonal communication but also from many sources that constantly flow into private life. In the organizational commitment context, people no longer rely solely on the interpersonal communications to maintain a commitment himself to the organization, but can also use electronic media, such as chat, Facebook, email, twitter and others, to get information and exchange ideas among employees to avoid the information conflict and confusion.

On the other hand, the researcher also assumes that the weak influence of organizational commitment variable on the interpersonal communication is also due to cultural factors. According to Ting Toomey (1999) in his famous book *Communication Across Cultures*, collectively cultural community (as in Indonesia) tends to be oriented

toward the group goal, use the identity 'we', give priority to the obligation in groups rather than individual rights, tends to emphasize the internal relations of the group, gives more attention to the group rather than personal considerations. While individualist cultural community tends to use the identity of 'I', tends to be more oriented to personal goals, prioritizes on individual rights, tends to emphasize the relationship between individuals, gives more attention to personal considerations than group ones, and has a voluntary relationship (p. 67).

Based on Ting-Toomey views related to collectively cultural community, the researcher assumes that the weak effect of the organizational commitment to the interpersonal communication (t value is 0.74, the path coefficient is 0.033) is because when employees are committed to the organization, so the communication done is the communication within the group and not the interpersonal communication.

To strengthen the study results, Irving Janis Groupthink theory can be used to help explaining how the organizational commitment is created by the group communication. That is, the collective thought is a direct result of cohesiveness in a group. The cohesiveness is a result of the extent to which all members view that the member goals can be achieved within the group. This situation does not require the members to have the same attitude, but the members give mutual communication with each other in groups and rely on each other to achieve certain goals desired in common. The more cohesive the group is, the greater the pressure to its members in maintaining the organizational commitment by group communication.

Robbins confirms that for many employees, their work group is the first source for social interaction. The communication within the group is the fundamental mechanism by which members express their disappointment and satisfaction (1998:5).

This research also found that the emotional quotient variable does not have a significant relationship with the interpersonal communication (t value = 1.05, path coefficient = 0.097) and the organizational commitment (t value is = 0.67, path coefficient = 0.014). The explanation can be described for this finding is as described below.

First, the emotional quotient effect on the interpersonal communication must be understood in the context of collective cultural community. The emotional quotient as a psychological disposition is the values believed and embedded in individual, formed and evolved based on genetic factors, ways of parenting, and emotional educational factors obtained by someone in school (Goleman, 2004). In this case, the environmental/social group will affect the emotional quotient role. The emotional quotient may change due to the communication link between individuals and environmental/social group. This is understandable given that collective culture pattern tends to be adopted by majority people in Indonesia. In the collective culture, the decision-making is often determined by interdependent community norms or views which always emphasizes on harmonious relations within groups, in contrast to the individualist culture where decisions are made by many personal, rational and independent because it is made upon self-consideration (see research by Sakai, 1981; Markus and Kitayama, 1991; Heine and Lehman, 1997).

Second, the researcher assumes that the research results show no significant effect of the emotional quotient variable on the organizational commitment which must also be understood in the collective culture community context. Namely, the emotional quotient is formed because of genetic factors and ways of parenting in addition to the factor of educational environment effects (Goleman, 2004) this causes people tend to have a stronger commitment to norms of belief embedded in group forming the belief norm, compared to the commitment to the organization.

The Eastern thought conveyed by Ho and Sarwono can strengthen the research, in which the Eastern community emphasizes on the group responsibility instead of an individual. Therefore, if there is a problem, the group (read: people) is at fault and not personal. The Eastern community always takes decisions by collective discussion. The conformity to the rules is a mark of maturity and personal maturity. (Ho, 1995:114; Sarwono, 2001:192-195).

7. CONCLUSION AND RECOMMENDATION

7.1. Conclusion

In general, the findings show that the organizational conflict management can be affected by the emotional quotient, organizational commitment, and interpersonal communication variables. The results also prove that the organizational conflict management is not only caused by psychological aspect also from other elements beyond psychological aspects which may effect on the conflict management organizations, such as the interpersonal communication aspect.

From the test results of the structural model (see Table. 1) it is known that the influence of emotional quotient, interpersonal communication, and organizational commitment to the management of organizational conflict is significant. The integrated variables for emotional quotient, interpersonal communication, and organizational commitment have an influence on the management of organizational conflict. Based on the theoretical model tested, it is found that organizational commitment has a stronger influence on the management of organizational conflict, with the structural coefficient of 0.90, compared to the emotional quotient (structural coefficient 0.088) and interpersonal communication (structural coefficient 0.01). Meanwhile, interpersonal communication has a

strong influence on organizational commitment (t value of 6.36, the path coefficient 0.93). However, organizational commitment does not have a significant relationship with interpersonal communication (t value of 0.074). This means that four research hypotheses are proven in accordance with the theoretical model (H_0 = accepted).

Responding to the influence of organizational commitment on organizational conflict management (t value = 6.30, path coefficient = 0.90), the researcher assumes that this condition occurs because the research object has normative commitment. The feeling that one must stay in an organization is also related to the difficulty to find a new job in Indonesia, for example, because of the high number of productive workers in the job market.

Related to the structural model test, results showed the weak impact of the organization's commitment to interpersonal communication (t value = 0.74, path coefficient = 0.033), as a result of progress and sophistication of technology and informatics. As the electronic media communication develops, the communication approach changes from the traditional communications into the electronic communication. In the organizational commitment context, people have no longer relied solely on the interpersonal communications to maintain self-commitment to the organization, but they may also use electronic media, such as chat clients, Facebook, e-mail, Twitter and so forth, to get information and exchange of ideas among employees to avoid the information conflict and confusion.

Furthermore, in Indonesia, based on the view related to a society as a whole, when employees are committed to the organization, the communication will be carried out within the group instead of through interpersonal communication.

7.2. Recommendation

The theoretical model of this study serves as a relevant consideration for policy-making in organizations, especially banks, namely that the greater the commitment the organization has, the stronger the influence in the management of organizational conflict. To further strengthen the organizational commitment among employees, it is recommended to give more attention to employee satisfaction, which includes the welfare of employees in order to maintain employee commitment.

This study can be carried out using different data collection techniques. For example, by combining survey and using qualitative methods (in-depth interviews or an FGD involving 8-10 people). If another researcher likes to study replicative theoretical models, he/she should consider adding other variables to the research. Additional variables can be added after considering attributes which suit the research interests. For example, adding the personality (trait) variable, or the motivation on the psychological aspect.

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