The Link Between EPQ Psychoticism and Negotiation Styles Among Managers in Government Institutions in N. Macedonia

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Abstract

The purpose of this research is to determine if there is a relationship between the personal dimension Psychoticism that leaders have and decision-making styles, as a characteristic of leader's negotiation styles. The psychological profile of the leader and his or her traits, influence how that individual will act as a leader. To find out whether or not will be supported the scientific purpose of this paper, a survey will be conducted to measure the dimensions of leaders' personalities and decision-making styles. The sample that is the subject of the research consists of 100 respondents, civil servants assigned to senior management positions in state institutions. For measuring the styles was used DSI (Decision Style Inventory) inventory, designed by author Alan Rowe, and adapted into Macedonian by prof. dr. E. Sardzoska in 2007 (2009). The dimension Psychoticism was measured with the EPQ (Eysenck Personality Questionaire), which is the work of spouses Sybil and Hans Eisenk Lojk (Lojk, 1991). The results of the study showed that the general hypothesis; The dimension psychoticism is related to the decision-making styles of public sector managers, is supported or confirmed. The obtained results are consistent with most of the research findings found in the expert references on these issues.

Keywords. Psychoticism; Rigidity; Negotiation Styles; Neuroticsim, N.Macedonia

Introduction

Many manuals, books and scientific papers have been written about negotiations, which speaks to the complexity and relevance of the topic. Negotiation skills are not a concrete, exact "science", because at the core of all approaches is the person, who is the bearer of the negotiations, so an individual case is created from each negotiation process.

However, certain standards have been adopted that classify negotiations as a term, as well as tactics to advise negotiators. Choosing the right tactics and strategy for each case makes the difference between a good one, ie. a successful negotiator and a bad one, that is. "loser" negotiator.

Markovič (Markovič, 2011) investigated the relationship between the personality profile of managers and the style of leadership and negotiation. The research was carried out on 308 managers of various levels management, where they determined that personality

factors are significant factor of leadership and negotiation styles, the resulting associations are low but statistically significant. Statistically significant were also detected differences in terms of negotiation and leadership styles and characteristics of the personality of managers, which differ according to different demographics variables, as well as the characteristics of the managerial position.

Accordingly, found that there are differences in the association structure between traits of the personality and management and negotiation styles of the respondents from different gender, as well as managers at different levels of management. The scientific goal of this paper is to determine if there is a connection between the personal dimensions that leaders have and decision-making styles, as a feature of the leader's negotiation styles. A leader's psychological profile and traits influence how that individual will perform as a leader. Personality type, but also gender and culture, decide how the leader will approach the negotiation process and which negotiation style he will focus on. In order to reveal the connection, that is, to see if the scientific objective of this paper will be supported, a survey will be conducted to measure the dimensions of the leaders' personalities and the decision-making styles represented by the leaders.

Negotiation styles

According to the quadrilateral model of the brain, Ned Herman, using them and the papers of Sperry and McLean, Alan Rowe (1989), defined four negotiation styles. The activity of each quadrant of the brain is the basis for a certain style of negotiation. Negotiation style represents a combination of cognitive complexity and value orientation. Row (Row, 1992) according to McKenna (McKenna, 2000), determined negotiation styles combining cognitive complexity and value orientation.

The negotiation styles that Alan Rowe talks about are the following:

a) Directive style of negotiation

Autocratic managers use a directive style of negotiation with a tendency to aggressive behavior. These managers are not tolerant of vague information and are not inclined to search large amounts of data. They prefer information in oral form. They conduct negotiations quickly, they prefer clearly defined rules and relationships, order and security. They tend to power and authority in relationships with other people. It is characteristic of managers who negotiate quickly based on a small amount of information. It is suitable for short-term contracts.

b) Analytical style of negotiation

Managers with an analytical style are cognitively complex persons. They tend to innovate and are good at the abstract and logical deductive reasoning.

