

TEAM LEADERSHIP AND BUSINESS NEGOTIATION EFFECTIVENESS IN MULTINATIONAL CORPORATIONS: EVIDENCE FROM SLOVAKIA

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Abstract: Effective team leadership is a key determinant of organisational performance and successful business negotiations in multinational corporations. This study examines the relationship between leadership practices and business negotiation effectiveness in six multinational corporations operating in Slovakia. A mixed-methods research design was employed, combining a questionnaire survey of 304 employees and 51 managers with semi-structured interviews. The findings indicate that open communication, constructive feedback, managerial support, and mutual trust significantly enhance team effectiveness and negotiation outcomes, whereas employee participation in decision-making remains comparatively limited. The study highlights the importance of engaging and participative leadership in strengthening organisational performance and provides practical implications for leadership development, human resource management, and business negotiation training.

Keywords: engaging leadership; participative leadership; multinational corporations; business negotiations; team effectiveness; employee engagement; organisational communication; Slovakia

1 Introduction

The increasing internationalisation of business activities, rapid technological development, and growing market competition have fundamentally transformed the role of leadership in contemporary organisations. In multinational corporations, managers are expected not only to achieve organisational objectives but also to lead culturally diverse teams, promote employee engagement, and create organisational environments that support collaboration, innovation, and effective communication. Consequently, leadership has evolved from a traditional managerial function into a strategic organisational capability that directly influences employee performance, organisational effectiveness, and long-term competitiveness.

Alongside technological and economic changes, organisations are facing increasing demands for flexibility, innovation, and rapid adaptation to changing business environments. These developments have significantly increased the importance of human resource management, particularly in relation to leadership competencies, employee motivation, and organisational communication. Recent leadership research increasingly emphasises that successful organisations are characterised not only by efficient management systems but also by leaders who establish trust-based relationships, encourage employee participation, and create psychologically safe working environments in which employees are willing to share ideas and actively contribute to organisational development.

Within this context, business negotiations represent one of the most important managerial activities. Successful negotiations depend not only on professional expertise and negotiation techniques but also on the leader's ability to coordinate teamwork, facilitate communication, manage conflicts, and establish long-term relationships with business partners. Negotiation outcomes therefore reflect both individual competencies and the overall quality of leadership within an organisation.

Recent international research has increasingly associated leadership effectiveness with concepts such as engaging leadership, participative leadership, employee voice, and team effectiveness. Studies by Mazzetti and Schaufeli (2022), Wang et al. (2022), Yue et al. (2025), and Hamlin et al. (2024) demonstrate that leaders who encourage participation, maintain transparent communication, and strengthen interpersonal trust

achieve higher levels of employee engagement, organisational commitment, and team performance. These findings suggest that leadership practices have become an essential determinant of organisational success in multinational corporations operating within culturally diverse environments.

Despite the growing body of international research, empirical evidence focusing specifically on leadership practices in multinational corporations operating in Slovakia remains limited. Existing studies have primarily examined leadership from either a general management perspective or within the broader context of organisational behaviour, while relatively little attention has been devoted to the relationship between team leadership and business negotiation effectiveness. This study seeks to address this research gap by examining how leadership practices influence communication, employee motivation, teamwork, and negotiation outcomes in multinational corporations operating in Slovakia.

The study aims to analyse the relationship between team leadership and business negotiation effectiveness based on empirical evidence obtained from employees and managers working in six multinational corporations operating in Slovakia. By combining quantitative and qualitative research methods, the study identifies key leadership factors that contribute to organisational performance and successful business negotiations. In addition to its theoretical contribution, the study provides practical recommendations for managers, human resource professionals, and higher education institutions responsible for developing future business leaders.

2 Literature Review

2.1 Team Leadership in Contemporary Organisations

Leadership has become one of the most extensively researched topics in management and organisational behaviour over the past decades. Contemporary organisations operate in increasingly dynamic, globalised, and technology-driven environments, requiring leaders to perform roles that extend far beyond traditional managerial functions. Rather than merely supervising employees and coordinating operational activities, modern leaders are expected to inspire teams, facilitate communication, promote innovation, and create organisational cultures based on trust, collaboration, and continuous learning.

