

**H. Hasanov,***dissertant,**Azerbaijan Tourism and Management University,***R. Sultanova,***DrHab (Economics),**Economic Institute, ANSA***INFLUENCE OF PERSONAL RELATIONSHIPS TO CONFLICT****Introduction**

In general, when studying the influence of personal relations on the conflict, the features of these relations come to the fore. What personal relationships depend on how they are formed, and what are its features, the answer to the question itself can logically raise the issue of the conflict.

Relations between people and direct participation of a person can include two or more participants. These are interests, tastes and goals that unite people. Personal relationships are reflected in the following forms of real life:

- Individuals working in the same organization
- People who work in the same team
- Relationship between relatives and relatives
- Friendly relations

In addition to these, there are also relationships that can arise among groups (student's relationships with teachers) and in form of group-individual relationships. First of all, there are certain conditions for a healthy relationship. These terms are described in the "Education Management Publishing House" as follows:

- "Individuals should have goals and tasks that meet common interests.
- Everyone should respect the views and opinions of others and have a sense of mutual trust.
- Everyone should be interested in working together in a healthy relationship.
- Transparency and sincerity also play a key role in the relationship" [1].

The relationship between people in the workplace is the relationship between employees working in the same company, which is also vital. Each person takes 8-9 hours of work, during which it is impossible to just work and not use the support of other team members. Unlike technical equipment, a human cannot work without a break, and he always needs communication to share his feelings in the process of work. Activities isolated from others make it more sensitive to stress and anarchy. Only working people see that their work is boring, and they need someone who can share their secrets at work.

The positive effect of the relationship on the effectiveness of decision-making is a fact, proved by a series of research studies. The positive and negative impact of

possible options and the discussion of a number of other issues in solving any problem further increases the likelihood of achieving the interests of both employees and the entire organization. In discussions that members of the group can offer ideas and strategic solutions, a transparent environment must be created to further reduce the way for effective teamwork so that everyone has freedom of expression. Because personal relationships affect culture, misunderstanding of relationships causes a negative environment. These types of conflicts directly or indirectly affect the business environment and achieve an effective result, as mentioned in previous chapters.

In personal relationships there is an understanding of interdependence, which is the result of the interaction of people in relationships. Interdependent can be described only in different ways, depending on the nature of the effect.

"... We can designate mutual relations as individual relations of each person, whose behaviour depends on interaction, emotional states, data exchange and behaviour of response" [96].

In every single dependence, each person depends on the other. In relations, relations between people are characterized by methods used by each person to protect the interests of the other party. In other words, these benefits, on the one hand, include rewards and benefits, on the other hand, fines and expenses.

"The theory of interdependence consists of a logical analysis of the structure of human relations. These analyses constitute a conceptual idea for the analysis of the relationship between the six dimensions. Through the concept of transformation, theory explains how people's long-term goals are formed, as well as relationships established to the extent that they relate to the interests of the person they are dealing with" [2].

The logical consequence of this process is the process of mutual relations, characterized by the fact that each person takes steps that meet the interests of himself or the opposite side.

"The essence of socio-psychological thinking is very well described by the "importance of the situation". Indeed, the behaviour (B), expressed as a function in the form  $B = f(P, E)$ , is determined not only by the characteristics of the person (P), but also by the state or social

environment (E) (Lewis, 1936). Of course, the essence of socio-psychological analysis can be more clearly explained by examining our goals in interpersonal relationships. Thus, expanding the above formula, we will call needs, ideas and interests in relation to one of the two (2) persons (A and B) in each particular case (Holms 2002, Kelley, 2002) and we will express it as  $I = f(S, A, B)$  [2].