They want to have at their disposal a large amount of information in written form. Unlike managers with a directive style, they show more tolerance, search more information and that's it they stand for the best possible discussion and solution. They like variety and change, but they also emphasize control. This style is characteristic of managers who value achievements and have a certain tendency to be autocratic management. It also

characterizes the analytical style of negotiation careful negotiation with the ability to adapt to new situations.

c) Conceptual style of negotiation

A conceptual negotiation style distinguishes managers with need for recognition and success. They have high cognitive complexity and people orientation. They apply a democratic - participative management style, which includes those subordinates in the negotiation. They also pay a lot of attention to performance of tasks, for which they engage in extensive research and analyzing data before engaging in negotiation. It is used by managers who are oriented towards long-term decisions and are quite capable of finding creative ways to solve problems. Their solutions are creative and perfectionist in terms of quality. Fame, recognition and independence are important to them.

d) Behavioral negotiation style

Behavioral negotiation style characterizes managers with expressed need for acceptance (affiliation) and democratic relations with subordinates. They have low cognitive complexity and people orientation. Theirs management, above all, is oriented towards the needs and care for other people in order to develop and maintain good interpersonal relations. These managers they negotiate on the basis of relatively little data, but that is why they are deep dedicated to the organization and development of people. They prefer verbal reports. It is characteristic of managers who include others in the process of conducting negotiations. Driven by the desire to be accepted, provide support to others, show warmth and empathy. They want to be consult with others, receive suggestions and communicate easily. They are directed towards immediate and medium-term goals.

EPQ Psychoticism

In his research and study of personality Eysenck (Eysenck, 1971, according to Lojk, 1979) using the statistical technique factor analysis, extracted three basic dimensions or factors of personality which he considers that, in addition to intelligence, the most important are:

1. E: dimension extroversion – introversion or extraversion;

2. N: dimension of emotional stability (equilibrium) – lability

(imbalance) or neuroticism;

3. P: dimension of hardness, rigidity, unyielding – softness, yielding

or psychoticism for short.

These dimensions are normally distributed in the general population, which means that they are represented to varying degrees in all people and only extreme forms of the continuum of normality represent pathological abnormalities.

The psychoticism dimension is defined by the two extremes: rigidity, rigidity, intransigence, aggressiveness, unempathic personality vs the person who is lenient, sensitive, empathetic, who cares for others people.

A person with a high score on the psychoticism dimension can be described as lonely, a person who is not interested in people, a person who is "difficult" and who it is difficult to adapt to anything and anywhere. Such a person can be cruel and inhumane, with insufficient feelings and empathy, in short insensitive. She can be hostile towards people, even towards those closest to her, she can be aggressive towards those she loves. Such a person likes strange and unusual things; he doesn't care much about dangers. Usually, people who have a relatively high score manifest the described behavior in a much milder form. Extremes are rare. Psychoticism here means that characteristic of the person that occurs in different intensity in all people, and if it occurs in an extreme form, we can suspect that it is a psychopathological phenomenon. In everyday language, instead of psychoticism, one speaks of firmness, intransigence, if the respondent scored high on the psychoticism dimension, or of permissiveness, softness, if the respondent scored low on the psychoticism dimension.

In the field of theoretical and applied psychology, the dimension of intransigence, i.e. psychoticism, is also interesting. Psychoticism is not correlated with neuroticism or extroversion, nor with the scale of sincerity.

Methodology

The field research was conducted through a questionnaire survey. The questionnaire was conducted indirectly, in written form. Since the survey was conducted only once, over a short period of time, it falls under the cross-sectional survey design. The number of respondents is relatively small, ie. 100 in total.

The respondents were not selected by a random selection method, but based on a specific criterion, a managerial position. The unit of analysis in research is the individual. The respondent himself fills out the questionnaire printed on paper. The survey is standardized, that is, the same questions are asked to all respondents. The survey is of a closed type - the respondent chooses one of the offered answers.

