



PILOTING JOB ROTATION PROGRAMME FOR EMPLOYMENT DEVELOPMENT IN AGRICULTURE

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HUMAN RELATIONS AND EFFECTIVE COMMUNICATION

-LECTURE NOTES-

HUMAN RELATIONS AND EFFECTIVE COMMUNICATION

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AIM

- To create awareness of interpersonal relationships with individuals and to improve building skills of healthy communication and relationship with the environment.

TARGET

- To create awareness establishing healthy communication within the immediate surroundings and families of individuals as social assets and solving communication conflicts.
- To improve healthy communication skills in the daily lives of individuals in relation to the environment.

ACQUISITION

- Competency in interpersonal relationships and relevant basic concepts.
- Comprehending importance and requirement of establishing a healthy communication.
- Ability to distinguish and notice the difference between basic communication skills and concepts.
- Considering the communication established with other people in daily life and understanding.
- Understanding the empathy concept and its content.
- Realizing communication conflicts experienced in daily life.
- Thinking about alternative solutions for communications conflicts experienced during the daily life.
- Realizing the importance of positive communication established among people.
- Discussing roles of the mass communication means among people.
- Realizing the connection among right to acquire accurate information, freedom to exposing an opinion, and freedom of mass communication.

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1. INTRODUCTION

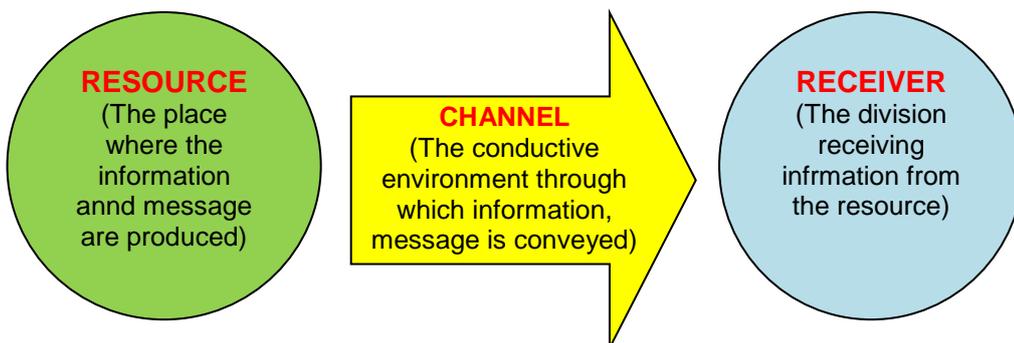
One of the most important problems of the human in the contemporary era is communication. When we go to streets and asked people around *"what was their problems"* which bother them most; it is revealed that they mostly refer complaints as an answer such as loneliness, emptiness, not to be understood, and depression etc. It is probably certain that there are reasons such as inability to establish healthy communication and lack of satisfactory healthy relationships.

It is beneficent thing to provide treatment to a sick person and to enable him like a normal person, to continue social relationships appropriately, to perform production at the workplace; but, they are required to be founded on more persistent, more real thing instead of transitory superficial elements of life.

It is a deliberate fact that we need healthy communication to be healthy, effective, productive and to live more happily in family, on the street, at the workplace, and at the school.

2. DEFINITION OF COMMUNICATION AND BASIC CONCEPTS

This is a reciprocal exchange of emotion and opinion between two distinct systems. Communication is a tool for persons to convey their feelings and demands. In the communication process, one of these two systems is the information resource while the other is in the receiver position (Dökmen, 2004). Application of this tool in an effective and productive way depends on gaining communication skills appropriately. In terms of guidance services in education, the communication between teachers and student gains prominence.



In sum, communication is exchange and transfer of information between the resource and receiver.