Let's just say, Mr. Orkhan and Mrs. Sevinc are looking for a place to spend the summer holidays. Imagine two scenarios for describing the analysis of relationships:

1. In this case, their interests cross: despite of the fact that Mr. Orkhan wants to go to sea side for relaxation, Mrs. Sevinc prefers to visit Rome. In this type of situation, each person will try to justify their thoughts with strong arguments. "I really need to have some fun in Rome," and therefore everyone will be consciously involved in understanding the needs of the other side "I wonder if Orkhan wants to rest in Rome after a long and hard work during the year." The situation gives each person the opportunity to put their goals and interests in a relationship, "whose needs are more important?", "Will Sevinc accept my wishes? "). Solving the problem between these two people can lead to fair rules as to solving the problem of "my turn" or "you deserve a good rest".

2. In this case, the interests of Orkhan and Sevinc coincide: both want to spend a vacation in Rome. In such cases, there is no need for information, such as search, self-expression and reasoning, to justify their opinion. At the same time there is no need for any party

to satisfy something contradicting his personal interests, while in our case any step taken by Orkhan will step by step satisfy Sevinc as well. In this example, the main problem in the relationship can be coordination: the date of the strike, the definition of time or the choice of the person who organizes them.

From these two examples, a very important problem arises: a more justified explanation of the relationship of people with each other can be more useful. A friendly explanation of the relationship is based on a contextual analysis of the needs of each individual in proportion, consciousness and enthusiasm and the situation in which the relationship takes place. Thus, the situation forms the real structure of human relations.

There are many cultural theories that give great advantages in assessing the relationships between people who represent different cultures in the work environment. If there are about 200 internationally recognized countries in the world, then it is possible to predict the number of cultures representing them. Richard Lewis classifies the countries of the world into three main categories in his scientific work: "The intersection of civilizations": a. Linear Active; b. Multi Active; c. Reactive;

Representatives of peoples representing a linear active culture are people who are more inclined to engage in a highly professional task. Those who represent multi-activist cultures are more egocentric, like to speak and express themselves. The reactive carriers of civilization are those who like to listen and respect listening skills at all stages of their lives that exceed respect.

Table

Richard Luis, "When Cultures Collide", LMR Model [3]

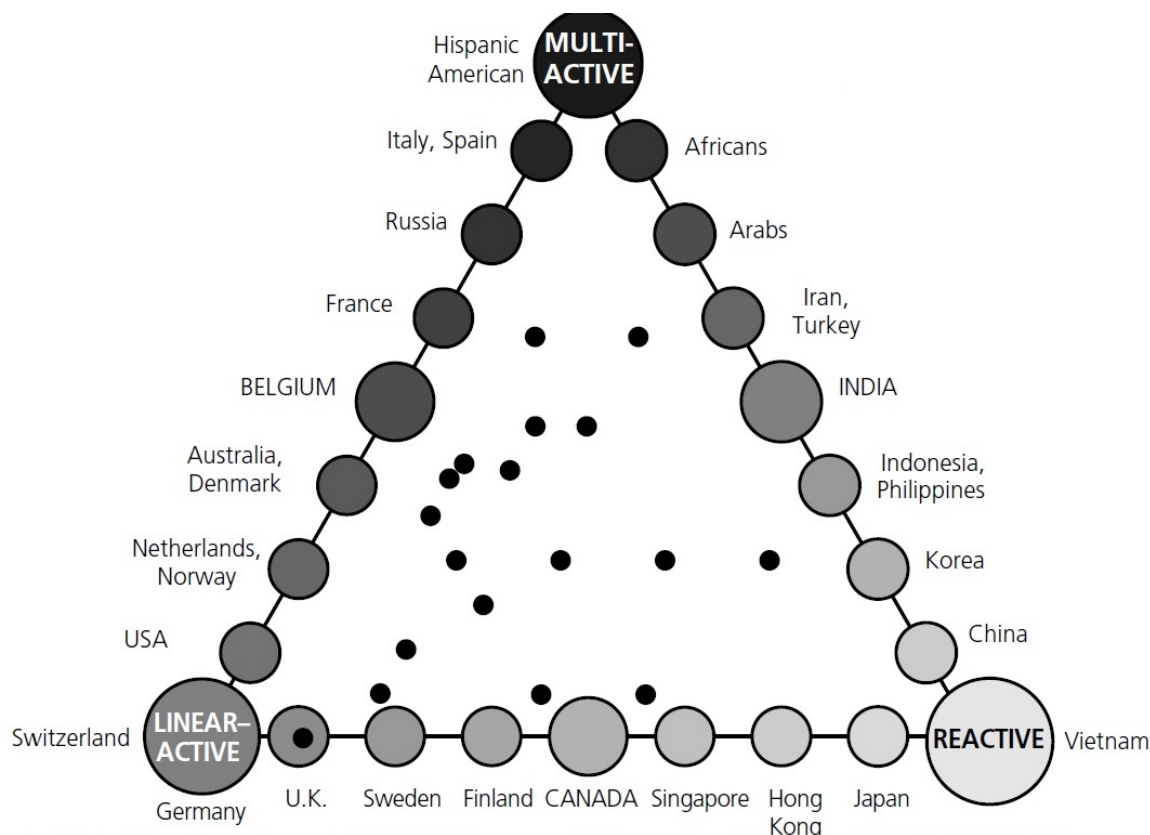
<i>Linear-Active</i>	<i>Multi-Active</i>	<i>Reactive</i>
◆ introvert	◆ extrovert	◆ introvert
◆ patient	◆ impatient	◆ patient
◆ quiet	◆ talkative	◆ silent
◆ minds own business	◆ inquisitive	◆ respectful
◆ likes privacy	◆ gregarious	◆ good listener
◆ plans ahead methodically	◆ plans grand outline only	◆ looks at general principles
◆ does one thing at a time	◆ does several things at once	◆ reacts
◆ works fixed hours	◆ works any hours	◆ flexible hours
◆ punctual	◆ not punctual	◆ punctual