The concept of team leadership refers to a leader's ability to coordinate the activities of a group while simultaneously supporting individual development and achieving collective organisational goals. Effective team leaders establish clear objectives, define responsibilities, provide constructive feedback, resolve conflicts, and encourage knowledge sharing among team members. These leadership behaviours contribute directly to employee engagement, organisational commitment, and overall team performance.

Classical management literature has long recognised leadership as one of the principal determinants of organisational success. Mintzberg (1973) identified interpersonal, informational, and decisional roles as the fundamental responsibilities of managers. According to his framework, effective managers continuously communicate with employees, coordinate organisational activities, represent the organisation externally, and make strategic decisions under conditions of uncertainty. Although developed several decades ago, Mintzberg's managerial roles remain highly relevant in today's multinational business environment.

More recent leadership research has shifted attention from hierarchical authority towards relationship-oriented leadership models. Leaders are increasingly viewed as facilitators who create favourable conditions for employee development rather

than merely directing work activities. Consequently, leadership effectiveness is now associated with employees' psychological well-being, engagement, collaboration, and willingness to contribute proactively to organisational objectives.

One of the most influential contemporary concepts is engaging leadership, which emphasises the leader's ability to strengthen interpersonal relationships, foster mutual trust, and create meaningful work experiences. According to Mazzetti and Schaufeli (2022), engaging leadership significantly improves team effectiveness by increasing employee engagement, strengthening communication, and enhancing trust between managers and employees. Their longitudinal study further demonstrated that supportive leadership behaviours indirectly improve organisational performance through the development of both individual and team resources.

Similarly, the concept of participative leadership has gained increasing attention in recent years. Wang, Hou, and Li (2022) argue that leaders who actively involve employees in organisational decision-making create higher levels of motivation, organisational commitment, and innovation. Their comprehensive literature review concludes that employee participation not only improves decision quality but also strengthens organisational adaptability in rapidly changing business environments. These findings suggest that leadership effectiveness increasingly depends on collaboration rather than hierarchical authority.

Another important aspect of contemporary leadership concerns organisational communication. Yue, Thelen, and Vergheze (2025) demonstrated that transparent supervisory communication significantly increases employees' willingness to express opinions, share innovative ideas, and participate in organisational improvement initiatives. Their research highlights employee voice as an important indicator of healthy organisational culture and effective leadership. Organisations where employees feel psychologically safe are generally characterised by stronger teamwork, greater innovation, and higher organisational performance.

The international dimension of leadership has also become increasingly important due to the growing number of multinational corporations operating across culturally diverse environments. Hamlin, Alhejji, and Patel (2024) emphasise that leadership effectiveness depends not only on managerial competencies but also on leaders' ability to understand cultural diversity, adapt communication styles, and establish trust across different cultural contexts. These competencies have become indispensable for organisations operating internationally, where managers frequently lead multicultural teams and negotiate with partners representing diverse cultural backgrounds.

Overall, contemporary leadership research consistently demonstrates that effective team leadership is built upon communication, employee participation, trust, continuous learning, and relationship-oriented management. These dimensions provide the theoretical foundation for the present study and serve as the basis for analysing leadership practices in multinational corporations operating in Slovakia.

2.2 Leadership in Multinational Corporations

Leadership in multinational corporations presents significantly greater challenges than leadership in domestic organisations due to the complexity of international business operations, cultural diversity, and geographically dispersed teams. Managers working in multinational environments are expected to integrate employees with different cultural backgrounds, communication styles, and professional experiences while simultaneously ensuring that organisational objectives are achieved efficiently and consistently across international subsidiaries.

Globalisation has fundamentally transformed managerial responsibilities by increasing the importance of intercultural communication and collaborative leadership. Modern

multinational corporations increasingly rely on cross-functional and multicultural teams whose effectiveness depends largely on leaders' ability to establish trust, encourage collaboration, and facilitate knowledge sharing. Consequently, leadership is no longer viewed solely as a managerial function but rather as a strategic organisational capability that enables companies to remain competitive in international markets.

One of the distinguishing characteristics of multinational corporations is the necessity to balance global corporate strategies with local organisational practices. Leaders must therefore combine standardised management principles with sufficient flexibility to accommodate national cultural differences and local labour market conditions. Research indicates that organisations capable of integrating global organisational values with culturally sensitive leadership practices achieve higher employee satisfaction, stronger organisational commitment, and improved business performance.