In a communication process, there are sometimes mediators, persons who carries messages one from another, between the resource and receiver. In this case, the message is modified slightly according to the humans' self life perception. Thus, as the number of mediators increase, the message changes in great deal, distorted and finally it reaches to the receiver. The receiver acquires the ultimate form of the message and presents mislead reactions. According to the specialists, no matter how a person is well-intended and honest, they never take the message from the resource as it is. Then, they interpret this based on their perceptions shaped according to their experiences and world view. Mevlana says *"Your words are only effective as much as your listener understands"*. Therefore, while a message is going from the resource to the receiver, as the number of mediator person increases the distortion level of the message. Nevertheless, when the message is conveyed to the receiver by the mediator person, it could have modified by 40-50% or 70-80%. Even there is word in our culture that *"I told a lie in the downtown, when I reached my neighborhood I believed in that myself"*, which explains this situation explicitly. However, majority of people in our daily life may present furious, violent or sometimes hateful reactions by believing the way the message come from the final mediator. This situation causes fights, murders, deaths, divorce, collapsing of families, blood feuds, and even wars among countries. Therefore, in all Abrahamic religions, action of mediating a message were cursed and recognized as a great sin. This was even depicted in Islam as if it resembles eating flesh of your dead brother. Accordingly, the purpose of the individuals who receive

the message from a mediator must not perceive it as accurate, and they need to investigate its truthfulness and to ask questions from the very first source.

HOW TO DISTORT A MESSAGE

- *From General Manager To Vice General Manager*

There will be a solar eclipse tomorrow at 9 am. Since this is a rather rare event, all employees need to gather in the garden. I will provide them information about solar eclipse. If there should be rain, they can go to the cafeteria since the eclipse cannot be observed.

- *From Vice General Manager To Operation Manager*

This is the call from the General Manager. There will be solar eclipse in the garden tomorrow at 9 am. In case it is rainy tomorrow, the event will be observed from the cafeteria. Employees will go to the cafeteria from the garden.

- *From Operation Manager To Department Supervisors*

Tomorrow at 9 am, the general manager will make solar eclipse in the garden. If the weather would not let us do something, the solar eclipse will be taken into the cafeteria.

- *From Department Supervisors To Foremen*

Tomorrow at 9 am, the general manager will hold the sun in the garden. If the cafeteria is rainy, everyone will go out to the garden.

- *From Foremen To Workers*

If it would be rainy in the garden tomorrow at 9 am, the sun will hold the general manager. If the manager gets wet, everyone will go to the cafeteria.

3. TYPES OF COMMUNICATION

3.1. Verbal Communication

This is a communication type in which words are utilized. Tools of the verbal communication are meaning of the words spoken, voice tone, and pronunciation. Though, some animals are able to learn some certain words, verbal communication is a communication type more for human beings.

3.2. Non-verbal Communication (Body language)

This is type of communication in which communication elements such as body language, picture, and music are used besides words and voice. This is a communication type performed by gestures, mimics and eye contact.

The important thing in the communication is not what is said, rather, how it is said because 7% of human consider what is said; and 93% of them consider how it is said.

3.3. Intra-Personal Communication

This is communication type performed as an internal speaking process. While it is very important to listen to other persons in inter-personal communication, sometimes individuals need to listen themselves thoroughly as well. Individuals rationalize themselves, think and try to understand why and how things happen.

3.4. Inter-Personal Communication

This is the situation in which the message is transmitted and received between two persons reciprocally; and can be considered as a communication type based on a process in which a message or a piece of information originates from the resource, reaches to the receiver and it comes back as a feedback.

As a requirement of societal life, we may make concessions to others especially in our bilateral relationships, and make sacrifices. Especially, if it is matter of issue to protect harmony in our family

and our society, we need to be aware of what we do and why; then, we should not be worry about our choices.

Communication is an important tool in inter-personal relationships. The most important tool for living together, communication is integration of tools that we use in our daily life, family, travel, shopping, school and in many places to understand each other.

If our choices give us hump, this may result in depression and resentments. Emotional tensions may cause tempers, mental instability, depression, substance abuse, accidents, tendency to destruction, and physical sicknesses and even serious diseases.

Our some actions which are contrary to our divine purposes, that is, actions we commit even if we know that they are not true, may put us in a contradiction; cause us feel guilty; prevent us to establish open communication with others and to grow up in a mental way.

There are some behaviors and attitude patterns in daily life which affect communication process in a either positive or negative.

