



PROFIL IST MAHASISWA PROGRAM STUDI PSIKOLOGI UNIVERSITAS “YY”

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ABSTRACT

Human intelligence is an abstract thing. Intelligence can be measured in many ways, one of which is to use an intelligence test. Intelligenz Structure Test (IST) is a test instrument used in clinical psychology and educational settings to measure one's intelligence capacity. IST was created by Amthauer and has been tested in a variety of research settings. The subjects in the study totaled 71 students consisted of students of 2008 through 2011 are active in the period 2011-2012 semester. This type of research is quantitative descriptive.

The results showed that the intelligence capacity of students of “YY” University Psychology is at the level of average intelligence scores (IQ) = 97 (IST scale). The most prominent feature is the ability of catching the essence or meaning or understanding expressed in the language, the language of inductive thinking, the ability to explore the feelings or empathy. Thought patterns and ways of thinking are found to be flexible and verbal theoretical.

Key words: *Intelligenz Structure Test (IST), picture profiles based on the IST, Student of Psychological Program*

A. LATAR BELAKANG

Inteligensi merupakan suatu kata dengan makna yang sangat abstrak. Inteligensi berasal dari bahasa Inggris “Intelligence” yang juga berasal dari bahasa Latin yaitu “Intellectus dan Intelligentia atau Intellegere”. Teori tentang inteligensi pertama kali dikemukakan oleh Spearman dan Wynn Jones Pol pada tahun 1951. David Wechsler (1958) mendefinisikan inteligensi sebagai kemampuan untuk bertindak secara terarah, berpikir secara rasional, dan menghadapi lingkungannya secara efektif. Sementara itu, Amthauer (1953)

mendefinisikan inteligensi sebagai suatu struktur tersendiri, didalam keseluruhannya struktur kepribadian seorang manusia. Inteligensi merupakan suatu keseluruhan terstruktur yang terdiri dari kemampuan-kemampuan jiwa dan rohani, yang berfungsi sedemikian rupa sehingga memberikan kemampuan bagi manusia, untuk bertindak sebagai pelaksana dalam dunianya.

Intelligenz Structure Test (IST) merupakan salah satu tes inteligensi. IST dikembangkan oleh Rudolf Amthauer di Frankfurt, Jerman pada tahun 1953. IST diadaptasi oleh Universitas Padjajaran, Bandung, untuk penggunaan di Indonesia. Tes ini dikonstruksikan untuk subjek dengan rentang usia 14 tahun sampai 60 tahun, setelah melalui uji coba kurang lebih 4000 orang. Tes IST dapat memberikan gambaran mengenai kemampuan dasar seseorang, segi-segi kekuatan dan kelemahan dari berfungsinya inteligensi seseorang. Selain itu melalui IST terlihat pula corak pikir seseorang melalui profil yang tampil.

IST termasuk salah satu tes inteligensi yang dapat mengukur kemampuan umum dan khusus. Dalam penelitian sebelumnya yang dilakukan disuatu Universitas swasta di Jakarta ditemukan bahwa mahasiswa di Universitas tersebut memiliki taraf kecerdasan yang tergolong rata-rata dan aspek yang paling menonjol adalah aspek daya ingat. Subyek penelitian cenderung menggunakan daya ingat daripada fungsi-fungsi berpikir yang lebih kompleks dalam menghadapi tugas-tugas dan evaluasi perkuliahan (Zamralita & Setiawati, 1999).

Dalam penelitian ini, peneliti ingin melihat apakah akan ditemukan hasil yang sama dengan penelitian sebelumnya atautkah akan didapat hasil yang berbeda pada profil mahasiswa Program Studi Psikologi di Universitas Bunda Mulia.

B. TUJUAN PENELITIAN

Tujuan dari penelitian ini adalah untuk mengetahui gambaran mengenai profil IST mahasiswa Program Studi Psikologi Universitas “YY”.

C. TINJAUAN TEORI

1. Gambaran IST

IST merupakan tes kolektif pertama dari Jerman yang dikembangkan oleh Rudolf Amthauer. Tes inteligensi ini merupakan *speed test* yang artinya pengisian tes dibatasi oleh waktu tertentu. Menurut Amthauer inteligensi adalah suatu struktur dan setiap individu akan mempunyai struktur tertentu. Hipotesa kerja Amthauer menyebutkan kemampuan intelektual menunjukkan suatu struktur tertentu dan struktur tersebut mengikuti suatu hierarki tertentu. Hipotesis kerja tersebut dibuktikan melalui pengalaman empirik, penelitian, dan eksperimen dengan kontrol yang ketat.

