THE IMPACT OF INDIVIDUALISM AND COLLECTIVISM ON COMMUNICATION APPREHENSION: A STUDY OF UNIVERSITY ACADEMIC STAFF

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ABSTRACT

The purpose of this research is to examine the use of individualism and collectivist culture and its impact on communication apprehension on university academic staff. In this study, Quantitative methods were employed. The participants consisted of 264 academic staff at private universities in Jordan. These participants were invited to complete a Personal Report of Communication Apprehension (PRCA-24) to measure their levels of communication apprehension. Two communication apprehension theories, Individualism, and collectivism were applied in this study to assist in the provision of logical explanations in the discussion section. The findings of this research revealed that there is a significant relationship between individualism and collectivist culture and communication apprehension. It also revealed that Jordanians have higher levels of communication apprehension. This research contributes to the existing pool of knowledge on the relationships between the individualism/collectivism culture and communication apprehension. Different aspects and contexts of these variables were tested to provide a wider and more comprehensive understanding of the factors which affect the academic members of private universities in Jordan. Managerial implications are discussed in this research.

Keywords: Individualism, Collectivism, Communication Apprehension

Introduction

Individualism/Collectivism theories describe how individuals are related to their groups within the society (Hofstede, 2011). In collectivist societies, "people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty" (Hofstede, 2001, p. 225). However, in individualist societies, "people prefer to act as individuals rather than as members of groups" (Hofstede, 1984, p. 6).

Moreover, Hofstede, (2001, p. 212) highlighted that "High context communication fits the collectivist society, and low context communication is typical of individualist cultures." Consequently, in high-context cultures, communication information is established in the context of the communication rather than in the explicit spoken message, while in low-context cultures, the message is explicit in the spoken or written aspect of the communication (Dwyer, Mesak, and Hsu, 2005).

In terms of examining cultural dimensions, Triandis (2004) proposed that cultural values and dimensions can vary from a high to a low context at the individual level. Clugston, Howell, and Dorfman (2000) confirmed that when researchers examine differences within cultures, it is important to measure individual perceptions. Furthermore, culture was viewed by Thomas-Maddox and Lowery-Hart (1998, p. 5) as a "shared perception which shapes the communication patterns and expectations of a group of people". Ay and Turkoglu, (2018) and Croucher, (2013) proposed that the cultural perceptions, beliefs, values, and traditions of every culture have an instantaneous influence on the communication strategies of the people and society. According to Zhan (2010), this is the reason for which semantical challenges or obstacles could appear once individuals of various cultures communicate with one another. Yook (2015) proposed that communication is a very important facet of superior and subordinate relations among a corporation, and therefore the culture of the interactants can color the character of the communication. Moreover, Kim (2002) found that people who belong to collectivist cultures, namely Asians such as Koreans, Japanese and Chinese, are different from people who belong to individualist cultures, namely Western people like the British, French, and Americans. Yook (2015) proposed that individualist cultures appraise independence and the objectives of the individual over the objectives of the group. However, according to Gordon (2005) collectivist cultures, like China, are more likely to value coordination and concern for others and also the objectives of the group over the objectives of the individual. Additionally, Kim (2002) declared that, to varying degrees, Asian cultures recompense members for respecting the "face of the opposite", the connection, the facility differential, and also the cluster membership over acting individually. Nonetheless, the communication behaviors of Asians are misunderstood within the Western imagination; they are seen as obedient, soundless, and/or submissive and therefore seen as appearing less skilled. In addition, Kim (2002) suggested that in Asian cultures that value the group having a high Communication Apprehension (CA) and speaking less may be understood as a commitment to the collective and that these characteristics could, therefore, be helpful.