ATTITUDES AND BEHAVIORS AFFECTING COMMUNICATION POSITIVELY	ATTITUDES AND BEHAVIORS AFFECTING COMMUNICATION NEGATIVELY
<ul style="list-style-type: none"> • Being a good listener • Caring about using "body language" during speaking. • Using a language enhancing self respect. • Avoiding accusative critical. • Being patient. • Using empathy. • Asking open-end questions. 	<ul style="list-style-type: none"> • Talking too much, listening too little. • Having a habit of using "language of you". • Using a language damaging self-respect. • Using a peremptory language. • Using accusative expressions. • Trying to give advice. • Asking closed-end questions.

4. THE SIGNIFICANCE OF USING LANGUAGES OF “YOU” AND “ME”

The communication type without using pronoun of “you” represents the communication established with “me”. That is, the language of “me” is the contrast of the language of “you”. Using the language of “you” in the communication process is an accusive way and it cause the counterpart to feel guilty and to react in temper. Eventually this may lead conflict in communication. On the other hand, while the body language is being used, emotions apply. While the language of “you” is accusive and it weakens the self respect, the language of “me” enhances self respect and lead individuals to recognize their mistakes (Kaya, 2010). Body language enables persons to open themselves to each other by expressing their feelings. Consequently, this reduces the possibility of conflict in communication.

SAMPLES OF COMMUNICATION USING “YOU” LANGUAGE	SAMPLES OF COMMUNICATION USING “ME” LANGUAGE
<ul style="list-style-type: none"> ▪ You did not tidy your room ▪ You did not make your homework again ▪ Do it as I told you 	<ul style="list-style-type: none"> ▪ I would be glad if you had tidied your room ▪ I would be glad you had finished your homework ▪ I would be glad if you do as I instructed

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Why don't you study? ▪ Don't yell at your aunt, be polite | <ul style="list-style-type: none"> ▪ I do not see you studying lately ▪ I feel sorry because you yell at your aunt |
|--|--|

Majority of characteristics of persons around us are positive and we admire these qualities. However, we may criticize those persons crucially just because they have some characteristic which we do not approve. This situation is recognized in education as a holistic ego perception in educational sciences. It is not true to direct a person to a holistic personality while punishing or rewarding a person; instead, it is important to give reward or punishment just concerning relevant behavior. Thus, only focusing adverse behaviors of the people around us and condemning them totally may result in conflicting situation in terms of communication. Expressing adverse behaviors in an appropriate way, as it was represented in samples below, that is, it would be more healthy in terms of communication to express them through body language.

Using Language Developing Self-Respect

Self respect is the level of having peace of mind of a person and level of being satisfied about you. Persons with low self respect are not satisfied with themselves; they are not happy with themselves and they do not have a piece of mind. They do not approve of their behaviors. The language enhancing self respect is the communication established without humiliation, breaking someone's pride, and with the expressions enhancing self-respect and confidence. Moreover, using a language humiliating a person's ego and hurting personality cause a conflict. It is also important to utilize from encouraging, incentive and self-confidence developing language for country-side people who are more introvert in general.

Individuals with low self respects exhibits more shy, timid and introvert behaviors.

For example, instead of telling farmer "you are passive", it seems "hard for you to take an action for solution of your problems...."

For example, you may say "what you did was very good, you can achieve better, and your strength is enough for more."

Using Skill For Empathic Communication – Effective Listening

Empathy is a process of understanding someone and conveying what did you understand to him/her by placing yourself into someone else's shoes, by looking at incidents through his/her point of view to understand. The exact Turkish meaning of "empathy" is to put you into others (Dökmen, 2000). Empathy should not be confused with sympathy. Sympathy is trying to feel same thing. Rather than trying to understand the others, it is living the same feelings and opinions. In sympathy, there is justification and approval; and there is "understanding" in empathy. Empathy is a communication skill which includes effective listening and conveying. Empathy facilitates understanding other persons' opinions and feelings by entering their inner world. In one sense, from the Indian perspective, "wearing other's shoes" (being in the same posture). A person using empathy indulges in the other person and it looks like hunting a pearl from deep sea. In empathy, while you place yourself into someone else's shoes, there are three types of roles. These are (Dökmen, 2000):

- 1) Physical ROLE playing,
- 2) Mental ROLE playing,
- 3) Emotional ROLE playing

- | |
|---|
| <ul style="list-style-type: none"> • The most basic indicator of establishment of an empathic relationship is understanding their feeling. • In emphatic communication, body language is used and emotions are expressed. • The most significant difference of empathy from sympathy is to convey emotions and opinions to others again. |
|---|

- Empathy is not justification, it is just understanding and it is expressing what did you understand through an appropriate language.