Intercultural leadership has become particularly important in business negotiations involving international partners. Managers frequently negotiate with individuals representing different negotiation styles, communication preferences, and decision-making processes. Effective leaders therefore require not only professional expertise but also cultural intelligence, emotional intelligence, and advanced interpersonal communication skills. These competencies reduce the likelihood of misunderstandings, facilitate cooperation, and strengthen long-term business relationships.

The importance of ethical leadership has also increased considerably in multinational organisations. Employees increasingly expect leaders to demonstrate integrity, fairness, transparency, and social responsibility. Organisations that promote ethical leadership generally experience higher employee trust, stronger organisational commitment, and lower staff turnover. These factors contribute not only to organisational stability but also to the credibility of organisations during international business negotiations.

Recent leadership theories therefore emphasise that successful multinational corporations require leaders capable of integrating strategic thinking with effective communication, employee development, cultural awareness, and ethical decision-making. These competencies are particularly relevant for organisations operating in Slovakia, where multinational corporations represent an important component of the national economy and employ thousands of professionals working in culturally diverse environments.

2.3 Leadership and Business Negotiation Effectiveness

Business negotiations represent one of the most important strategic activities within multinational corporations, as they directly influence organisational performance, long-term partnerships, and competitive advantage. Although negotiation outcomes are often associated with individual negotiation skills, contemporary research increasingly emphasises that successful negotiations depend on effective leadership, teamwork, and organisational communication. Leaders play a pivotal role in preparing negotiation teams, coordinating internal communication, allocating responsibilities, and creating an environment that enables collaborative decision-making throughout the negotiation process.

Traditional negotiation theory primarily focused on bargaining strategies and individual negotiation competencies. Lax and Sebenius (1986) argue that successful negotiations require not only analytical preparation but also the ability to manage relationships, balance conflicting interests, and create value for all negotiating parties. Similarly, contemporary management literature recognises negotiation as a collaborative process in which leadership behaviour significantly influences both negotiation processes and outcomes.

Effective leaders contribute to negotiation success by establishing clear objectives, encouraging knowledge sharing, and ensuring that negotiation teams operate cohesively. Within multinational corporations, negotiation teams frequently consist of employees representing different functional areas, including sales, finance, legal affairs, logistics, and marketing. Consequently, leadership effectiveness depends on the ability to coordinate interdisciplinary expertise while maintaining efficient communication and mutual trust among team members.

Recent leadership research has further demonstrated that organisational communication constitutes one of the strongest predictors of successful negotiations. Yue et al. (2025) found that transparent supervisory communication encourages employees to express ideas, share professional knowledge, and participate actively in organisational improvement initiatives. Such communication strengthens employee voice, which has been identified as a critical factor supporting organisational learning, innovation, and collaborative decision-making. Negotiation teams characterised by open communication are generally better prepared to respond to unexpected challenges, evaluate alternative solutions, and achieve mutually beneficial agreements.

Employee participation has also emerged as an important determinant of negotiation effectiveness. According to Wang et al. (2022), participative leadership enhances employees' motivation, organisational commitment, and willingness to contribute actively to decision-making processes. When employees perceive that their opinions are respected and considered, they demonstrate higher levels of responsibility, initiative, and engagement. These characteristics become particularly valuable during business negotiations, where flexibility, creativity, and rapid problem-solving frequently determine negotiation success.

Furthermore, engaging leadership contributes indirectly to negotiation effectiveness by strengthening interpersonal trust and team cohesion. Mazzetti and Schaufeli (2022) demonstrated that leaders who provide continuous feedback, recognise employee contributions, and support professional development create highly engaged teams capable of achieving superior organisational performance. Such leadership behaviours are particularly relevant during complex negotiations requiring intensive collaboration, coordinated decision-making, and sustained commitment to common organisational objectives.

Leadership effectiveness within multinational corporations also depends on leaders' ability to manage cultural diversity. International negotiations frequently involve business partners representing different national cultures, communication styles, and organisational practices. Hamlin et al. (2024) emphasise that successful leaders demonstrate cultural sensitivity, adaptability, and ethical behaviour while maintaining consistent organisational values. These competencies strengthen organisational credibility, facilitate international cooperation, and contribute to the development of long-term strategic partnerships.