Otherwise, those who have a low CA may well be more talkative and could be seen as more individualist and therefore less interesting. From this cultural standpoint which eludes and diminishes assertive, individualistic communication, someone may still be extremely competent. Kim (2002) proposed that in collectivist cultures, those who direct speeches to groups and lead cluster discussions are perceived as attempting to categorize themselves as prominent and noticeable in a culture that values group consensus. This could be the reason why people belonging to collectivist cultures are more likely to speak less, they might be frightened of being rejected by their societies. Hence, this may explain the variation in apprehension communication found between individualist cultures and collectivist cultures. It may confirm the influence of the individualism and collectivist culture on communication apprehension and that may also influence the individuals' behavior towards their organizations (Croucher, 2013). As proposed by Hofstede and Minkov (2010) developed and Western countries are dominated by individualism, whereas the less developed and Eastern countries, where Jordan is located are dominated by collectivism. One may well anticipate that in regions and countries with high collectivism, such as the Middle East and especially Jordan, employees' cultural practices would seem to be an important determining factor concerning communication behavior between academic members of private universities in Jordan. Moreover, there is little research on communication apprehension in the private university context, or on its relation to the individualism and collectivism culture and communication apprehension among faculty academic staff and private universities' top management. Hence, the current study aims to gain insight into the academic staff's communication in Jordanian private universities and to examine the effect of culture concerning individualism and collectivism in Jordanian private universities and its influence on the academic staffs' communication.

The linkage between the Individualism and Collectivism Culture and Communication Apprehension

Communication is a fundamental aspect of superior and minor relations within a corporation, and therefore the culture of the interactants can shape the character of the communication (Barac, 2009; Yook, 2015). Communication apprehension between staff becomes more noticeable and causes more problems to the individuals who are apprehensive about communicating especially in those organizations which see employee communication as one of the more important skills present in an employees' competencies (Gray, Emerson, and MacKay, 2005; Gray and Murray, 2011). Triandis (1995) confirmed that dissimilarity between collectivists and individualists exists within the cultures that are based on people differences. Monthienvichienchai, Bhibulbhanuwat, Kasemsuk, and Speece (2002) also proposed that individualism and collectivism can reveal some of the basic differences and similarities in communication behavior among cultures. However, communication apprehension exists everywhere, such as in universities, schools, meetings, group discussions, and any organization. (Piyachat, 2009). Hassall, Arquero, Joyce, and Gonzalez (2013) suggested that communication apprehension may have various consequences on an individual such as educational, emotional, and social consequences. Falcione, McCroskey, and Daly (1977, p. 364) proposed that communication apprehension is "a broad-based fear or anxiety

associated with either real or anticipated communication with another person or persons". McCroskey (2001) who developed the Personal Report of Communication Apprehension (PRCA) proposed four categories to measure people's communication apprehension, and these categories are "group discussion, talking in a meeting, interpersonal conversation, and public speaking".

In addition, Daly, McCroskey, Ayres, Hopf, and Ayres (2009), confirmed that people who have high levels of fear or anxiety regarding communication often avoid communication. According to Oommen (2014), high levels of communication fear may hinder the usefulness and the value of an individual's communication. When examining the influence of communication on "Leader-Member Exchange", Bakar, Dilbek, and McCroskey (2010) found that top-quality supervisor communication may cause group commitment by subordinates. In addition to culture, hierarchical positions within a corporation, whether or not they are exceedingly social control positions is thought to influence levels of communication apprehension

Literature on communication apprehension reveals that culture is one of the main factors that may affect communication apprehension (Coetzee, Schmulian, and Kotze, 2014; Croucher, 2013; Madlock, 2012; Kim, Aune, Hunter and Kim, 2001; Piyachat, 2009; Yook, 2015). Coetzee, Schmulian, and Kotze (2014), when exploring the influence of culture and the distinction between home language and the medium of instruction on the fear of communication of South African accounting students, suggested that the fear of communication differs among cultural groups, not carelessly defined by the appearance. Croucher (2013) studied the relationship of cultural variables, specifically religious identity, individualism, and collectivism with communicative traits in France. Communication apprehension (CA), self-perceived communication competence (SPCC), and willingness to communicate (WTC) were tested among self-identified Catholics and Muslims. The result of this study revealed that CA is negatively related to both SPCC and WTC, while SPCC and WTC are positively related. Furthermore, Muslims have higher levels of CA and Catholics have higher levels of SPCC. Additionally, higher levels of collectivism are related to higher levels of CA and lower levels of SPCC and WTC, and higher levels of individualism are related to lower levels of CA. Madlock (2012), studied the impact of cultural congruency between micro- and macro-cultures concerning power distance on Mexican employees' communication behaviors, job satisfaction, and organizational commitment. The results supported the value of cultural congruency between the macro-culture which is the societal culture and the micro-culture which is the organizational culture.