The above table shows the general characteristics of peoples in accordance with the LMR model. This is a general approach and provides the necessary information in terms of reflecting the characteristics of the

people represented. If we divide the countries of the world into this division, then we will have a clearer picture of the matter.

As noted in Fig. 1, countries representing a Linear Active culture are Germany, Switzerland and the United States. Representatives of a Multi-Active culture are Latin America, Italy, Spain and Africa. Reactive culture is manifested in China, Vietnam and Japan. Other countries may have common functions, depending on the lo-

cation of the triangle shown in the graph, by taking signs of one of above mentioned categories. For example, we can show Iran and Turkey, which have 80% common elements with the cultural characteristics of Azerbaijan. These countries are related to a reactive and multi-active line and have both of the above categories.



**Fig. 1. LRM Model: Segmentation by Countries [3]**

However, it would be important to note that if we include any of the cultures reflected by any country to any of these categories, it would be wrong to apply it to the entire population of that specific country. Theoretically, this issue is especially emphasized by the fact that the age of people, their profession, personal taste and upbringing, which they receive in their environment of life, can determine whether they belong to one category or another.

The above LRM model is the decisive factor in interpersonal relationships. Personal relationships are often associated with people against a backdrop of cultures that should be emphasized as a factor that creates conflicts or promotes a more rapid development of relationships.

In addition, Richard Lewis in his work "Meetings of Civilizations" also discussed the point of view of people who represent these 3 types of cultures when presenting the LMR model. Thus, since each cultural representative represents a different approach to time, their relationship to everyday events and behaviour also creates a difference that ultimately leads to conflict.

As an example of this, we can show the attitude of an American person to the concept of time. As can be seen in Fig. 2, the concept of modern understanding, separating the past and the future, consists of specific tasks. In a word, the American people now consist of tasks, real work and material resources provided to him. For this reason, a statement was defined, such as "time is money", because the society was formed, and the price determined by the monetary unit per minute was determined.

"Americans are not the only people who worship on time, as this has already become a religion in Switzerland and Germany. Together with England, the Netherlands, Austria and Scandinavia, these nations view time as a linear concept. Like the Americans, they also believe that they were wasted without taking any decisions or taking appropriate measures" [3].

In particular, it should be noted that this group is monochrome, performing only one task at a certain time interval, focusing on it in a given schedule.