Overall, contemporary literature suggests that business negotiation effectiveness should not be viewed solely as the result of individual negotiation competencies but rather as the outcome of effective team leadership, transparent communication, employee participation, and collaborative organisational cultures. These theoretical assumptions provide an important framework for interpreting the empirical findings presented in this study.

2.4 Research Gap

Although leadership has been extensively investigated within the fields of management and organisational behaviour, several important research gaps remain. Previous studies have predominantly examined leadership styles, employee motivation, organisational commitment, or communication as separate research topics. Comparatively less attention has been devoted to

analysing the relationship between team leadership and business negotiation effectiveness, particularly within multinational corporations operating in Central and Eastern Europe.

Recent international studies have demonstrated positive relationships between engaging leadership, participative leadership, employee voice, and team effectiveness (Mazzetti & Schaufeli, 2022; Wang et al., 2022; Yue et al., 2025). Similarly, research conducted in multinational organisations has highlighted the growing importance of intercultural leadership and ethical managerial behaviour in culturally diverse working environments (Hamlin et al., 2024). Nevertheless, empirical evidence examining how these leadership dimensions influence business negotiations remain relatively limited.

Another limitation of the existing literature concerns geographical context. Most contemporary studies have been conducted in Western Europe, North America, or Asia, whereas comparatively little empirical evidence is available regarding multinational corporations operating in Slovakia and neighbouring Central European countries. As multinational corporations constitute an important component of the Slovak economy, examining leadership practices within this context may contribute valuable insights into both leadership research and international business management.

The present study addresses these research gaps by investigating the relationship between team leadership and business negotiation effectiveness in six multinational corporations operating in Slovakia. Unlike many previous studies that focus exclusively on employees or managers, this research combines the perspectives of both groups through a mixed-methods research design. Quantitative data obtained from questionnaire surveys are complemented by qualitative evidence from semi-structured interviews, allowing for a more comprehensive understanding of leadership practices in multinational organisations.

The study therefore contributes to the existing body of knowledge in three principal ways. First, it extends current leadership research by integrating leadership theory with the field of business negotiations. Second, it provides empirical evidence from multinational corporations operating in Slovakia, a context that has received limited scholarly attention in the international literature. Finally, the study offers practical recommendations for managers, human resource professionals, and higher education institutions responsible for developing future leaders capable of managing multicultural teams and conducting effective business negotiations.

3 Materials and Methods

3.1 Research Design

This study employed a mixed-methods research design combining quantitative and qualitative research approaches to obtain a comprehensive understanding of leadership practices and their influence on business negotiation effectiveness in multinational corporations operating in Slovakia. The quantitative component consisted of a questionnaire survey administered to employees and managers, while the qualitative component comprised semi-structured interviews designed to provide deeper insights into leadership behaviour, organisational communication, and negotiation practices.

The mixed-methods approach was selected because it enables the integration of numerical data with participants' subjective experiences, thereby increasing the validity and comprehensiveness of the research findings. Combining questionnaire responses with interview data also facilitated the triangulation of evidence, allowing the quantitative findings to be interpreted within the broader organisational context.

The study was conducted within the framework of the KEGA research project No. 040EU-4/2024, funded by the Ministry of Education, Research, Development and Youth of the Slovak

Republic. The project focuses on the development of managerial, communication, and negotiation competencies through the modernisation of higher education and empirical research conducted in cooperation with multinational corporations operating in Slovakia.

3.2 Research Sample

The empirical research was carried out in six multinational corporations with subsidiaries operating in Slovakia, representing different sectors of the economy, including information technology, manufacturing, retail, telecommunications, and the fashion industry. The participating organisations were IBM, Dell Technologies, Wilo, Lidl, Orange Slovakia, and Calzedonia Group. These companies were selected because of their international business activities, culturally diverse workforces, and extensive experience in international business negotiations.

A total of 502 electronic questionnaires were distributed among employees working in the selected corporations. 304 completed questionnaires were returned, representing a response rate of 60.8%. The employee sample consisted of 220 women (72.4%) and 84 men (27.6%), ranging in age from 19 to 64 years. The largest proportion of respondents belonged to the 31–40 years age group, followed by employees aged 21–30 years.

