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## A RESEARCH TOWARDS RELATIONS BETWEEN COMMUNICATION SKILLS AND NEGOTIATION BEHAVIOR IN THE PROCESS OF CONFLICT RESOLUTION IN ORGANIZATIONS

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### Abstract

*Today, making effective negotiation in the resolution process of conflicts and disputes has an effect on improving the quality of work life. In particular, managers who feel the unbearable weight on the rivalries with the management of scarce resources, began to expect not only from management positions, and also from all organizations to have effective negotiation skills for employees. However, it causes differentiation of the negotiation skills because of the negotiation process is a complex and requires an interdisciplinary approach, , thereby it causes to expect discrepant behavior different from each effective negotiators (Erkuş ve Tabak, 2008: 398). Communication skills includes individuals that searching, investigating, integrating potential perspectives and describing due to confronted incident. One gained this skill would be capable of giving meaning in many ways instead of just one aspect in the face of a warning against him, criticism or complaint (Özer, 2006). The aim of this study is to examine the relationship between communication skills and negotiation skills. Quantitative research method was favored and the data in the study were obtained through a questionnaire. "Personal Negotiation Ability Questionnaire " that is used in research and inspired from the chapters of the book named "Negotiation" which was incident to Lewicki (2003) consisted of 33 questions. The survey questions aims to measure the ability of negotiators in ways that covers nature of the negotiations, the negotiation process, individual differences in negotiation, the social environment and the interaction of negotiations, negotiation strategy, tactics and management of difficult to negotiations subjects of the book. The reliability and validity analyze of communication skills assessment scale (CSAS) was carried out by Ersanli and Balci in 1998. It consists of 45 Likert-type questions. The inventory measures communication skills in terms of mental, emotional and behavioral. Data were analyzed by means of statistical programs at the study which has been implicated in academic staff who has officiated in Dumlupınar University Faculty of Economics and Administrative Sciences (FEAS).*

Keywords: Negotiation skills, communication skills

## 1. INTRODUCTION

In today's business world, it is extremely important that organizations employees to be able to work as a team in harmony in order to achieve the objectives of the organization. Administrators with the efforts to achieve organizational effectiveness, are facing a lot of challenges in ensuring this compliance in management process. Large part of these difficulties stem from differences between understanding, value judgment, objective incident to various staff who work in the organizations and it has become probable that emerging polarisations and conflicts as a consequence of these differences. In this context, reference should be made to the negotiation process for the development of an effective organizational behaviors that may help to resolve disputes in an effective way in order to achieve organizational goals. Negotiation is a process that many people universally perform it at different points in their lives in every day, which is to demonstrate the differences between people and trying to get what they want accordingly. The negotiations from the viewpoint of managers was encountered as a fundamental method to be used when trying to solve organizational problems (Demirpolat, 2008:3). Negotiations consisting of activities including a significant portion of the management process is an activity that was composed of attitudes which requires strategy, tactics, style and skill. The adoption of negotiations concept not only by administrators and also by all employees will enable the reduction of conflict and disagreement that emerge at organizational level. In business life, individuals should also have some information, skills and abilities in order to adopt and apply the negotiating behavior. We have faced with "communication skills" that stands out as one of the skills that is important almost for all professions. Negotiations have been conceptualized as a form of communication in the most general sense. Therefore the success of the negotiations is significantly considered to be based on communication skills of the parties. In this study, we aimed to investigate the relationship between communication skills and negotiant behavior which can be used in resolution process of the conflicts that occur in academic organizations.

## 2. CONCEPTUAL FRAMEWORK

Negotiation is defined as a process of interaction between people who are trying to resolve mutual disputes through discussion and persuasion in order to reach a mutually acceptable conclusion in situations that require to reach a decision together although these two or more sides have different goals at the beginning (Fowler, 1996:5). The negotiation concept derived from the word "negotiari" that meant "trade and do business" in latin; has the meanings for interviewing, exchanging of views and reaching an agreement on an issue as a result of negotiations. Negotiation is a knowledge and exertion domain that focus on providing to think in accordance with their claims of sides and persons who have been desired to attain something (Cohen,1997: 4).