Keseluruhan tes terdiri dari sembilan subtes yang mengukur faktor khusus yaitu:

- a. *Satzergaenzung* (SE), adalah pembentukan pendapat, *common sense*, penekanan pada berpikir konkrit praktis, *sense of reality*, kemandirian dalam berpikir. Aspek yang diukur adalah *judgement* subyek
- b. *Worthauswahl* (WA), yakni menangkap inti atau makna pengertian yang disampaikan dalam bahasa, rasa bahasa, berpikir dengan bahasa secara induktif, kepekaan menyelami perasaan, empati. Aspek yang diukur ialah kecepatan subyek dalam menangkap dan menyerap maksud atau inti atau makna maupun isi pokok perintah atau instruksi dan informasi yang disampaikan secara verbal oleh orang lain
- c. *Analogien* (AN), yakni kemampuan menghubungkan atau menyusun kombinasi, fleksibilitas alam berpikir, kemampuan menangkap dan mengalihkan hubungan atau keterikatan, kejelasan dan keteraturan logis dalam berpikir, bertentangan dengan cara pemecahan masalah yang bersifat kira-kira. Aspek yang diukur adalah proses berpikir yang mencakup analisis, *judgement*, dan kesimpulan
- d. *Gemeinsamkeiten* (ME), adalah kemampuan mengabstraksikan dengan bahasa, pembentukan pengertian atau pemahaman, berpikir logis dengan bahasa. Aspek yang diukur adalah kemampuan bernalar secara logis

- e. *Merk aufgaben* (ME), yakni kemampuan memperhatikan, kemampuan menyimpan atau mengingat kata-kata yang telah dipelajari, daya ingat. Aspek yang diukur adalah memori yang berkaitan dengan perhatian dan konsentrasi
- f. *Rechenaufgaben* (RA), berpikir secara praktis dengan berhitung, berpikir matematis dan logis, berpikir runtut dalam membuat kesimpulan, secara umum subtes ini mengukur kemampuan memecahkan masalah praktis dengan berhitung
- g. *Zahlen reihen* (ZR), adalah berpikir teoretis dengan berhitung, berpikir induktif dengan angka-angka, kelincahan, fleksibilitas dan kemampuan berpikir dengan mengubah atau menggantikan cara maupun pendekatan, komponen-komponen ritmis atau berirama. Secara umum subtes ini mengukur kemampuan berhitung yang didasarkan pada pendekatan analitis atas informasi aktual dalam bentuk angka, sehingga ditemukan hubungan antara angka-angka tersebut. Dapat juga berpikir lincah, fleksibel dan mudah beralih dari satu cara ke cara yang lain
- h. *Form ashwahl* (FA), merupakan kemampuan membayangkan, berpikir visul menyeluruh, komponen-komponen konstruktif membangun. Secara umum subtes ini mengukur kemampuan imajinasi dan kreativitas subyek yang dibantu kemampuan membayangkan secara menyeluruh
- i. *Wurfel aufgaben* (WU), adalah kemampuan membayangkan ruang, komponen-komponen teknis konstruktif, tidak tergantung pada pendidikan konvensional. Subtes ini mengukur kemampuan analitis yang disertai dengan kemampuan membayangkan secara anitisipatif pada perubahan keadaan ruang

D. METODE PENELITIAN

Metode penelitian yang dipakai adalah metode kuantitatif deskriptif, non eksperimental. Pengambilan sampel dilakukan dengan cara *Convenience sampling* yakni pemilihan sampel sesuai dengan keinginan peneliti (Sekaran, 1992). Teknik yang digunakan untuk mengumpulkan data adalah pemberian tes inteligensi menggunakan *Intelligenz Structure Test* (IST). Sampel dalam penelitian ini adalah sebanyak 71 orang mahasiswa Program Studi Psikologi dari angkatan 2008

sampai dengan 2011 yang bersedia mengikuti pemeriksaan inteligensi dan sedang tidak ada jadwal kuliah atau jam perkuliahan sudah selesai.