The respondents represented the following multinational corporations:

IBM (n = 78)
Dell Technologies (n = 60)
Wilo (n = 14)
Lidl (n = 28)
Orange Slovakia (n = 39)
Calzedonia Group (n = 85)

In addition to employees, the study also included 51 managers and team leaders, enabling the comparison of managerial and employee perspectives on leadership practices. The managerial sample consisted of participants aged 38 to 68 years, with most respondents belonging to the 41–50 years age category. The inclusion of both employees and managers provided a more balanced understanding of organisational leadership and reduced the risk of relying exclusively on one stakeholder group's perceptions.

3.3 Research Instruments

Data were collected using two complementary research instruments: a structured questionnaire and semi-structured interviews.

The questionnaire consisted of demographic questions together with items measuring employees' and managers' perceptions of leadership practices, organisational communication, employee motivation, teamwork, feedback, participation in organisational decision-making, and selected aspects of business negotiations. Most questionnaire items employed a six-point Likert scale, where 0 indicated strong disagreement and 5 indicated strong agreement. The absence of a neutral response option encouraged respondents to express either a positive or a negative evaluation of each statement.

The managerial questionnaire included 17 statements evaluating leadership behaviour across several dimensions, including communication, performance management, employee motivation, organisational support, participation in organisational changes, and interpersonal relationships within work teams.

To complement the quantitative findings, semi-structured interviews were conducted with selected managers and employees. The interviews focused primarily on leadership practices, organisational culture, communication processes, employee engagement, and experiences related to business

negotiations. This qualitative component enabled respondents to explain their questionnaire responses in greater detail and provided additional contextual information supporting the interpretation of quantitative findings.

3.4 Data Collection and Analysis

Data collection was conducted electronically during the implementation of the KEGA research project. Participation in the study was voluntary, and respondents were informed about the purpose of the research and the anonymous processing of all collected data. No personally identifiable information was recorded, ensuring respondents' confidentiality and encouraging honest responses.

Quantitative data obtained from the questionnaires were analysed using descriptive statistical methods, including frequency distributions, percentages, arithmetic means, and graphical presentation of results. These methods enabled the identification of dominant leadership characteristics and the comparison of employees' and managers' perceptions regarding leadership effectiveness.

The qualitative interview data were analysed using thematic analysis. Individual interview transcripts were systematically reviewed to identify recurring themes related to leadership behaviour, communication, employee motivation, teamwork, and business negotiations. The qualitative findings were subsequently integrated with the quantitative results, providing a more comprehensive interpretation of leadership practices within the participating multinational corporations.

3.5 Ethical Considerations

The study adhered to generally accepted ethical principles governing social science research. Participation was entirely voluntary, respondents provided informed consent prior to completing the questionnaire or participating in interviews, and all responses were treated confidentially. The collected data were analysed exclusively for scientific purposes within the framework of the KEGA research project and were reported only in aggregated form to ensure participants' anonymity.

4 Results

4.1 Characteristics of the Research Sample

The empirical research involved employees and managers from six multinational corporations operating in Slovakia across the information technology, manufacturing, retail, telecommunications, and fashion industries. A total of 304 employees completed the questionnaire, representing a response rate of 60.8% from the 502 distributed questionnaires. In addition, 51 managers and team leaders participated in the study, providing complementary perspectives on leadership practices within their organisations.

The employee sample consisted predominantly of women (72.4%), while men represented 27.6% of respondents. Participants ranged in age from 19 to 64 years, with the largest proportion belonging to the 31–40 years age category. This demographic profile reflects the age structure typically observed in multinational corporations operating in Slovakia, where most employees occupy professional and middle-management positions.

The participating organisations included IBM, Dell Technologies, Wilo, Lidl, Orange Slovakia, and Calzedonia Group. The inclusion of organisations from different industries increased the diversity of the research sample and enabled the identification of leadership characteristics that extend across different organisational contexts.

4.2 Leadership Practices in Multinational Corporations

The questionnaire results indicate that respondents generally evaluated leadership practices positively, particularly in relation to communication, managerial support, and performance feedback. Managers reported that they regularly informed employees about their work performance, discussed individual achievements, and addressed performance-related issues in a timely manner. These findings suggest that performance management and feedback constitute well-established leadership practices within the participating multinational corporations.

Constructive feedback emerged as one of the strongest dimensions of leadership effectiveness. Respondents emphasised that regular communication regarding work performance contributed to greater role clarity, stronger motivation, and improved cooperation between managers and employees. These findings support the assumption that effective feedback enhances both individual performance and overall team effectiveness.