Further results, showed that power distance, avoidance messages, communication apprehension, and communication satisfaction were all positively related to the job satisfaction and organizational commitment of Mexican employees. Kim et al., (2001) examined the effects of culture and self-construal on predispositions toward verbal communication and applied this study to undergraduates studying in Korea, Hawaii, and mainland U.S. The results suggested that when culture-level individualism increases one's construal of self as independent, it leads to a higher degree of argumentativeness and a lower level of communication apprehension. However, when culture-level individualism decreases one's construal of self as interdependent, this leads to

a lower degree of argumentativeness and a higher level of communication apprehension. Piyachat (2009) proposed that communication apprehension appears to be nearer to individuals than anticipated, and it is clear that it will reveal an impact on an individual's life. Additionally, communicatively apprehensive workers will often choose not to communicate, and "that silence can exact a high psychological price on individuals, generating feelings of humiliation, pernicious anger, resentment, and the like that, if unexpressed, contaminate every interaction, shut down creativity, and undermine productivity" (Perlow and Williams, 2003, p. 52).

Consequently, communicatively apprehensive employees have low-status positions, participate less, and have low organizational stability (Winiecki and Ayres, 1999). Hye and McCroskey (2004) demonstrated that culture affects thought, feelings and actions. In a cross-cultural analysis of communication apprehension between French and American managerial and non-managerial employees, Yook (2015) found that the non-managerial employees have higher levels of apprehension than the managerial employees, while the variable of culture is not a significant source of difference. Hye and McCroskey (2004) verified that norms of communication behavior are different across cultures. The culture theory reveals that several people are closer to individualism than the collectivist culture; they are the people who have independent personalities and the ability to carry on the responsibility (Piyachat, 2009).

On the other hand, those who belong to the group or collectivist culture are more able to be effective in their communication than the "individualism" people (Piyachat, 2009). The collectivist culture encourages people to support and cover each other even if one of them has fewer qualifications than someone else in the same group (Gudykunst et al., 1996). Consequently, "collective" people prefer to work as a group to guarantee agreement from others for what he or she is doing in the workplace, at home, and elsewhere. For this reason, those who belong to the collectivist culture have higher communication apprehension than the people who belong to the individualism culture (Piyachat, 2009). Moreover, Monthienvichienchai et al. (2002), who performed their study on communication competence, cultural awareness, and the communication apprehension of UK teachers in a British curriculum international school in an Asian context (Bangkok, Thailand), found that the respondents have a high level of self-reported communication competence, high levels of cultural awareness, and low communication apprehension. Klopf (1997) proposed that people are different in their communication apprehension across cultures and even within the same culture or countries that have similar characteristics. For instance, Klopf (1997) found that the Japanese have higher communication apprehension than Koreans because Japanese culture supports the group and collectivist culture, whereas Korean culture promotes a more individualist environment. Based on the above review, the following relations are hypothesized as shown in the research model in figure 1:

H1. There is a significant relationship between Individualism and Collectivism Culture and Communication Apprehension