Pengumpulan data menggunakan instrumen berupa alat tes IST yang terdiri dari 9 subtes untuk mengetahui taraf kecerdasan atau inteligensi. Alat tes terdiri dari sebuah buku manual untuk masing-masing mahasiswa, selembar kertas jawaban, dan *stopwatch* yang dipegang dan digunakan oleh *tester* (peneliti). Mahasiswa dapat mengisi lembar jawaban menggunakan alat tulis berupa pulpen, pensil, ataupun spidol. Pemeriksaan inteligensi dilakukan secara kelompok, dimulai dan diakhiri secara bersama-sama sesuai dengan batas waktu yang telah ditentukan sekitar 100 menit.

E. HASIL

Berdasarkan hasil penelitian dari total 71 mahasiswa Program Studi Psikologi sebagai sampel penelitian, didapat bahwa kapasitas kecerdasan mahasiswa secara umum berada pada taraf rata-rata dengan skor inteligensi (IQ) = 97 (Skala IST).

Tabel 1
Mean Skor Inteligensi (IQ) per angkatan

Angkatan	Jumlah Sampel	Mean	Skor IQ maksimum	Skor IQ minimum
2008	6	95	101	82
2009	10	97	109	85
2010	17	97	112	79
2011	38	97	124	73

Tabel 2

Mean Skor Inteligensi berdasarkan jenis kelamin

Jenis kelamin	Jumlah Sampel	Mean	Skor IQ maksimum	Skor IQ minimum
Laki-laki	25	98	119	73
Perempuan	46	96	124	79

Dalam penelitian ini juga diperoleh data mengenai potensi kecerdasan yang paling menonjol pada mahasiswa serta corak pikir dan cara pikir yang digunakan dalam keseharian, data yang didapatkan dibagi menjadi data keseluruhan atau secara umum, dan data per angkatan yakni angkatan 2008, 2009, 2010, dan 2011 yang dapat dilihat dalam tabel sebagai berikut:

Tabel 3

Potensi Kecerdasan, Corak Pikir dan Cara Pikir Mahasiswa

Keterangan	Jumlah Sampel	Potensi kecerdasan berdasarkan subtes	Corak pikir	Cara pikir
Angkatan 2008	6	ME	Fleksibel	Verbal Teoretis
Angkatan 2009	10	ME	Fleksibel	Verbal Teoretis
Angkatan 2010	17	WA	Fleksibel	Verbal Teoretis
Angkatan 2011	38	WA	Fleksibel	Verbal Teoretis
Keseluruhan	71	WA	Fleksibel	Verbal Teoretis

F.PEMBAHASAN

Berdasarkan hasil penelitian diketahui bahwa kapasitas kecerdasan mahasiswa Program Studi Psikologi Universitas “YY” berada pada taraf rata-rata. Dengan kapasitas kecerdasan yang berada pada taraf rata-rata, memungkinkan mahasiswa untuk menerima dan mengolah informasi ataupun stimulus yang didapat dalam kehidupan sehari-hari tanpa kesulitan yang berarti.

Potensi kecerdasan sampel secara keseluruhan yang paling menonjol terlihat dari subtes *Wortauswahl* (WA), dengan demikian dapat diartikan bahwa pada mahasiswa Program Studi Psikologi Universitas “YY”, kecerdasan yang

paling menonjol berdasarkan hasil IST adalah kemampuan menangkap inti atau makna atau pengertian yang disampaikan dalam bahasa, berpikir dengan bahasa secara induktif, kemampuan menyelami perasaan atau adanya empati, juga mampu menyerap suatu informasi tanpa kesulitan berarti.

Pada subtes WA, skor yang diperoleh masih berada pada taraf rata-rata bawah, dengan demikian diartikan bahwa masih ada kemungkinan hambatan dalam menyerap maksud, inti, ataupun makna dari perintah, instruksi, atau informasi yang disampaikan secara verbal oleh orang lain jika diberikan dalam bentuk yang terlalu kompleks atau terlalu abstrak.