Purpose of negotiations is providing a satisfactory solution for both sides thereby eliminating disagreements and conflicts. We can also define comprehensive and civilised process including bargain and debate that emerge from resolving process as a negotiation process. Negotiation is a dynamic process. It consists of several stages including assessment and change from beginning to end. At this stage the parties make, receive and request various concessions, develop and implement strategies and tactics. Negotiation is a process that not only consist of offers and

counteroffers. Negotiations at the same time is a process that parties transfer information to each other mutually, evaluate the information and decide based on these. But it is a complicated process. Well known stages of the negotiation and well- evaluated negotiation process are necessary to be successful in this complex process (Gerçel, 1997:4). The key issue of making a successful negotiation that put forward cooperation is underlying providing of obtaining true interests of opposite side whether learning them before and achieving our self-interests as well (Cohen, 2003: 156). Both sides in the negotiations must be willing to make changes in their status and situations to resolve the dispute (Karip, 2003: 177). Emotional stresses and uncontrollable behaviors can occur on occasion in process of learning and obtaining the interests. Here it is the most important ones from the necessary skills to manage these stresses are communication and listening skills.

The root of "communication" word had derived from "commun" that is to say it has meant that commonality and collective. There are a few conditions necessary for the realization of communication. The first is the existence of at least two units. This one of the units is the source that produces information, specifies the content of information and transmits it while another is the second party as an objective that get information and make sense of it (Kaşıkçı, 2003: 21). Communication is the process of submission and receipt verbal or non-verbal messages between at least two people. In this process, each party tries to impress the opposite side. Everything done to impress one another consciously or un consciously has been described as communication (Katz ve Lawyer, 1994; Karip, 2003 : 99).

Some of the respective problems that people encountered in the daily life result from failing to tell their feelings or transmit interests and requests to individuals who are important to them (Lieberman ve ark, 1978; Voltan, 2003). The importance of communication skills in dealing with such problems is great. Nelson-Jones (2002) say that communication skills contain verbal, auditory, physical, tactile, and movement including messages and various mixtures of these messages. In brief, communication skills can be defined as sensitivity to verbal or non-verbal messages, effective listening and responding effectively (Korkut, 2005). While communication skills is meeting a person's rights, needs, the satisfaction or obligations in another definition; it is free and open communicating with others that could be on the basis of without harming rights, the needs and satisfaction of other similar people (Hargie, 2011; 24).

It has made some studies to evaluate and measure individuals' communication skills effects on other individuals and the level of communication skills individuals have. In these studies, factors such as educational level (Eryüksel, 1996), (Vatansever, 2002), (Pehlivan, 2005), (İlaslan, 2001), loneliness (Korkut, 2004), socio-economic status (Günay, 2003), (Saygıdeğer, 2004) and self-esteem (Saygıdeğer, 2004) are seen as having an impact on the communication skills, on the other hand the gender factor has been shown to affect communication skills in some part of studies (Alkaya, 2004), (Bozkurt vd., 2003) and not affect in other part of studies (Bulut, 2004). In addition, according to studies made, it can be said that attitudes and behaviors of the person in communication could affect the communication skills of people in opposite (Alkaya, 2004).

### **3. RESEARCH METHODOLOGY**

Research was carried out as a survey study that performed on samples randomly selected from among academics officiate in Dumlupınar University Faculty of Economics. "Personal

Negotiation Ability Scale" that is used in research and inspired from the chapters of the book named "Negotiation" which was incident to Lewicki et al.4 (2003) consisted of 33 questions. The survey questions aims to measure the ability of negotiators in ways that covers nature of the negotiations, the negotiation process, individual differences in negotiation, the social environment and the interaction of negotiations, negotiation strategy, tactics and management of difficult to negotiations subjects of the book. Each statement in the questionnaire was evaluated using a 5-ary Likert scale in the form of "Strongly Disagree", "Disagree", "Neutral" "agree" and "Completely agree". According to the results of reliability analysis that carried out by including all questions Cronbach's alpha value was determined to be 0.803. The reliability and validity analyze of "Communication Skills Assessment Scale" was carried out by Ersanli and Balci in 1998. It consists of 45 Likert-type questions. The inventory measures communication skills in terms of mental, emotional and behavioral. The results of the reliability analysis Cronbach's alpha value was determined to be 0.802.