H2. There is a significant relationship between Individualism and Collectivism Culture and Communication Apprehension of "Group Discussion" among private universities' academic staff.
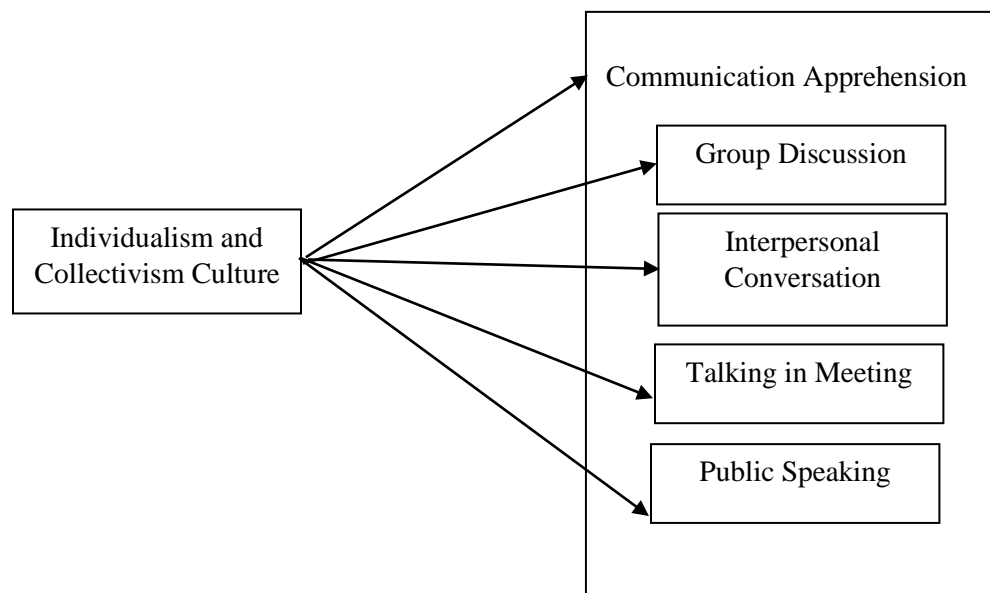
H3. There is a significant relationship between Individualism and Collectivism Culture and Communication Apprehension of "Talking in Meeting" among private universities' academic staff.

H4. There is a significant relationship between Individualism and Collectivism Culture and Communication Apprehension of 'Interpersonal Conversation among private universities' academic staff.

H5. There is a significant relationship between Individualism and Collectivism Culture and Communication Apprehension of "Public Speaking" among private universities' academic staff.

H6. There is an impact of Individualism and Collectivism Culture on all Communication apprehension dimensions (group discussion, talking in meetings, interpersonal conversation, and public speaking) among private universities' academic staff.

Figure 1. Research Model of the relationship between IND and COL Culture and Communication Apprehension

Methods

Participants

As the purpose of this study was to test the relationship between Individualism (IND) and Collectivism (COL) and Communication Apprehension (CA) in an academic setting, the participants of this study comprised all academic staff from managerial and non-managerial levels in private universities in Jordan. A total of 400 academic staff were invited to participate

in this study from the four largest private universities namely Applied Science University, Al-Zaitonah University, Al-Isra'a University, and AzZarqa Private University. One hundred questionnaires were used for each university and distributed by using a randomly chosen sample from the targeted academic members who are working at these four universities. A self-administered questionnaire was distributed containing measures for assessing IND and COL and CA as well as questions inquiring about demographic data. In total, 264 lecturers returned usable surveys (response rate = 66%). Among the 264 respondents, 35.2% were female and 64.8% were male. Lecturers with a master's degree comprised 26.1% and those with a Ph.D. degree, 73.9%. Lecturers holding managerial positions comprised 8%, while 92%. of the respondents held a non-managerial position. Lecturers with at least seven years of experience comprised the largest percentage of the research population (63%) while respondents who were graduated from Jordanian universities comprised 62.5%. There were 27.3% from regional Arabic universities while only 10.2% was graduated from foreign universities. In addition, the majority of the respondents were from Jordan (95.5%) and only 4.5% from Iraq, Egypt, and Palestine.