Selain itu, juga ditemukan hasil bahwa pada mahasiswa Program Studi Psikologi angkatan 2008 dan 2009 memiliki kemampuan yang paling menonjol pada subtes *Merkaufgaben* (ME), dengan demikian dapat diartikan bahwa mereka memiliki daya ingat atau ingatan jangka panjang (*longterm memory*) yang cenderung baik. Berdasarkan hasil penelitian Bonang dan Tanzil (2008), subtes ME valid dalam mengukur konstruk memori. Pengujian reliabilitas menghasilkan koefisien reliabilitas yang memenuhi syarat reliabilitas alat tes, sehingga dapat dikatakan bahwa subtes ME cukup reliabel dalam mengukur *long-term memory* seseorang.

Corak pikir yang ditemukan pada seluruh sampel adalah fleksibel (*flexibilitaet*), dengan demikian dapat diartikan bahwa mahasiswa Program Studi Psikologi Universitas Bunda Mulia memiliki corak pikir yang fleksibel, dapat dan mau menerima pengetahuan baru diluar dari pengetahuan yang sudah didapat, dapat berpikir kreatif dalam menyelesaikan suatu permasalahan serta tidak terpaku pada cara-cara yang konvensional. Sementara itu, pada cara pikir didapati hasil verbal teoretis, yakni suatu kelebihan dalam abstraksi dan kemampuan mengekspresikan atau menyatakannya dalam bahasa baik verbal maupun tulisan.

G. SIMPULAN

Berdasarkan hasil penelitian dapat disimpulkan bahwa mahasiswa Program Studi Psikologi Universitas “YY” memiliki kapasitas kecerdasan yang berada pada taraf rata-rata dengan skor IQ = 97 (skala IST). Secara keseluruhan,

kemampuan yang paling menonjol adalah kemampuan menangkap inti atau makna atau pengertian yang disampaikan dalam bahasa, berpikir dengan bahasa secara induktif, kemampuan menyelami perasaan atau adanya empati, juga mampu menyerap suatu informasi tanpa kesulitan berarti.

Corak pikir yang ditemukan adalah fleksibel, yang berarti dapat menerima pengetahuan baru diluar dari pengetahuan yang sudah didapat, dapat berpikir kreatif dalam menyelesaikan suatu permasalahan serta tidak terpaku pada cara-cara yang konvensional. Sementara itu, cara pikir yang ditemukan pada seluruh sampel adalah verbal teoretis, dengan demikian dapat diartikan memiliki kelebihan dalam daya abstraksi dan kemampuan mengekspresikan atau menyatakannya dalam bahasa baik verbal maupun tulisan.

H. SARAN

Peningkatan potensi diri mahasiswa terkait dengan inteligensi tidak lepas dari usaha yang dilakukan oleh mahasiswa pribadi maupun dari pihak universitas. Pihak universitas dapat mengadakan berbagai kegiatan yang menunjang bagi mahasiswa, misalnya bedah buku, jurnal ataupun karya ilmiah lainnya, mengikuti lomba karya ilmiah, dan sebagainya yang dapat menunjang atau membantu mahasiswa mengoptimalkan potensi dirinya.

Bagi penelitian selanjutnya, dapat melakukan penelitian lebih lanjut mengenai metode belajar mengajar yang sesuai bagi mahasiswa dengan kapasitas kecerdasan seperti yang telah diuraikan dalam penelitian ini. Metode mengajar yang diberikan dapat disesuaikan dengan kapasitas yang dimiliki oleh mahasiswa, ataupun dilakukan setingkat lebih tinggi agar kemampuan mereka lebih terasah dan dapat dioptimalkan.

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THE INFLUENCE OF INDIVIDUALIST AND COLLECTIVIST CULTURES ON INDIVIDUAL'S DECISION MAKING

Devi Jatmika

ABSTRAK

Artikel ini bertujuan untuk mengembangkan pemahaman tentang pengaruh individualisme-kolektivisme budaya pada gaya pengambilan keputusan individu. Tinjauan berbagai literature teori tentang dasar budaya, penelitian dan studi empiris dalam individualistis-kolektif budaya dan hubungannya dengan pengambilan keputusan dalam konteks gaya manajerial telah dilakukan. Namun, fokus dari studi yang meneliti bagaimana budaya individualis-kolektif telah mempengaruhi gaya pengambilan keputusan masih minimum. Pemahaman dari pengetahuan dan penelitian yang telah dikaji disesuaikan untuk dapat menerapkan pengetahuan di area industry dan organisasi.