#### **4.ANALYSIS OF DATA AND FINDINGS**

In this section of the study contains, the sample of model, hypotheses, and hypotheses with the reliability of survey data obtained, tests of the hypothesis and interpretations of the results obtained. The sampling of the research is consist of randomly selected 101 people that officiate in Dumlupınar University Faculty of Economics and Administrative Sciences. Demographic variables of the study comprise gender, marital status, age, job positions and employment time.

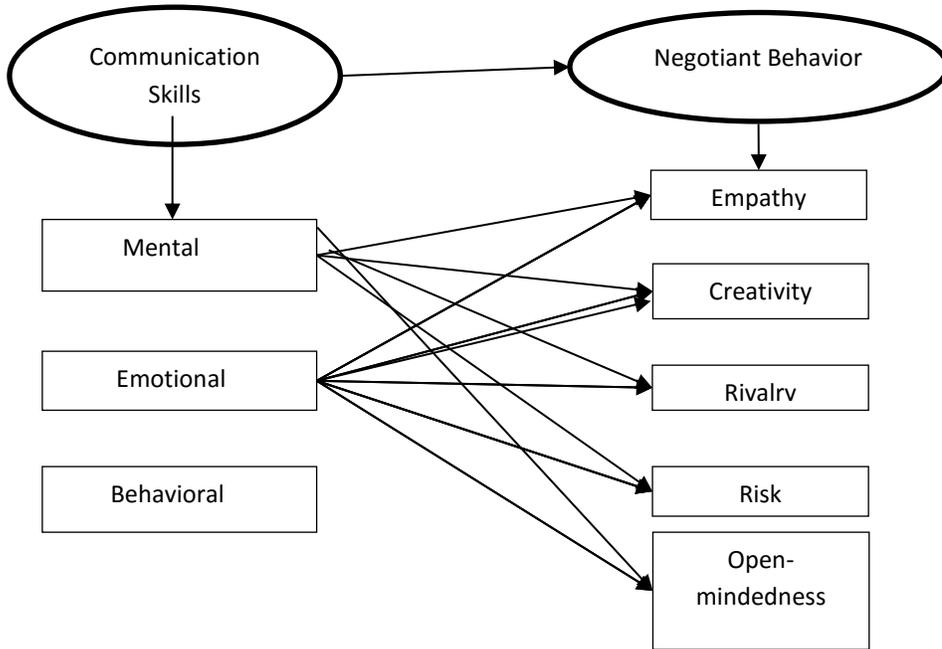
**Table 1:** Findings Concerning Demographic Variables

<b>Marital Status</b>			<b>Gender</b>		
	Frequency	Percent		Frequency	Percent
Married	60	59,4	Women	35	34,7
Bach	41	40,6	Men	66	65,3
Total	101	100,0	Total	101	100,0
<b>Employment</b>			<b>Age</b>		
1-5_year	47	46,5	20-25	17	16,8
6-10_year	13	12,9	26-30	29	28,7
11-15_year	19	18,8	31-35	13	12,9
16-20_year	11	10,9	35-40	17	16,8
21_upper	11	10,9	40-45	14	13,9
Total	101	100,0	45_upper	11	10,9
			Total	101	100,0
<b>Positions</b>					
Lecturer	5	5,0			
Res_asst	38	37,6			
Prelector	19	18,8			
Asst.Prof.	21	20,8			
Associ.Prof	11	10,9			
Prof.dr	7	6,9			
Total	101	100,0			

Demographic informations related to participants of research located in table 1. %59,4 of the participant sample is married and %40,6 is single. %65,3 is male and %34,7 is female when we have a look at gender distribution. When we analyzed the sample with regard to age variable there is distributions in all age groups in table. When we analyzed the professional time of the answerers of the survey we realize that %46,5 of them has been working as an academic personnel since between 1 and 5 years. It is seen that predominantly of the participants were research assistant by 37,6 percent if we look from the viewpoint of job position.