Managers also reported that they actively encouraged employees to improve their performance and provided assistance when work-related problems occurred. Such supportive leadership behaviour contributes to the development of interpersonal trust, which has been widely recognised as an essential prerequisite for effective teamwork and organisational commitment.

4.3 Employee Participation and Organisational Communication

Although respondents evaluated communication positively, the findings also revealed several areas requiring improvement. Lower scores were observed for questionnaire items related to employee participation in organisational decision-making and communication during organisational change.

Many respondents indicated that they were not consistently involved in decisions affecting their daily work or organisational development. Similarly, managers acknowledged that employees were not always consulted before organisational changes were implemented, nor was sufficient attention consistently devoted to ensuring that employees fully understood the reasons for these changes.

These findings suggest that communication within the participating corporations remains predominantly top-down, while opportunities for participative decision-making remain comparatively limited. Considering the increasing complexity of multinational organisations, greater employee involvement may contribute to stronger organisational commitment, improved innovation, and more effective implementation of organisational change.

4.4 Leadership and Team Effectiveness

The results demonstrate a clear relationship between leadership behaviour and perceived team effectiveness. Respondents who evaluated managerial communication, feedback, and support positively also reported higher levels of teamwork, cooperation, and employee motivation.

The findings indicate that leadership effectiveness is not determined solely by managers' ability to coordinate work activities but also by their capacity to establish trusting relationships and create psychologically supportive working environments. Employees who perceived their managers as approachable and supportive were more willing to cooperate with colleagues, share professional knowledge, and contribute to organisational objectives.

Furthermore, respondents emphasised that effective leaders encouraged open communication and facilitated constructive problem-solving within work teams. Such leadership practices strengthen organisational resilience and improve the ability of teams to respond effectively to changing business conditions.

4.5 Leadership and Business Negotiation Effectiveness

One of the principal objectives of this research was to examine the relationship between leadership practices and business negotiation effectiveness. Although the questionnaire did not measure negotiation performance directly, both questionnaire responses and interview findings indicate that leadership competencies substantially influence the organisational conditions necessary for successful negotiations.

Managers participating in the interviews consistently highlighted communication, preparation, teamwork, and mutual trust as critical success factors in business negotiations. They emphasised that negotiation outcomes depend not only on the competencies of individual negotiators but also on the quality of internal cooperation before, during, and after negotiations.

Several interview participants noted that effective leaders ensure that negotiation teams clearly understand organisational objectives, possess the necessary information, and communicate consistently throughout the negotiation process. Such preparation reduces misunderstandings, strengthens organisational credibility, and improves the likelihood of achieving mutually beneficial agreements.

The findings therefore suggest that leadership contributes to negotiation effectiveness indirectly through the creation of organisational environments characterised by trust, collaboration, knowledge sharing, and effective communication.

4.6 Summary of Key Findings

Overall, the empirical findings identify four principal determinants of leadership effectiveness within multinational corporations operating in Slovakia:

transparent organisational communication;
constructive and continuous performance feedback;
managerial support and mutual trust;
employee motivation and effective teamwork.

Conversely, employee participation in organisational decision-making and communication during organisational change remain comparatively weaker dimensions of leadership practice. These findings indicate that multinational corporations may further strengthen organisational performance by adopting more participative leadership approaches that actively involve employees in organisational processes.

The results presented in this chapter provide the empirical foundation for the subsequent discussion, where the findings are compared with recent international research on engaging leadership, participative leadership, employee voice, and leadership effectiveness in multinational corporations.

5 Discussion

The present study examined the relationship between team leadership and business negotiation effectiveness in multinational corporations operating in Slovakia. The findings indicate that effective leadership extends beyond the coordination of daily work activities and plays a strategic role in shaping organisational communication, employee engagement, teamwork, and negotiation performance.

One of the principal findings concerns the importance of transparent communication and constructive feedback. Respondents consistently identified regular communication, managerial support, and continuous performance feedback as the strongest characteristics of effective leadership. These findings are consistent with the concept of engaging leadership proposed by Mazzetti and Schaufeli (2022), who demonstrated that leaders strengthen team effectiveness by creating supportive working environments characterised by trust, communication, and employee development. Similarly, the present study confirms

that employees who perceive their managers as supportive and approachable report higher levels of motivation and cooperation.