EXAMPLES:

For a farmer feeling uncomfortable in front of an agent because he did not understand the conveyed message; you can say that

"You may not understand what was told thoroughly, and you may hesitate to ask it again"

In other case;

"You may have felt embarrassed because I did not give you word in the meeting at the cafeteria."(Emotion)

Using Closed-Open End Questions

In general, there are two basic question types in human relations as closed- and open-end.

a) Closed End Question: In this type of questions, the answers consist of one word: either yes or no. That is, it does not let answerer to make a comment or an explanation. The answer of the question is simple and sharp. It bothers the counter part and causes conflict (Kaya, 2010).

- *"Have you read the brochure distributed earlier to you?"(yes-no)*
- *"Do you use excessive chemicals in production?" (yes-no)*
- *"Who has the weakest social relationship in the village? (Ali, Şaban, Abuzer....etc.)*
- *"Are you satisfied with the outcomes of the meeting?" (yes-no)*

b) Open End Question: These types of questions require interpretation and explanation on the contrary to the closed-end questions. The answer does not specify a certain judgment; a person can give an answer according to his/her opinion. It presents options and choices to the counterpart. The most importantly, it facilitates expressing and explaining oneself. The better express oneself in communication, the more he/she relax and less conflict chance.

- What types of questions would you prefer to be handled in the meeting organized in the cafeteria?
- What do you think about the question handled after the meeting?
- How do you feel about the construction of the building for adult education?

NOT: Regarding the inter-personal relationships, since the closed-end questions in teacher and learner relationships cause stress on the counterpart by putting them in a dichotomy due to accusative and critical structure, they affect the relationships adversely. Therefore, open-end questions, which do not cause stress on the counterpart and do not put them into dichotomy.

5. ATTITUDES AND BEHAVIORS IN HEALTHY RELATIONSHIPS

Showing *transparent, constructive, receptive and sincere behavior* in communication facilitates relax and open environment. In this sense, following points in communication are required to be paid attention:

- ✓ Developing self-confidence,
- ✓ Trying to make people enjoy the learning process,
- ✓ Spending effort to create appropriate education environment,

- ✓ Following target group characteristics,
- ✓ Encouraging and giving incentive to the target group,
- ✓ Protecting pride of the target group, showing respect,
- ✓ Using effective, empathic listening skills,
- ✓ Letting them to express themselves,
- ✓ Giving incentive for developing themselves,
- ✓ Supporting them to develop identity and personalities,
- ✓ Establishing positive constructive relationships,
- ✓ Respecting individual differences of individuals.

SEVERAL NEGATIVE EDUCATOR BEHAVIORS	CONSEQUENCES ON TARGET GROUP
<ul style="list-style-type: none"> • Oppressive behaviors to establish control and manage (giving orders, criticizing, accusing, humiliating, scaring). Preventing them to make their own choices. 	<ul style="list-style-type: none"> ▪ Self respect and self confidence is damaged. ▪ Increases hostility and hatred. ▪ Breaks the courage, decrease entrepreneurship. ▪ Increases introvert behaviors and feeling of guilt. ▪ Weakens social relationships. ▪ Exhibits assailant and discordant behaviors.
<ul style="list-style-type: none"> • Giving advice and speeches continuously; pitying in every occasion, and protecting. Assisting in all sorts of works, not to let them do their work alone. 	<ul style="list-style-type: none"> ▪ Increases dependency. ▪ Self-confidence and respect decrease. Entrepreneurship, ability to do business alone decrease.
<ul style="list-style-type: none"> • Perfectionism. Expecting extraordinary talent and success. Expecting to be impeccable. 	<ul style="list-style-type: none"> ▪ Can be perfectionist. Get above oneself. ▪ Can feel hopeless or desperate. ▪ Can feel pressure.