There are three independent variable as mental, emotional and behavioral communicational skills and five dependent variable as empathy, creativity, rivalry, risk and open-mindedness in the research model.

Figure 1: Model Reserach



Hypotheses of the research are as below;

H<sub>1</sub>: Communication skills significantly effects the negotiant behavior.

H<sub>2</sub>: Communication skills significantly effects the empathy which is sub-dimension of the negotiant behavior.

H<sub>3</sub>: Communication skills significantly effects the creativity which is sub-dimension of the negotiant behavior.

H<sub>4</sub>: Communication skills significantly effects the rivalry which is sub-dimension of the negotiant behavior.

H<sub>5</sub>: Communication skills significantly effects the risk which is sub-dimension of the negotiant behavior.

H<sub>6</sub>: Communication skills significantly effects the open-mindedness which is sub-dimension of the negotiant behavior.

**Table 2: Reliability Analysis Results**

Dimensions	Cronbach Alfa Coefficients of the Dimensions	Cronbach Alfa Coefficients of the Scales
Mental		0,802
Emotional		
Behavioral		
Empathy		0,803
Creativity		
Rivalry		
Risk		
Open-mindedness		

It is realized that each dimensions had sufficiently reability with regard to the conducted questionnaire.As illustrated in Table 2, it has been found out that communications skill scale has a general reliability as 0,802 and negotiant behavior scale realiability as 0,803.

**Table 3: Correlation Analysis Results**

Variables	1	2	3	4	5	6	7	8	9	10
<b>1.Communication S.</b>	1									
<b>2.Mental</b>	0,87* *	1								
<b>3.Emotional.</b>	0,82* *	0,55**	1							
<b>4.Behavioral</b>	0,84* *	0,60**	0,54**	1						
<b>5. Negotiant B.</b>	0,51* *	0,41**	0,31**	0,58**	1					
<b>6.Empathy</b>	0,44* *	0,32**	0,31**	0,49**	0,74**	1				
<b>7.Creativity</b>	0,31* *	0,20*	0,17	0,47**	0,74**	0,59**	1			
<b>8.Rivalry</b>	0,04	0,03	0,04	0,07	0,52**	0,28**	0,25* *	1		
<b>9.Risk</b>	0,46* *	0,36**	0,27**	0,53**	0,60**	0,26**	0,35* *	0,03	1	
<b>10.Open-mindedness</b>	0,32* *	0,33**	0,20*	0,26**	0,54**	0,33**	0,19*	0,16	0,57	1

\*p<0,05, \*\*p<0,01

Correlation analysis carried out for the purpose of finding out relations between negotiant behavior and communication skills sub-dimensions. As it seen in table 3, there is no significant relationship between rivalry dimension and communication skills sub-dimensions (r:0,03). When we have a look at relations interdimensional, the highest relation is between risk sub-dimension

that is incident to negotiant behavior and behavior sub-dimension that is incident to communication skills ( $r:0,53, p<0,01$ ).

**Table 4:** Simple Linear Regression Results that Executed Between Communication Skills and Negotiant Behavior

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F(Value) Anova	Anova P Value	Beta	T Value	P Value
Communication Skills	0,263	0,256	35,384	0,000	0,51	5,948	<b>0,000</b>

Dependent Variabe: Negotiant Behavior

Regression equation that derived from simple linear regression results in table 4 is significant ( $F:35,384, p=0,0001<0,05$ ). According to research results communication skills explains %26,3 of the negotiant behavior variance. Accordingly, **H<sub>1</sub>** hypothesis which stated as " the communication skills significantly effects the negotiant behavior" is supported. Statistically, communication skills as independent variable significantly ( $p=0,0001<0,05$ ) and positively ( $\beta=,513$ ) effects the negotiant behavior as dependent variable.