The research also revealed comparatively lower evaluations of employee participation in organisational decision-making and organisational change. This finding supports the conclusions of Wang, Hou, and Li (2022), whose comprehensive review identifies participative leadership as a critical determinant of employee commitment, innovation, and organisational adaptability. Their work suggests that involving employees in decision-making improves both decision quality and organisational performance. The present findings indicate that multinational corporations operating in Slovakia could further strengthen leadership effectiveness by expanding opportunities for employee participation.

Communication emerged as another key determinant of organisational effectiveness. Employees emphasised the importance of open dialogue, timely information sharing, and constructive interpersonal relationships. These findings correspond closely with Yue, Thelen, and Verghese (2025), who found that transparent supervisory communication encourages employee voice, enabling employees to share ideas, propose improvements, and participate more actively in organisational development. The current study likewise demonstrates that communication is fundamental to trust-building and effective teamwork.

The international context of the research further highlights the importance of culturally sensitive leadership. Hamlin, Alhejji, and Patel (2024) argue that leadership effectiveness within multinational corporations depends not only on managerial competencies but also on leaders' ability to adapt their behaviour to organisational and cultural contexts. Although the present study did not specifically examine cultural differences, the participating organisations operate in multicultural environments where communication, ethical leadership, and interpersonal trust are essential prerequisites for successful cooperation and business negotiations.

Another important contribution of the study concerns business negotiation effectiveness. Rather than viewing negotiations solely as individual managerial activities, the findings demonstrate that successful negotiations are supported by high-quality teamwork, effective internal communication, and coordinated leadership. Managers participating in the interviews repeatedly emphasised that careful preparation, information sharing, and clearly defined organisational objectives contribute substantially to successful negotiation outcomes. These findings extend previous leadership research by integrating organisational leadership with the field of business negotiations.

From a theoretical perspective, the study contributes to the growing body of research on leadership in multinational corporations by combining concepts of engaging leadership, participative leadership, employee voice, and team effectiveness within a single empirical framework. From a practical perspective, the findings suggest that organisations should invest not only in negotiation training but also in leadership development programmes that strengthen communication competencies, employee participation, and collaborative organisational cultures.

Overall, the findings demonstrate that leadership effectiveness should be understood as a multidimensional organisational capability that directly influences employee engagement, team performance, and business negotiation effectiveness. Organisations capable of integrating these dimensions into everyday managerial practice are better positioned to establish sustainable competitive advantages in increasingly dynamic international business environments.

6 Conclusions

This study investigated the relationship between team leadership and business negotiation effectiveness in multinational

corporations operating in Slovakia. Drawing on a mixed-methods research design that combined questionnaire data from 304 employees and 51 managers with semi-structured interviews, the study identified the leadership practices that most strongly influence communication, teamwork, employee engagement, and negotiation performance.

The findings demonstrate that transparent communication, constructive feedback, managerial support, and interpersonal trust represent the principal determinants of effective leadership. Conversely, employee participation in organisational decision-making and organisational change remains comparatively limited, indicating opportunities for further leadership development within multinational corporations.

From a theoretical perspective, the study contributes to contemporary leadership research by integrating concepts of engaging leadership, participative leadership, employee voice, team effectiveness, and business negotiation effectiveness into a unified analytical framework. The research also extends existing empirical evidence by focusing on multinational corporations operating in Slovakia, a geographical context that remains underrepresented in the international leadership literature.

The study also provides several practical implications for managers and human resource professionals. Organisations should encourage participative leadership, strengthen internal communication, promote employee involvement in decision-making, and invest in continuous leadership development. Such initiatives may improve employee engagement, organisational commitment, teamwork, and ultimately increase the effectiveness of business negotiations.

Several limitations should be acknowledged. The research focused exclusively on multinational corporations operating in Slovakia, which may limit the generalisability of the findings to other organisational and cultural contexts. In addition, the study employed primarily descriptive statistical techniques and relied on self-reported perceptions of employees and managers.

Future research should examine leadership practices across different industries and countries, employ longitudinal research designs, and incorporate advanced statistical methods to explore causal relationships between leadership behaviour, organisational communication, and negotiation effectiveness. Comparative international studies would further contribute to understanding how cultural differences influence leadership practices and business negotiations within multinational corporations.

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