Keywords : *Budaya, Budaya individualistis-kolektif, Gaya pengambilan keputusan.*

A. BACKGROUND

People are difference with others in their cognitive process, behavior, and affection (feeling) as response of situations. The root of individual differences in their response is supported by heredity factor that influences one's attitude and environment factor such as social interaction and life experience (Hofstede, 1976). Many studies in recent decades have been conducted not only in cognitive side of decision making process, but also study about the role of cultural factors that involve in decision making. Family, friends, and society which are part of someone's life experience may influence values in how they perceive the situation and in making decision (Guss, 2002). First of all it is important to know what culture is before we step into the variability of people behavior across culture around the world. Culture is defined as "the collective programming of the mind which distinguishes the members of one category of people from those of another" (Hofstede, 1984, p.389). Culture is learned, because human was not born with the culture (Kimmel, 2006). It is a process of learning and shaped

unconsciously in human attitude and behavior. Hofstede (1980) in his cross culture study also noted that individualism-collectivism context is linked with the value systems of the majority groups in the population and it may influence an individual's values as well. The influence of different societal values of individualism –collectivism culture may affect in different decision making process and decision making style.

B. OBJECTIVE

The objective of this article is to develop a deeper understanding by reviewing how individualism-collectivism culture contributes in individual's decision making styles.

C. THEORETICAL APPROCHES

1. Decision making styles

Several literatures in decision making style provide as a guide for individuals' to understand the process of how the information is obtained as process of making decision. Decision making style is described as individuals' unique style in a decision making situation which consist of approaches, response, and actions (Arroba, 1977).

Harren has proposed three decision making styles which are rational style, the intuitive style, and the dependent style (Harren, Kass, Tinsley, & Moreland, 1978). Rational style means the degree which decision maker use logical and systematic strategies. On the other hand decision makers with intuitive style tend to depend on feeling, emotional and impulsive decision making. Then, dependent style refers to the extent which decision makers refuse the responsibility and let other for making the decision (Harren et al., 1978). These three decision making style are used in Assessment of Career Decision Making (ACDM). The research findings showed the ACDM decision making styles has significant influence in decision making process and rational style is more effective rather than intuitive and dependent style (Harren, et al., 1978). A further research base on these three decision making style was conducted by Phillips, Paziienza, Ferrin (1984). The

research examined the relationship between decision making styles and self-appraised problem solving. Individuals who has characteristic of rational decision making style would be keen on searching variety alternatives and to trace from previous problem solving attempts. In the findings it also found that there is a relationship between decision making and one's confidence level in his/her ability to solve the problem. And low confidence of solving problem abilities may cause the dependent decision making style. Moreover, the findings showed that intuitive style slightly contributed with rational style and associated with confidence approach towards problem solving.

Research of decision making styles was designed for managers by Rowe and Boulgarides (1983), however it also can be used generally for any decision maker. They proposed that individuals vary along two dimensions, which are the way of thinking and tolerance for ambiguity (Robbins, Millet, & Marsh, (2004). In the thinking dimension, some people tend to think in logical and rational way and some more creative and intuitive. On the tolerance of ambiguity, it is ranged from high to low. People in high of tolerance of ambiguity are able to process much information. On the other hand, some people are low because they need to organize the information that they get, in order to minimize the ambiguity (Robbins, et al., 2004).

From the two dimensions there are four decision making styles that is influenced by values and perceptions. The decision makers are determined with directive, behavioral, analytic and conceptual which is also related with needs typology by McClelland (1962). People with directive style tend to look for rationality and efficient and have low in tolerance of ambiguity. They only make decision from limited information that pertinent with matters and focus fast in making decision. Power is their primary need because they like to dominate others even though they are result oriented (Martinsons & Davison, 2007; Robbins, et al., 2004) and tend to adopt aggressive and authoritarian style in the organization (Rowe & Boulgarides, 1983).

People who are using analytic style have greater tolerance of ambiguity rather than directive style. Moreover, they have greater needs of achievement for new challenges. They have desire to seeking more information, collecting data, and analyzing data. In making decision, they also tend slowly because they prefer to evaluate situations and information systematically. People with analytic type would be best in handling ambiguous or uncertain situation (Martinson & Davison, 2007).