**Table 5:** Multiple Linear Regression Analyze Results That Executed Between Communication Skills Sub-Dimensions and Empathy

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F (Value) Anova	Anova P Value	Beta	T Value	P Value
Mental	0,246	0,238	32,213	0,000	,042	,376	,707
Emotional					,063	0,6	,556
Behavioral					,627	5,676	<b>,000</b>

Dependent Variable: Empathy

Regression equation that derived from multiple linear regression results in table 5 is significant ( $F: 32,213, p=0,0001<0,05$ ). According to research results only behavioral factor from communication skills sub-dimensions explains %23,8 of empatyh dimension from the negotiant behavior sub-dimensions. It is precipitated that mental and emotional dimensions from communication skills sub-dimensions are not effect empaty dimension significantly ( $p=0,707>0,05; p=0,556>0,05$ ). Accordingly, **H<sub>2</sub>** hypothesis which stated as "Communication skills significantly effects the empathy which is sub-dimension of the negotiant behavior " is partially supported. Statistically, behavioral communication skill as independent variable significantly ( $p=0,0001<0,05$ ) and positively ( $\beta=,627$ ) effects the empathy negotiant behavior as dependent variable.

**Table 6:** Multiple Linear Regression Analyze Results That Executed Between Communication Skills Sub-Dimensions and Creativity

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F(Value) Anova	Anova P Value	Beta	T Value	P Value
Mental	,183	,174	22,124	,000	-0,094	-0,819	0,415
Emotional					-0,082	-0,755	0,452
Behavioral					0,657	4,704	<b>0,000</b>

Dependent Variable: Creativity

Regression equation that derived from multiple linear regression results in table 6 is significant (F: 22,124,  $p=0,0001<0,05$ ). According to research results only behavioral dimension from communication skills sub-dimensions explains %17,4 of creativity dimension from the negotiant behavior sub-dimensions. It is precipitated that mental and emotional dimensions from communication skills sub-dimensions are not effect creativity dimension significantly ( $p=0,415 >0,05$ ;  $p=0,452 >0,05$ ). Accordingly, **H<sub>3</sub>** hypothesis which stated as "Communication skills significantly effects the creativity which is sub-dimension of the negotiant behavior" is partially supported. Statistically, behavioral communication skill as independent variable significantly ( $p=0,0001<0,05$ ) and positively ( $\beta=,657$ ) effects the creativity negotiant behavior as dependent variable.

**Table 7:** Multiple Linear Regression Analyze Results That Executed Between Communication Skills Sub-Dimensions and Rivalry

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F(Value) Anova	Anova Value	P	Beta	T Value	P Value
Mental	0,071	0,043	2,514	0,063		-0,084	-0,643	0,522
Emotional						0,06	,443	0,658
Behavioral						0,272	1,845	0,068

Dependent Variable: Rivalry

Regression equation that derived from multiple linear regression results in table 7 is not significant (F: 2,514,  $p=0,063>0,05$ ). Accordingly, **H<sub>4</sub>** hypothesis which stated as "Communication skills significantly effects the rivalry which is sub-dimension of the negotiant behavior." is not supported.

**Table 8:** Multiple Linear Regression Analyze Results That Executed Between Communication Skills Sub-Dimensions and Risk

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F(Value) Anova	Anova Value	P	Beta	T Value	P Value
Mental	0,285	0,278	39,543	0,000		0,061	0,572	0,569
Emotional						-0,023	-0,229	0,819
Behavioral						0,534	6,288	<b>0,000</b>

Dependent Variable: Risk

Regression equation that derived from multiple linear regression results in table 8 is significant (F: 39,543,  $p=0,0001<0,05$ ). According to research results only behavioral dimension from communication skills sub-dimensions explains %27,8 of risk dimension from the negotiant behavior sub-dimensions. It is precipitated that mental and emotional dimensions from communication skills sub-dimensions are not effect risk dimension significantly ( $p=0,569 >0,05$ ;  $p=0,819 >0,05$ ). Accordingly, **H<sub>5</sub>** hypothesis which stated as "Communication skills significantly effects the risk which is sub-dimension of the negotiant behavior" is partially supported. Statistically, behavioral communication skill as independent variable significantly ( $p=0,0001<0,05$ ) and positively ( $\beta=,534$ ) effects the risk which is a kind of negotiant behavior as dependent variable.