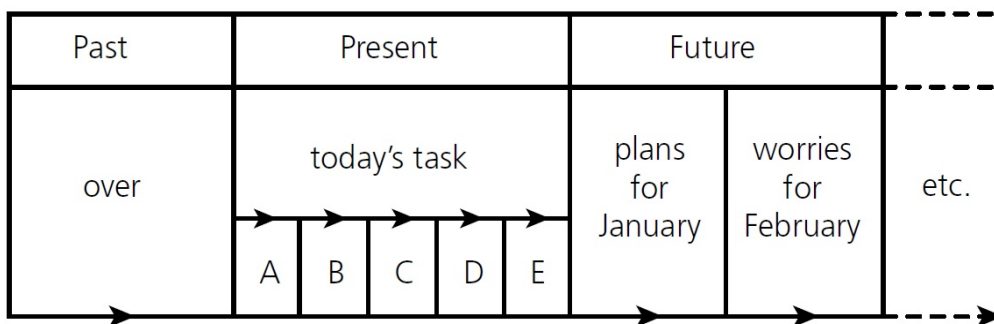


Fig. 2. LRM Model: "Time" Perception of American person [3]

Multi-active culture indicates the perspective of time for compatible cultural representatives, which reflect the exact opposite of the concept of linear time. Spaniards, Italians and Arabs are indifferent to the passage of time, and the main reason is that they like to shorten the conversation. "The end of the conversation" for representatives of these peoples is the best way to assess time. Time for the Italians is connected with human feelings, so his dialogue with the German will end with the following conclusion.

"Italian: Are you nervous because I came at 9:30?

A: Because the schedule was agreed at 9:00.

A: Then change the schedule and do it at 9:30 so that we are both happy. "

It should be taken under consideration that, the proposed schedule is of paramount importance for the German, but the concept of the Italian for the table means "anobject which is subject change."

"The Italian believes that personal relationships are so important that they do not lose value when they meet. Improper table replacement can be insulting to Germans in terms of cleanliness, discipline and discipline" [3].

Fig. 3 illustrates the daily characteristics of the activities of peoples reflecting a multi-active culture. Although theoretically oriented actions are planned for several hours, it is normal that the plans are implemented with a 30-40-minute error. The most recent appointment, appointed at the end of the working day, is delayed or it is expected that the person will wait at least 1 hour. Taking into account all this, it was proved that, in fact, this is one of the most obvious examples of the conflict between people who come together to work within the company and outside of it. From the scientific point of view, the existence of conflicts in personal relationships is explained in this way.

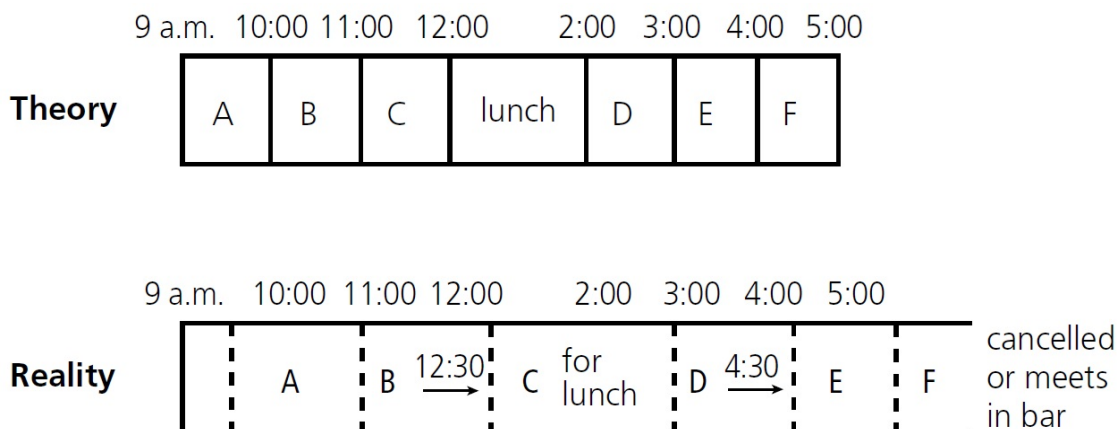


Fig. 3. LRM Model: "Time" Perception of Multi-active cultures [3]

The concept of cyclic time is manifested in people who represent the Reactive cultural background. Chinese and most Asian people are trying to make better decisions, "turning around the pool." However, they are very sensitive to and cannot tolerate the loss of time. In all official events, the Chinese people thank the participants for their valuable time and participation.

