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THE ROLE OF THE LEADER IN BUSINESS NEGOTIATION OF INVESTMENT IN COMPANIES IN KOSOVO

ABSTRACT

In what kind of world we live in, where each individual has to fight for himself, negotiation is the key to success. In some situations we will have a better starting position, but still end up as the loser in the negotiations, and sometimes we even start from the unenviable position will be able to achieve more than expected.

Negotiation, both on a personal level as well as on the business, we need to improve our position. Competitive environment and constant collision with the technology require constant negotiation with customers and suppliers in the market. Therefore, it is necessary to develop the negotiation phase, and be aware of the advantages and disadvantages of negotiating style, but also of culture in which we operate.

The teams coming to confusion if the leader is not doing its job if it is not ready for decision and sometimes difficult decisions at a crucial moment. Here we come to the difference between leaders and managers. Especially in smaller organizations overlap of these two positions, which is not always a winning combination.

KEYWORDS: negotiation, business, success, position, competitiveness, the environment, technology, customers, suppliers

Results and discussion

Business negotiation and communication skills. In business, we usually have no choice about whether we want to negotiate or not, however, we can decide how well we want to negotiate. Good negotiation skills in the business world have always been an important prerequisite for both the personal success of individuals and the business success of companies (Bibuljica, 2012).

Almost every one of us negotiates something every day. Regardless of whether you consciously started the negotiation or realized during the conversation that you are negotiating, the result of the negotiation will depend on how much we know about negotiation and how skilled and experienced we are in negotiation.

When talking about the skill of negotiation, it is not only about negotiating "at the table" but also about the planning and preparation that should be done in advance and the analysis and evaluation that should be done during and after the completed negotiations (Bebek and Kolumbić, 2000).

In addition to the mentioned aspects, we will improve negotiation skills by understanding or consciously using: frameworks, concepts, methods, structures, processes, negotiations and using feedback whenever possible, in the context of a specific negotiation situation.

Contrary to the common basic characteristics, framework process and principles applied in negotiations, it is important to understand that each negotiation has a specific structure, flow and dynamics, and that accordingly it is necessary to determine a specific strategy and tactics for successful negotiations.

In order to be able to, we must have a clearer picture of the situation in which we and the other party are in the negotiations, and clearly defined expectations from the negotiations (Bebek and Borna (2005).

In order for both parties to be satisfied with the outcome of the negotiation, it is necessary to know that negotiation works best when:

- the negotiating parties can see the benefits of reaching an agreement,
- when the negotiators are ready to consider different ways of reaching an agreement, the so-called (eng. may way or no way) leads in the vast majority of cases to termination of negotiations,
- by concluding an agreement, the parties in negotiations feel satisfied with what was agreed upon, the negotiators have developed negotiation skills.

It is important to emphasize that the most important factor for a successful negotiation, which is ourselves, we can fully control: we can decide how we will prepare, how we will negotiate at the negotiating table, what decisions we will make and a number of other things.

We are usually unable to control the participants in the negotiations and the negotiation environment.

We can either influence them, if we have developed knowledge and skills of verbal communication and persuasion, or we can adapt to them.

Therefore, instead of trying to control those circumstances, more time should be devoted to improving those knowledge, skills and abilities that are necessary to be even more competent and successful negotiators

Negotiation as a business process. Negotiations in companies are usually no longer predictable and a relatively rare event by which we try to achieve some special jobs or closely related organizational interests (Andrejević and Ceković, 2012)

Negotiation as a special skill can no longer be left to or delegated to a few skilled and experienced professionals, as it was generally done before (Certo, 2008). The process of transformation of negotiation as an occasional use of a skill into a special business ability is observed on the basis of five sequential and interdependent phases:

The first phase: refers to the establishment and maintenance of internal harmonization of procedures. For each sales negotiation, key decisions are identified that must be approved or made by several levels of management.

The second stage: consists of giving instructions and unambiguous guidelines. It is not enough to instruct the negotiating team on what is the minimum acceptable outcome to be achieved in the negotiations. Negotiators need more precise and rigorous performance measures.