**Table 9:** Multiple Linear Regression Analyze Results That Executed Between Communication Skills Sub-Dimensions and Open-mindedness

	R <sup>2</sup>	Adjusted R <sup>2</sup>	F(Value) Anova	Anova P Value	Beta	T Value	P Value
Mental	0,115	0,106	12,894	0,001	0,528	3,591	<b>0,001</b>
Emotional					0,025	0,219	0,827
Behavioral					0,096	0,801	0,425

Dependent Variable: Open-mindedness

Regression equation that derived from multiple linear regression results in table 9 is significant (F: 12,894,  $p=0,0001<0,05$ ). According to research results only mental dimension from communication skills sub-dimensions explains %11,5 of open-mindedness dimension from the negotiant behavior sub-dimensions. It is precipitated that emotional and behavioral dimensions from communication skills sub-dimensions are not effect open-mindedness dimension significantly ( $p=0,827>0,05$ ;  $p=0,425>0,05$ ). Accordingly, **H<sub>6</sub>** hypothesis which stated as "Communication skills significantly effects the open-mindness which is sub-dimension of the negotiant behavior" is partially supported. Statistically, mental communication skill as independent variable significantly ( $p=0,0001<0,05$ ) and positively ( $\beta=,528$ ) effects the open-mindedness which is a kind of negotiant behavior as dependent variable.

## 5. CONCLUSION AND RECOMMENDATIONS

Negotiation behavior which enables work together in today's organizations that includes discrepancies within its body is one of the most important processes. In this process, it must be benefit effectively from the negotiant activities by using the right communication techniques. As in negotiant behavior, communication skills that exhibited emerges as a key concept. In the study, it is tryed to determine the communication skills of academic staff and these skills has what level of influence on negotiant behavior in the process of negotiating. The results are to be supporting the researches done before, has shown that communication skills significantly have an effect on negotiation behavior. So it is deduced that individuals who have high communication skills could negotiate better also could carry out more effective the negotiation process. As a result of inspections carried out on the basis of dimensions, it is reached the conclusion that behavioral dimension from communication skills sub-dimensions significantly affected the dimensions of empathy, creativity and risk from negotiant behavior sub-dimensions. In other words behavioral communication skills that describing the abilities of posing suddenly questions, listening the suggestions, forming plain, clear and intelligible sentences; have importance in negotiation process and individuals who has these skills were advanced can succeed at this process. Individuals who have high behavioral communication skills were assumed to been more creative and could take a risk during the negotiations. On the other hand, not any sub-dimensions of communication skills effects was found on the rivalry that was one of the dimensions of negotiant behavior. When rivalry motivation has stepped in, it is thought that individuals felt desire to overcome the rival rather than to be understood has an impact on this result. Open-mindedness dimension from negotiant behaviors sub-dimensions is significantly effected by only mental dimension from communication skills sub-dimensions. This result which is consistent with the results of other studies showed that the individuals who has sought to understand the other person

have been more open-minded. By the way, making this study on the academic staff who has a high level of education and been existing within the structure of university as well extremely has an effect on the results. It is observed that these staff has perceived negotiation as a serious process and has not stirred their emotions in order to make decisions beneficial for organization also has not taken advantage of emotional communication skills. When we have a look at the results in terms of demographic variables, all of the women were found to be superior communication skills than men on average. If we evaluate the results from the viewpoint of the job positions it is appointed that assistant professors who were in process of associate professor were more creative and professors were found to be more open-minded. Negotiant behavior is an important concept to work the teams in harmony also developing it thereby conducting studies on different sample groups will be significant in terms of contributing to the literature. Research is also extremely important with regard to show how communication skills of individuals would be effective to be successful in the negotiation process as well. In the future carrying out different studies on different samples with intent to determine what are the variables that affect the concept of negotiation will be interesting in terms of literature.

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