5.1. Some Points At Communication

- a) Giving order, steering: These messages emphasize that person's emotions are not important. A person feels pressure to perform another person's will.
- b) Warning, threatening: These messages are similar to giving order and steering; however, they include words which will be the answer of the relevant person. It makes the person feels that his/her wills are not respected. This results in hostility and anger in that person.
- c) Moralizing: In this type of relationship, the power of authority and obligations are used against the person. It conveys "*you should do, make*" messages; and pushes the person to stand out against (Kaya, 2010).
- d) Giving advises and suggesting solutions: It indicates that it is believed that the person does not have talent to solve his/her issues alone.
- e) Teaching, giving speech, suggesting logical thoughts: This situation conveys a message that the person is not logical and ignorant.
- f) Being judgmental, critical, accusative, disagreement: These messages create more adverse effect on a person compared to the others. These evaluations damage self respect feeling of a person. Negative comments cause that the person feel invaluable and insufficient.

- g) Praising, agreeing, and making positive comments: in general it is not thought that this situation does not harm that person. Making comments which is not appropriate to the self-image of a person cause anger.
- h) Teasing and calling someone with humiliating names: These cause negative effect on self respect.
- i) Making comments, analyze, diagnose: This situation causes that the person stops talking and express his/her feelings.
- j) Giving self confidence, supporting, consoling, sharing feelings: This arises when feelings of individuals are not understood completely by the counterpart. In such a situation, it is usually pretended that as if there is no any problem and giving condolence is preferred. Giving such a messages that "*Do not worry, everything will be okay tomorrow, you will feel better*" cause persons to feel that they are not important for others (Ergin and Birol, 2000).
- k) Asking question, testing, querying: When a person feel that he/she is being questioned, this situation cause lack of confidence and suspicion.
- l) Not to keep your words, teasing, stalling, joking, disorienting the subject: Because of these messages, the person thinks that he is not cared, not respected and may be alienated and not paid attention. Reacting with a joke or humor when problems are expressed seriously may hurt those persons; and cause that they feel alienated and jabbed (Ergin and Birol, 2000).

5.2. Anger Management in Communication

The creator gave all feelings since we need them. Every single feeling of human beings has a function in our lifetime. However, the important thing is to use these feelings right on time and on place in a well-balanced manner, which constitutes essence of the art of life. Anger is one of our feelings as well. Having anger feeling inside is not a bad thing. The important thing is to learn how to use this feeling timely and appropriately; and to control it. Oppressing the anger feeling continuously is not a healthy attitude because it agglomerates like a river before the dam and in case it brakes, it may cause more damage.

In the moment of anger, persons do not listen to each other, the brain does not percept the message; speeches are only oriented on defeating argument of the counterpart. One anger moment triggers another one; and at that time feelings of mercy and compassion decrease to their lowest level. Therefore, majority of the people regret just after the moment of anger about what they said and done. Numbers of emotional feelings such as anger took place in the limbic system in the brain. At this point, the place where the emotional behaviors are generated is *amygdala*. When amygdala starts functioning, hormones such as adrenalin, cortizole and noradrenalin reach their peak, almost 2-3 folds of normal level. Sweating and blood circulation increase in our body; *pupils expand and redden, while heart beat and stomach acid level increase*. In this case, reasoning capability of the brain *drops to the lowest level*. In this case, an individual reacts uncontrolled without using mental abilities; and makes significant mistakes; and may lost total control. It is significant ability to control anger for couple of minutes.

Great fires start with a small sparkle; a small sparkle can be extinguished with a cup of coffee.

Advices for Anger Management:

- a) Remaining silent, postponing until getting calm letting them go until calm down when you would reconsider.
- b) Leaving the place when you get angry immediately, changing your physical place.

- c) Changing body posture when you were in anger (for instance, if you were standing, sit down, if you were sitting, stand up).
- d) Touching either water or soil.
- e) Caring for what are you eating (What ever we eat, we receive its characteristics. Eliminating animal foods).
- f) Praying. In a study conducted in the U.S., it was revealed that prayer changes the functioning of the brain, and it is like reprogramming the brain.