Procedures

Pilot Study
To ensure that the scales used in the formal study were statistically reliable, a pilot study of university academic staff in Jordanian private universities was conducted. Seventy questionnaires were distributed in the largest two private universities in Jordan which are Applied Science University and AzZarqa Private University by distributing thirty-five in each. The total number of questionnaires collected from the universities was forty (57% response rate). The questionnaire was designed in English and translated into Arabic. The Arabic version of the questionnaire was back-translated into English by a Jordanian doctoral student. The researchers compared the original English questionnaire and the back-translated questionnaire. After making some minor adjustments, the sense of the two questionnaires matched and met Brislin's (1970) rules for back-translation. The pilot study results show that the measurement of the study scales was statistically reliable and valid to be used in the formal study. Therefore, there was no difference and limitation between the formal and pilot study results.

Instrument
A self-administered quantitative questionnaire was employed in this study to measure the impact of the individualism and collectivist culture on the faculty academic staff's communication apprehension at the Jordanian private universities. The IND and COL is a six-item instrument that assesses the level of agreement with items using a 7-point Likert-type scale ranging from strongly disagree (1) to strongly agree (7). The IND and COL instrument was developed by Dorfman and Howell (1988). Prior research has shown scale reliability from the Robertson and Hoffman (1999) scale. Reliability estimates for the IND and COL scale were .87. Cronbach's alpha for the present study was .77.

According to the result of Hofstede's et al. (2010) study, Arab countries are classified as highly collectivistic culture societies. The results of this current study are in line with Hofstede's et al.

(2010). In the current study, the participants have a high score (M = 5.23, SD = 1.00) on collectivism.

Communication apprehension (CA) was measured by the Personal Report of the CA (PRCA) consisting of 24 items developed by McCroskey (2001). CA was presented using four categories (group discussions, meetings, interpersonal conversations, and public speaking). Each factor represents a six-item measure of an individual's perceived CA in the previous four contexts. Examples of communication items include "I am tense and nervous while participating in group discussions" and "I'm afraid to speak up in conversations."

According to McCroskey (1984) who suggests that individuals who score one standard deviation above and below the mean have relatively high or low CA and corresponding scores would be above 3.37 or below 2.09, respectively. All measures were anchored on a seven-point Likert scale from 1 (Strongly Disagree) to 7 (Strongly Agree). The Reliability estimates for these four contexts range from .7 to .9. The scale was recorded so that higher scores reflected higher levels of communication apprehension. This measure allows for the calculation of CA in each context as well as an overall CA score determined by summing or averaging responses across all four contexts (24-items). Based on that the present study result, the mean score for communication apprehension was (M = 4.58, SD = .95), which proposed that the participants in this study have a high level of communication apprehension. The alpha coefficient for overall CA (24-items) for the present study was .88. Prior research has revealed scale reliability of .94 (Madlock and Martin, 2009).

Analysis

To test the first five hypotheses of this research as mentioned in the earlier section for the hypotheses and research model, Pearson product-moment correlations were used to examine the relationship between research variables. Descriptive analysis was employed by using SPSS statistics. Means, standard deviations, inter-correlations, and scale reliabilities are presented in Table 1. Moreover, Regression analysis was used to test the sixth hypothesis as mentioned in the earlier section for the hypotheses and research model, and its result is shown in Table 2.

To assess the size and direction of the linear relationship between the individualism and collectivism culture and communication apprehensions' four dimensions were used (group discussion, talking in meetings, interpersonal conversation, and public speaking) and a bivariate Pearson's product-movement correlation coefficient (r) was calculated. The bivariate correlation between these variables was measured as displayed in Table 1. Results show that the correlation between IND and COL and each of communication apprehension was significant (r = .149, p < .001), group discussion was significant (r = .159, p < .001), and interpersonal conversation was significant (r = .148, p < .001). While, the correlation between IND and COL and the other two communication apprehension dimensions (talking in meetings, and public speaking) was non-significant as shown in Table1.