The conceptual style decision makers are similar with analytic style. They focus on achievement, but it is merely because of extrinsic motivation like praise, rewards, recognition. They tend to gain more information from many resources, ponder many alternatives, and think about long term solution. Also show creativity and idealism in finding solution (Martinsons & Davison, 2007; Robbins, et al., 2004).

Individuals with behavioral style have high need of affiliation, thus they also more people-oriented. They do well in interpersonal relationship and care with peers, colleagues, and subordinates well-being (Martinsons & Davison, 2007). They have low tendency in thinking logically, focus in short-term perspective, willing to accept others idea and try to gain acceptance (Robbins, et al., 2004).

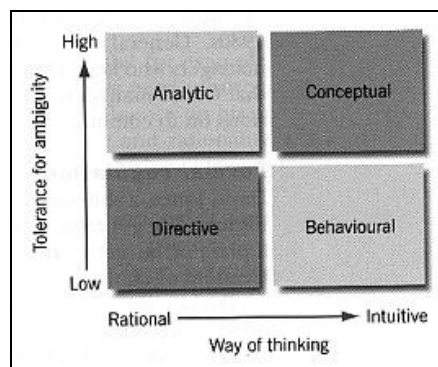


Figure 1. Decision making style. Adapted from “Managerial Decision Making” by A.J. Rowe, J.D. Boulgarides, 1994, p. 29. NJ: Prentice-Hall, Englewood Cliffs.

In conclusion, there are many researches in decision making style which are conducted to propose theories and framework in certain context and purpose. From the literature above, decision making style from Harren (1978) is applicable

for career decision making and knowing decision making framework from Rowe and Boulgarides (1983) would be useful for managerial context.

Moreover, decision making styles are not rigid. Everyone has tendency with one or more dominant decision making style (Rowe & Boulgarides, 1983). However, decision making style itself also can be flexible depends on what is situation and our perception of the importance of problems (whether it is big or small problem). Thus, individuals' decision making can be changed.

D. METHODS

Influence of individualism-collectivism on decision making styles

Hofstede (1980) defined four culture dimensions which are: (1) Power of distance; (2) Individualism-collectivism; (3) Masculinity- feminity; (4) Uncertainty of avoidance. In this article will focus only in individualism-collectivism culture because it has strong relation with an individual's values (Hofstede, 1980). Individualism culture was defined as self-oriented means individuals concern primarily with own interests and close family. In contrast, in collectivist culture, individuals identify themselves belong to one or more "in-group" and they cannot separate from this in-group (family, clan or organization). The "in-group" looks after the group members' interests however in turn may expect their permanent allegiance.

Individuals' decision making are influenced by cognitive process and values. Individuals' values affect how individuals appraise the problem, the method they used to making choices, the value of choices, the limitation of moral and ethical behavior, response to external motivation and external demands (England, 1967). Values are different across culture. For instance, in individualists are more emphasized in particular values, such as competition, contentment, and achievement. In contrast, collectivists are valued more in family integrity, security, and compliance (Triandis, McCusker, & Hui, 1990). Hofstede (1976) has revealed that Americans have high tendency on recognition, high on achievement and low on conformity. Anglos and Asians are low in independence. Most

Europeans show high on independence and individualist. Moreover, Asians low in independence and higher on conformity.

Based on research in cognitive area, decision making also is influenced by cognitive perception that may lead to judgment bias on the way individuals interpret the stimuli. Another research from Rowe & Boulgarides (1983) found there was a relationship between individuals' brain functioning and decision making styles. For example, Japanese managers have right brain dominant in which contributed in how their attitudes and culture also in how they make a plan. On the other hand, American managers tend to have left brain dominant which focus more in short term planning. However, it should be remembered, the research in physiology only to show the evidence, but not necessary as the base to understanding decision making style (Rowe & Boulgarides, 1983).

Recent meta-analysis study individualism –collectivism by Oyserman & Lee (2008), examined the priming effects within individuals in individualism-collectivism culture. The result showed that the individualism or collectivism context to prime influenced self-reports and behavior. The priming in this study was participants had to read paragraph with I, me, myself cues that reflect “individualism” prime and we, us, ourselves for “collectivist” prime. The collectivist participants have greater obligation to help and cooperation. Triandis, Bontempo, Villareal, Masaaki & Nydia (1988) defined that closer, long lasting friendship among collectivistic culture because of strong emotional attachment. In contrast, the quality of social relationship in individualist culture is likely to be more superficial and mostly of non intimate interactions.