The third phase. are concrete preparations. Instead of leaving negotiators to fend for themselves, that is, they have to find their own way for each of the upcoming situations, many advanced companies have adopted standard methods and tools for preparing negotiators.

In addition to numerous preparations, there can also be included meetings and joint stays or absences of team members and other influential persons with the purpose of determining the basic rules of the process and defining decisions on the management of predictable elements of the negotiation process.

The fourth stage: is negotiation. At the very place of the event, when the parties sit down at the negotiating table, it is possible to improve the way negotiations are conducted. Negotiators can always carry various guides that explain standard contract terms and advise when it is okay to deviate from them.

It is possible to develop your own manuals in which the accumulated wisdom of experienced negotiators is gathered on how to negotiate with different types of clients and how to behave in certain, unpleasant circumstances (Dobrijević Gordana, 2008).

The fifth phase: refers to the revision, that is, the questioning of the just concluded negotiations and learning based on the knowledge gained. For these purposes, standard forms can be developed in which lessons are written about what and in what way led to effective negotiation or what threatened it.

Negotiation process. In the opinion of many theoreticians and practitioners, the most important stage of any negotiation process is the preparation and planning of negotiations (Cvetković Ljubiša, 2008). The main task of this phase is to determine and study the available sources of information and based on them to question and establish one's own needs, wishes and possibilities and to evaluate them as best as possible for the business partner with whom we are negotiating.

At this stage, not only organizational needs should be taken into account, but also the individual characteristics and needs of the persons who will participate in the negotiations. For a better understanding of the motivators that will certainly have a significant impact on the negotiation behavior of the opposite party, it is useful to consider different types of needs according to some of the known classifications.

One of the most common is that of A. Maslow, which represents a scale of priorities in the satisfaction of basic, physiological and all the way to the needs for self-realization and aesthetics (Drucker, 2006).

In a good analysis of the needs of one and the other lies the ability to find (eng. win-win) solutions, i.e. the one that will maximally satisfy both parties, regardless of the fact that the negotiations were entered into precisely because of the existence of disagreements or conflicting interests.

The second stage in the negotiation is the negotiation session itself, that is, the meeting in which an agreement is sought. Already at the very beginning of the meeting, it is necessary to do everything to reduce potential tensions and express the intention and desire for a successful outcome of the negotiations for all involved parties.

The negotiation session essentially consists of the following elements: harmonizing and confirming the agenda, i.e. presenting the items to be discussed, if this has not been done before. After that, the negotiating parties present their views of the situation on the basis of which the real needs and starting positions of each of the parties should be identified or at least felt (Grinberg, Dž., Baron, 1998)

A very important component of every negotiation meeting is successful communication, which enables a better understanding of the needs and strategies of the other side and opens up spaces

for exchanging opinions and finding new creative mutually acceptable solutions. Often the most important element of the communication process is active listening and correct interpretation of what is said, asking questions and perceiving non-verbal signals that help us detect the real emotional and psychological state of the people we are talking to.

Non-verbal signals also reveal what a person is possibly thinking, but does not want or cannot say out loud for some reason. Similarly, body language, which is difficult to control, because it is mostly about unconscious movements and expressions, indicates whether our interlocutor is telling the truth or pretending.

In a collaborative approach to negotiation, partners try to avoid words and actions that could possibly lead to an escalation of the conflict or the expression of their own supremacy, since this does not contribute to the positive radiation and trust necessary to find favorable solutions for both parties. If tensions and eruptions of emotions occur due to the intensity of the arguments, it is necessary to do everything to calm down the situation and return the negotiations to a (eng. win-win) perspective.

Communication is one of the most fundamental functions in any organization and in any business. It is the process of transferring information, ideas, thoughts, attitudes and plans between different parts of an organization. It is important to note that relationships between people are not possible without communication.

Good communication is the foundation of successful interpersonal relationships (Fox, 2020). But even though verbal communication is one of man's greatest achievements, the average person does not communicate well. Communication comes from the Latin word (lat.-communicare), and means to make something general, known. In other words, through communication we communicate something to someone.

When we talk about communication in a business context, it can be said that business communication is: a specific exchange of thoughts and messages between employees within the organization, that is, between employees and the external environment of the organization, based on the principles of interaction, directionality and understanding.