Table 1
Means, Standard Deviations, Cronbach's Alphas, and Correlations Among Variables (N = 264)

		Mean	SD	1	2	3	4	5	6
1	Individualism and Collectivism	5.23	1.00	0.771					
2	Communication Apprehension	4.58	0.95	.149[*]	0.881				
3	Group Discussion	4.46	1.18	.159[**]	.866[**]	0.70			
4	Talking in Meeting	4.60	0.98	.115	.898[**]	.741[**]	0.873		
5	Interpersonal Conversation	4.57	1.07	.148[*]	.905[**]	.781[**]	.769[**]	0.840	
6	Public Speaking	4.68	1.07	.101	.886[**]	.650[**]	.732[**]	.775[**]	0.894

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

To estimate the impact of individualism and collectivism on communication apprehension, a standard multiple regression analysis (MRA) was performed. Before interpreting the results of the MRA, several assumptions were evaluated. First, stem-and-leaf plots and boxplots indicated that each variable in the regression was normally distributed and free from univariate outliers. Second, an inspection of the normal probability plot of standardized residuals as well as the scatterplot of standardized residuals against standardized predicted values indicated that the assumptions of normality, linearity, and homoscedasticity of residuals were met. Third, relatively high tolerances for predictor variables in the regression model indicated that multi-collinearity would not interfere with our ability to interpret the outcome of the MRA (Allen, Bennett, and King, 2010).

Individualism and collectivism culture demonstrated a predicted 34% of communication apprehension (CA), and accounted for a significant 11% of the variability in CA, R Square = .115, adjusted R Square = .112, F (34,039) = 1.096, p = .000. Unstandardized (B) and standardized (B) regression coefficients, and square semi-partial (or part) correlations (sr square) for predictor variable on the regression model are shown in Table 2.

Table 2
The Prediction of Individualism and Collectivism Culture of Communication Apprehension

	Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model	B	Std. Error	Beta	T	Sig.	Zero-order	Partial	Part
(Constant)	5.525	.342		7.387	.000			
IND and COL	.374	.064	.339	5.834	.000	.339	.339	.339

a. Dependent Variable: Communication Apprehension.
b. Predictors: (Constant), Individualism and Collectivism
R = 0.339, R^2 = 0.115, adjusted R Square = 0.112
F (34,039) = 1.096, p = .000

Discussion

The result indicated that there was a significant relationship between the constructs measured by the two instruments, IND and COL, and communication apprehension "PRCA-24", used in this study. The individualism and collectivism culture scores were significantly correlated with the total communication apprehension PRCA-24 scores. This result supports the first hypothesis H1. This outcome showed consistency with the literature and researches conducted by Hye and McCroskey (2004); Kim (2002); Piyachat (2009); and Kim et al., (2001) who studied the effects of culture and self-construal on predispositions toward verbal communication and found that culture dimension of individualism and collectivism has a positive relationship with increases communication apprehension. However, when culture level individualism decreases, this leads to a higher level of communication apprehension and vice versa. The result of the current research indicates that the communication apprehension level of academic members in Jordanian private institutions has been affected positively by the level of their culture of individualism and collectivism. This is confirmed by Hofstede et al. (2010) who proposed that Arab countries belong to a collectivist culture. Therefore, the responses of the academic members who participated in this research confirmed that they belong to the collectivist culture and the findings showed that those who have high collectivism culture have high communication apprehension and specifically in group discussion and interpersonal conversation context. In addition, the finding revealed that there is a significant relationship between IND and COL and CA of the group discussion and interpersonal conversation which supports H2 and H4. Hence, the academic members when their culture level collectivism increases, leads to a higher level of communication apprehension of group discussion and interpersonal conversation. That refers to their traditional culture which proposes that older people in the group discussion have the priority to talk or the people who have a higher position in the institution should talk, while others should listen and agree in most discussion cases.

Indeed, these results are found to be related with the previous researchers' findings who conducted their research in the Asian context and found that there is a relationship between the cultural dimensions of individualism and collectivism with the communication apprehension, and confirmed that more cultural awareness leads to lower communication apprehension (Monthienvichienchai, et al., 2002). In addition, several studies (e.g. Kim et al., 2001; Piyachat, 2009) presented a consistent result in their research when examining the effects of culture and self-construal on predispositions toward verbal communication. The study was applied to undergraduates studying in Korea, Hawaii, and the mainland U.S. The result suggested that when culture-level individualism increases one's construal of self as independent, it leads to a lower level of communication apprehension. In addition, when culture-level individualism decreases one's construal of self as interdependent, it leads to a higher level of communication apprehension (Kim et al., 2001). However, the findings of this research revealed that there is no significant relationship between IND and COL culture and the other two dimensions of CA, i.e., talking in meetings, and public speaking. These results confirmed the rejection of H3, and H5.