5.3. Communication Conflicts and Conflict Resolution Methods

It is not realistic to expect reconciliation in an environment consisted of human elements. Therefore, it is inevitable that there are problems in an inter-personal relationship. Interests of individuals may not align with each other, which constitute the possible conflict case. Interpersonal problems can be resolved by three basic ways (Kaya, 2010).

Negotiation Method: This is an effort of parties in disagreement to resolve their problems without having assistance from other parties, by working, considering and understanding each other face to face.

Mediating Method: This is a process of reconciliation of problems of parties in dispute by applying an arbitration party instead of handling it by them.

Decision Making in Consensus: This is participative problem solving method based on plurality for parties in dispute upon participation of all parties or their represents.

In conflict resolution process, individuals usually exhibit reaction in STERN, SOFT or PRINCIPLED forms.

<p>1. <i>Stern Reaction;</i> (Threatening, pushing, yelling, violence, hit, anger crisis) in case this situation, one of the parties or both sides lose. They cannot be winner.</p>	<p><i>Lose-Lose</i> <i>Win –Win</i> (The party exhibiting Stern reaction wins)</p>
<p>2. <i>Soft reaction;</i> (Retreating, ignoring, giving up, denying) in case of this situation, one of the parties loses, the other wins or both parties might lose.</p>	<p><i>Lose-Lose</i> <i>Lose -Win</i> (The party exhibiting Soft reaction loses)</p>
<p>3. Acting with principles; parties try to find a fair solution for the problem in terms of interests of both parties based on principles because unfair solutions which are not embraced by both parties cannot be long-term solution. Both parties win as a result of principled attitude. (Listening to each other, understanding, empathy, respect, being fair)</p>	<p><i>Win-Win</i></p>

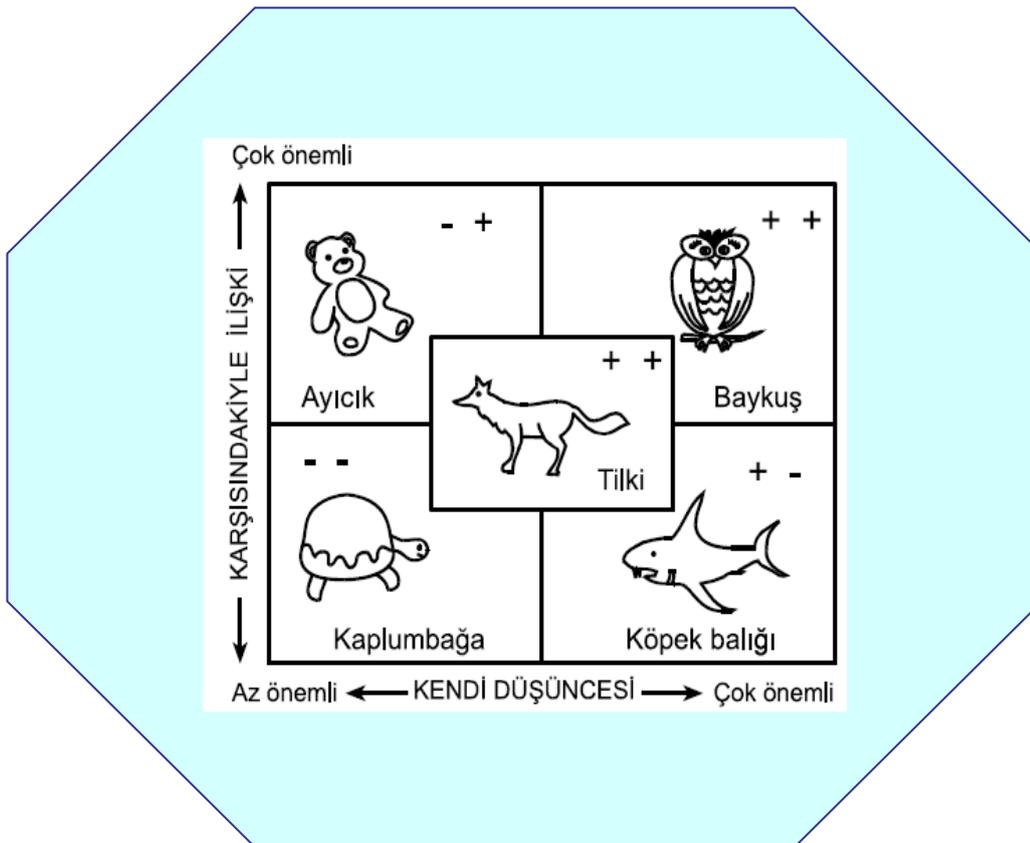
Johnson and Johnson (1991) mentioned five different strategies regarding solution of inter-personal conflict, which were represented by animals (Teddy bear, Owl, Fox, Turtle, and Shark). Selecting one of these five strategies depends on the two basic factors which put *significance of the purpose and significance of the relationship* prominence.