More research was conducted by Martinsons & Davisons (2007) in examining decision making styles from Rowe & Boulgarides typology (1983) among business leaders in different societal context, Japan, U. S, and China. Those three countries represent or national culture. Japan has highest score on institutional collectivism compare with U. S and China. China got higher score on in-group collectivism than Japan and U. S. Meanwhile, U.S is the highest score in individualism than any other countries. The result of research has revealed that American business leader had the highest score in conceptual decision style and

analytic decision style. Then, the Chinese business leaders got highest score in the directive style and Japanese scored highest on behavioral style. The tendency of directive style of Chinese business leaders might be contributed by high degree in-group collectivism and high power distance. Chinese has strong emphasized in sustaining relationship in harmony and orderliness in their values and as the result the decisions are centralized and arbitrary. In Japanese businesses, they tend to share the power and responsibility with groups and strong degree of institutional collectivism, thus the behavioral tendency of decision making was shown among Japanese business leaders. In contrast, America's businesses leaders are more achievement-oriented hence they set communicate higher expectation and ambitious goals towards employees. Also they have low tolerance with ambiguity rather than Japanese and Chinese, thus they believe that uncertainty can be reduces by collecting data and processing comprehensive information which lead them to analytic and conceptual decision making style.

Furthermore, risk taking and confrontational behavior approaches are reinforced on individualist culture, with aim to escalating personal benefits even if it makes others loss. In contrast, personal benefits are less valued in collectivist culture if it endangers other members or harmony in the group (Ohbuchi, Fukushima, & Tedechi, 1999).

In the organization setting, managers often involve in working issues that require rational or intuitive decision making. Trade-off (the process of getting more of something else by accepting less) is engaged in every decision. For instance, managers have to decide in downsizing and have got a painful emotional affect of firing employees who have big family to support (Luce, Payne, & Bettman, 2001). In the decision making process managers tend to have dilemma whether to maximize the expected utility or overcome the emotion influence in decision outcome. Managers should aware and recognize the influence in management decisions. In the cross cultural study, a research about emotions differences between individualism and collectivism culture (Mesquita, 2001). It was found that emotions in collectivism culture are perceived about relationship with people, shared emotions to others, appraisal of immoral behavior or assault

situation are stronger rather than individualism culture (Mesquita, 2001). Therefore, individualism-collectivism culture is one factor that influence in individuals' emotions in decision making. And in managerial decision making it will undermine effective decision making which require more rational way (Luce, et al., 2001).

E. RESULTS

Cognitive perception and values are factors that contribute in individual's decision making style. For most people, culture is strongly influenced values. It also has influenced individuals' way of thinking. If an individual was born or lives in individualist culture, he/ she already start to learn what is freedom, stand in own thinking and to decide what he/she wants for oneself. These values are learned in socialization with family, school, institutions, social network and so on and intense. Thus, it may contribute in one's decision making style. On the other hand, in collectivist culture, decisions are made with consideration of in-group shared benefits, whether the decision has positive or negative impact to other members, listen to others opinion, and respect the structure in group.

F. DISCUSSIONS

The business globalization has been developed rapidly and gives opportunities for business leaders, managers, and entrepreneurs to expand, to explore and to create partnership with people around the world. For example, China and India are known as emerging market country with rapid economic growth and some Asian countries such as Japan, Korea, and Singapore growing fast in economic. This opportunity have attracted people from West, multinational company come and build business there.