"The question of punctuality in most Asian countries is also considered as one of the important factors. Indeed, the appointment of the meeting between the two

sides occurs because the Chinese take 15-30 minutes to reach the time and interests of the person before trying to finish the meeting" [3].

If it is necessary, in 10-15 minutes after the beginning of official meetings it will be announced to the participants in advance. Here, as mentioned earlier, the concept of the value of time is emphasized and manifested in the way of life of the Asian people.

Generally speaking, personal relationships are very much dependent on psychology. It's obvious that culture and environment that person is growing up is showing its inevitable influence to the character and personality of every human being. Thus, cultural background which is identified by the LRM model of cultural categories clearly explains us how conflicts can start within organizations with cultural variety existing among employees. There is no need to have international staff among employees, even citizens of same country can show different cultural traits to certain situations which can lead to conflicts. Therefore, it's very important for modern managers to be aware of cultural diversity as an element of interpersonal relationships which can result in conflicts.

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### Гасанов Г. М., Султанова Р. П. Влияние персональных отношений на конфликт

У статті досліджуються основні теорії культури, на основі яких пояснено, як особисті відносини можуть грати життєво важливу роль в управлінні конфліктами. Були вивчені міжнародні підходи до вирішення конфліктів, а отримана інформація систематично аналізувалася і представлялася у вигляді інструкції, яка може використовуватися для управління готельними

об'єктами, а також іншими підприємствами. Однак важливо відзначити, що більшість керівників можуть зіткнутися з низкою серйозних проблем на своїй роботі, оскільки вони не знають життєвої ролі особистого культурного фону.

Таким чином, ця стаття містить наукову новизну з точки зору пояснення концепції конфлікту, рішення його проблем і проведення інформаційно-роз'яснювальної роботи по цій темі.

*Ключові слова:* організаційна поведінка, управління конфліктами, міжкультурна компетентність, особисті відносини.

### Гасанов Г. М., Султанова Р. П. Влияние персональных отношений на конфликт

В статье исследуются основные теории культуры, на основе которых объяснено, как личные отношения могут играть жизненно важную роль в управлении конфликтами. Были изучены международные подходы к разрешению конфликтов, а полученная информация систематически анализировалась и представлялась в виде инструкции, которая может использоваться для управления гостиничными объектами, а также другими промышленными предприятиями. Однако важно отметить, что большинство руководителей могут столкнуться с рядом серьезных проблем на своей работе, поскольку они не знают жизненной роли личного культурного фона.

Таким образом, эта статья является научной новизной с точки зрения объяснения концепции конфликта, решения его проблем и проведения информационно-разъяснительной работы по этой теме.

*Ключевые слова:* организационное поведение, управление конфликтами, межкультурная компетентность, личные отношения.

### Hasanov H., Sultanova R. Influence of personal relationships to conflict

In this research document main theories of culture are investigated, based on which it will be explained how personal relationships can play a vital role in management of conflicts. International approaches to conflict resolution were investigated and the information received was systematically analysed and presented as an instruction that can be used to manage hotel facilities as well as with other industrial enterprises. However, it is important to note that most managers may face a number of serious problems in their workperformance, because they do not know vital role of personal cultural backgrounds. From this point of view, the article is a scientific novelty in terms of explanation of the concept of conflict, solving its problems and conducting awareness-raising work on this topic.

*Keywords:* organizational behaviour, conflict management, intercultural competence, personal relationships.

Received by the editors: 27.06.2018  
and final form 14.12.2018