1) Teddy Bear Strategy (- +) Humble Attitude:

"I can sacrifice everything for your sake."

I am giving up on my purposes and I am letting you to do what you want; just continue to love me; and keep our relationship alive (willing slavery of the women in Anatolia; they even accept violent actions of their husbands).

For these sorts of individuals, relationships are more important than purpose and their desires because they need to be recognized and approved by others. Since they think that arguments and conflicts damage relationships, they avoid conflict and problems in relationships. Therefore, they give up their personal expectations for the sake of continuance of the relationship. In this strategy, there is search for reconciliation by pleasing the counterpart by giving up your own desires and needs. Teddy bear manages shark; the marriage continues but turtle can abandon immediately.



NOT: + and - signs represent the significance of the relationship; the first one represent him/herself the second one the relationship between the two parties.

2) Turtle Strategy (- -) Retreating

"Nothing is important to struggle for it."

It is not worth to deal with conflicts and arguments, the best thing is to retreat and keep distance to finish the relationship. Everyone goes on their own ways. This is a shy person with low self respect and self confidence. In the turtle strategy, since individual does not like arguments, they prefer to retreat and stay away from the conflict argument. Their desperation feelings are dense; and therefore, they believe in that it is a pipe dream to resolve a conflict. Therefore, they believe in that it is best to escape from conflictive relationships physically and psychologically; and they prefer to stay in their own shells. It is best for them to terminate the relationship.

3) Shark Strategy (+ -) Pushing

This is a mafia, manager and boss type of relation. "If there is a winner and loser in a relationship, I'll certainly be the winner. The important thing is my desires". The stronger is the right one.

The vice versa to the humble attitude in the Teddy bear strategy, individuals of the shark strategy pay more attention to their own preferences and purposes compared to the relationships. They push the persons to accept their terms and conditions and they try to apply force on them. Irrelevant to whatever it costs, they want to reach their goals. Other person's opinions and wishes are not important. These sorts of people apply the logic of Aristotle. Therefore, they believe in that there are both winner and loser in an argument; and they fight for to be a winner always. Winning is perceived a self esteem, success; losing is perceived as weakness and insufficiency. Threatening, applying force, and putting pressure are the behaviors that they use frequently. The most important thing is me and my desires. To satisfy my desires, to be winner, the relationship can be sacrificed. What is applied by the winner is the understanding that I win, you lose.

4) Fox Strategy (+ +) Reconciliation (bargaining; one for you and one for me)

Foxes assign equally importance to their goals and relationships. Individuals following the fox strategy search for reconciliation; while they are giving up some of their goals, they persuade the counterpart to give up some of their goals as well. "*One step from me, and one step from you; let's meet in the middle.*" This is an approach which allows both sides to win by sacrificing reciprocally. This is a reconciliation method in which both parties sacrifice from their goals and both sides win. This is a strategy in which some relationship and some goals are sacrificed.

5) Owl Strategy (+ +) Confrontation

Owls pay great deal of importance to both their goals and their relationships. Interpersonal conflict is a problem for them, which should be handled wisely and intelligently. This is a reconciliatory conflict resolution strategy in which relationships are important, respected and reciprocal desires and needs are satisfied wisely. There is eruditely confrontation between the truths of relationship.

"The truth is the knowledge itself, not the thing believed by the majority."

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