In attempts to working successfully with Chinese, it is essential to look up that patience, cooperation, compromise, calmness, caring and strong commitment relationship with subordinate are important (Chen, 1999). A research about elements of culture (individualist-collectivist) had accountability on negotiators' behaviors, outcomes and psychological states. It shows that in high accountability

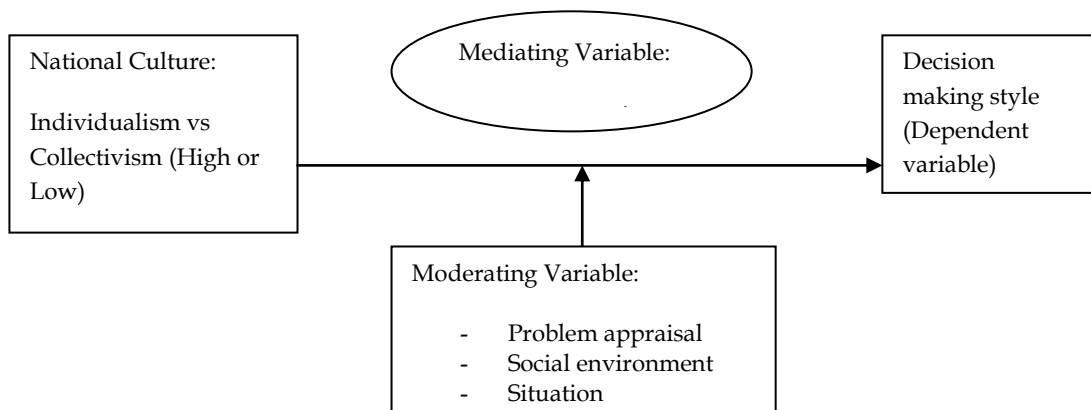
situation, the more collectivist negotiators, the more they interpreted the situation cooperatively and on the contrary the less collectivist the negotiator, the more less they interpreted situation cooperatively (Gelfand & Reallo, 1999). It is also important to know the root of Chinese value. Confucian philosophy that the Chinese learns and penetrates in their life, also influenced in corporate culture (Chen, 1996)

Therefore, the key to negotiate successfully people with collectivist culture - Chinese (Chan, 1998) are: (1) Build and maintain the quality of friendship and also mutual benefit; (2) Show respect and genuine attitude that reflect cooperativeness; (3) Chinese has long range view and less urgency (timeliness), so be patience in negotiation because it takes time. However, it will not be useful only for negotiation between America and China but also any countries that have individualism or collectivism culture so that, leaders and managers can behave effectively to achieve successful negotiation.

G. CONCLUSION

There are only few studies that really examine and explore the relationship of individualist-collectivist culture in decision making style. As the purpose of this article is to develop a greater understanding in how individualist-collectivist culture can influence in individuals decision making style from the literature that has been reviewed.

The concept of this article will be described in the framework, as below:



Culture is a “shared values”. People in a group shared same interpretation for certain situation. In across culture study by Hofstede (1980), he classified the individualism and collectivism culture which individuals can identify them with their groups (independent variable). In individualism culture, they placed high in self-interest, less influence from group, valued autonomy, independent, achievement and freedom. In contrast in collectivistic culture, people identify themselves with groups. Sharing, have good quality of relationship with others member, and follow structure are important for them.

The differences between individualism-collectivism influence in individuals’ values (mediating variable). Thus, it can impact to individuals’ decision making style (dependent variable). For example, Asian countries represent high in collectivism. When they are in the process of decision making, they will share the problem first with group members, analyze the effect of alternatives whether it might threatened others or harmed the relationship among group member, and will tend to ask or follow solution from person who has higher authority such as parents, society leader, etc. Hence, people in collectivistic culture tend to use emotion or feeling in decision making. Subsequently, individuals’ from individualist culture think and analyze the problem and find solution for personal benefits and less attached with groups, make their own decision and responsible with it. Therefore, they are more risk taking and more confidence in making decision and more active in finding alternatives and less using emotions in making decision.

The moderating variable that may influence the relationship of both variable are problem appraisal, social environment and situation. The problem appraisal of individuals in the process of interpreting, identify and evaluating the problem. Then, the social environment includes the homogeneity or heterogeneity of the group, means how diverse the demographic factors of the group (age, education, religion, ethnic and race). The situation factor would be the degree ambiguity of problem, external threats, and demands of situation.

H. SUGGESTION

Business leaders and managers should be aware with ethical issue. For instance, before they want to make a business with other countries, they should know ahead how is the code of ethic, the authority and regulation in that country. Different country has different rule in what is ethical and not. In this context, decision making style of leaders or managers should be flexible to fit in with the situation and need to aware with alternatives.

There is a need of further empirical research to test the relationship of individualism-collectivism culture with decision making style in global business and managerial context.

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