Communication in the broadest sense can be defined as a complex process of transferring information, ideas and feelings, by verbal and non-verbal means between two or more people and which is adapted to a specific social situation (Goleman, 2020). At the beginning of the 20th century, communication was defined from the point of view of the achieved result in the transmission of the message from the sender to the passive recipient.

Current views define it as an activity of establishing relationships, as a relational event and as an outcome that is jointly determined by all collaborators (Grinberg, Dž., Baron, 1998).

Interpersonal communication understood in this way has six basic meanings:

1. People communicate for many different reasons. The reasons for communication may be to obtain information, sell, negotiate or advertise, sometimes just to reduce the inconvenience caused by silence.
2. Communication results in intentional and unintentional effects. Regardless of what and how they say or do something, the recipient does not have to understand the message or gesture the way the sender intended.

3. Communication is the exchange of messages. The interlocutors changed they differ in speaking and listening, but in most interpersonal situations they still communicate simultaneously.

4. Communication involves at least two people who influence each other to an unequal extent. People communicate with each other, not to each other. Communication is considered an activity in which no act and no statement has meaning beyond the interpretation of the persons involved. The meaning itself does not depend only on the adequate choice of words, the communication channel and the absence of interference, but it is the product of the mutual reaction of at least two persons in the conduct of the interlocutor's verbal and non-verbal behavior.

5. Communication happens even when the outcome is not successful. Communicating is what we do when we express our thoughts, wishes, attitudes or feelings to others, verbally or non-verbally, in writing or audio visually.

6. Communication involves the use of symbols. Symbols are contained in words and gestures that consciously or unconsciously express thoughts and feelings. All symbols with the means of their transmission in space and preservation in time make communication a mechanism by which interpersonal relations develop and exist.

Interpersonal relations in communication. By his basic nature, man is a social being, and he has an innate need and tendency to connect with other people and the desire to belong to a group and live in a community (Klose, 1996). Man lives and can survive only in community with other people, and the satisfaction of a large number of his needs depends on them. This is precisely the main reason why we build and enter into relationships and why interpersonal relationships are so important to us. Modern, humanistic ally oriented psychology characterizes the interpersonal relationship as a relationship between two individuals, which implies the existence, acceptance and respect of the overall integrity and completeness of oneself and the other in the relationship.

Today's jobs are becoming too complex for one person to handle. We need others for complex projects, we need their knowledge, competences and motivation, we are often only part of a process and we cannot do our work well if others have not done it as well.

We spend half or more of our waking hours at work, and it is practically impossible to spend that time alone. One brain cannot make all decisions alone. We need people for discussion, checking our assumptions, giving expert opinions or ideas, etc.

We need people who will appreciate our work or point out our mistakes and occasionally motivate us when we falter.

We need people around us who really care about us. We need good colleagues who will be our support or help in crisis situations. Poor interpersonal relationships in an organization have a very measurable financial impact on the organization.

Apart from financial, bad interpersonal relations have numerous other negative consequences for the organization: loss of working time, increase in sick leave and absenteeism. "Fighting" ie victory becomes more important than successfully completed work.

CONCLUSION

Rather, a good negotiator was considered a person who managed to get everything he wanted without making a single concession. Those times are behind us, modern business and great

competition mean that no one is irreplaceable. We can safely say that there is a big "evolutionary race" in business today, where companies constantly adapt to each other, making compromises in order not to benefit together.

Negotiators are carriers of compromise. They create new opportunities from the starting points, carefully balancing the interests of the two negotiating parties. A good negotiator is not only a good economist or lawyer, he must also be somewhat of a psychologist, a visionary - he should be a leader, a charismatic person who captivates with his personality and appearance. He achieves influence on his followers and thereby achieves the ultimate goal of the company, i.e. realization of the organization's vision.

A good leader knows that if team members' needs are met, the team's overall performance will improve. Negotiation follows us from a young age and will continue to follow us throughout life, regardless of our calling or profession. The negotiations that await us may or may not be measured by large sums of money. What is certain is that these negotiations will be important for us.

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