This result is inconsistent with the previous studies in the literature (Piyachat, 2009; Kim et al., 2001; and Klopf, 1997) which found that culture affects all communication apprehension factors regarding the Japanese and Korean respondents. This inconsistency in the results, concerning the literature, was unexpected in the current research and may indicate that the society and the academic employees in Jordan may start to change somewhat in their collectivist culture. It has been noticed in the Arab countries in general and in the academic people context that their ability in talking loudly in meeting and publicly have increased and become noticeable in the society after the Arab spring in the region and this may explain these unexpected results and show some changes happened with the Arab countries people.

The hypothesized model advanced above predicted positive relationships between IND and COL, and CA, and this supports H6. This result indicates that when the collectivist culture of academic members at Jordanian universities increased, this predicts high communication apprehension among the academic members, and when the collectivism level decreased, this predicts low communication apprehension. This result is consistent with the previous studies conducted by Hye and McCroskey (2004); Kim (2002); Piyachat (2009); and Kim et al., (2001) who examined the effects of culture and self-construal on predispositions toward verbal communication and found that when culture-level collectivism increases, it leads to a higher level of communication apprehension. However, when culture-level collectivism decreases, this leads to a lower level of communication apprehension (Croucher, 2013).

Managerial Implications

This study finding offers some understandings and direction to managers who seek to develop the efficiency of their employees by understanding the fact that they may differ from their social culture. Additionally, the finding suggests that the cultural dimensions of individualism and collectivism have a relationship with the communication apprehension dimension of group discussion and interpersonal conversation. Whereas, the academic members' culture of individualism and collectivism has no relationship with communication apprehension dimensions of talking in a meeting and public speaking.

Practically, the academic institution leaders may understand the fact that the academic members' culture starts to be changed where they are more likely to participate in meeting and share others their ideas and knowledge with. Moreover, the managers have to be aware of the academic member's behavior toward their ability to speak loudly and publicly about their job issues and needs.

This fact may allow the academic institutions' management to obtain more understanding of their academic members' culture and its changes in the academic environment and may help them to find the best management practice that they may propose to know how to deal with these changes to develop the work efficiency.

Limitation and Future Research

This research has several limitations. First, the finding is extracted from the private academic environment so it may not be applied to other sectors. Future researchers may investigate different environments, such as the academic public sector. Second, the research has focused on only one direction of the relationship between the culture of IND and COL and Communication apprehension. Future researches need to find out the relationship between other cultural dimensions such as "uncertainty avoidance, power distance, femininity and masculinity, and the long term orientation" on a person's level of communication apprehension.

Moreover, additional studies could develop the previous researches in the literature by focusing on employees' job satisfaction levels with individuals of differing levels of communication apprehension in the Arab context. An extension of that research could examine employees' commitment concerning the communication apprehension level. Third, because of the convenience sample, the population of this study was not optimally diverse. A larger, more diverse sample in terms of age, ethnicity, gender, and education may help future research to have more strong results. The sample used was accepted to be adequate for this study; however, a larger and more diverse pool for the sample would improve the generalization of the implied findings.

Conclusion

The present research concludes that communication apprehension is affected by individualism and collectivist culture. The Result examined six research hypotheses. The study result supports hypotheses 1, 2, 4, and 6, while it rejects hypotheses 3, and 5. It indicates that the academic members who work in private universities and who belong to the individualism culture have less communication apprehension and can participate in interpersonal conversation and group discussion. Alternatively, the academic members who belong to the collectivist culture have higher communication apprehension and dislike to participate in public speaking and talking in meetings.

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