In this research, personality dimensions according to Eysenck will be used. That is: psychoticism. The dimensions were measured using the personality inventory created by Eysenck Personality Questionaire (EPQ) Lojk (Lojk, 1979). If a higher score is obtained, it means that there will be a greater expression of the personality dimension being measured.

Psychoticism dimension (permissiveness – intransigence, rigidity). The psychoticism dimension (P) is represented by: rigidity (firmness, intransigence, aggressiveness, unempathic personality) and the person who is permissive (that is, is sensitive, empathetic and cares for other people) .

The author Alan Row (Alan Row, 1992, according to McKenna, 2000) determined four decision-making styles: directive, analytical, conceptual and behavioral. Decision-making styles are measured by the DSI (Decision Style Inventory), constructed by author Alan Rowe. Respondents respond on a scale from 1 to 4, with a higher score representing a greater expression of the particular decision-making style.

1) 1) Directive style: there is no tolerance for unclear information, and the decision is made based on a relatively small amount of information.

2) 2) Analytical style: there is an increased tolerance for unclear information, and the decision is made by searching a large amount of data.

3) 3) Conceptual style: there is a tendency for creativity and inventiveness, and the decision is made on the basis of extensive elaboration of the data.

4) 4) Behavioral style: when making a decision, care is taken to maintain good relations with other employees.

The instruments - inventories will be given to 100 respondents in a management position in the public sector. Relevant variables will be: position in the hierarchy and length of work experience, and respondents will be equalized according to the specified variables. The respondents have between 10 and 15 years of work experience and are employed at the highest position in the hierarchy (for example, school director, department head, etc.).

General hypothesis

Psychoticism personality dimensions of leaders are related to decision-making styles of public sector managers. Personality dimensions and decision-making styles will be measured with separate instruments for the specified variables.

Special hypotheses

❖ ϖ There is a positive association between indulgence on the psychoticism dimension and analytical decision-making style.

❖ ϖ There is a negative association between indulgence on the psychoticism dimension and behavioral decision-making style.

❖ ϖ There is a negative association between indulgence on the psychoticism dimension and conceptual decision-making style.

❖ ϖ There is a positive correlation between the agreeableness personality dimension of the psychoticism dimension and directive decision-making style.

Results

Table No. 1 Results of hypothesis testing

Negotiation style	Psychotism
Directive style	-0.239 ($p < 0.01$)

Analytical Style	**-0.637**	
	(p<0.01)	
Conceptual Style	-0.144	
	(p>0.05)	
Behavioral Style	**0.706**	
	(p<0.01)	

According to the results, the table shows that the general hypothesis is partially supported, that is, it is confirmed in seven out of twelve cases. Personality dimensions of leaders are related to decision-making styles of public sector managers. There is a positive association between indulgence on the psychoticism dimension and analytical decision-making style. The hypothesis is confirmed.

There is a negative association between agreeableness on the psychoticism dimension and behavioral decision-making style. The hypothesis is confirmed. There is a negative association between indulgence on the psychoticism dimension and conceptual decision-making style. The hypothesis is not confirmed.

Conclusion

There is a positive association between indulgence on the psychoticism dimension and analytical decision-making style. The hypothesis is confirmed. Confirmation is due to the bond that exists between rigid personalities who do not require much information to make decisions.

There is a negative association between agreeableness on the psychoticism dimension and behavioral decision-making style. The hypothesis is confirmed. The confirmation is due to the relationship between the non-commitments to good relations with employees by rigid personalities who do not adapt to the environment.

There is a negative association between indulgence on the psychoticism dimension and conceptual decision-making style. The hypothesis is not confirmed. The hypothesis has not been confirmed, that is, creativity is not related to either flexibility or rigidity, as it is the result of other factors.

There is a positive correlation between the agreeableness personality dimension, the psychoticism dimension, and the directive decision-making style. The hypothesis is confirmed. The hypothesis is confirmed because of the rigidity that exists in people who have a directive style, that is, they make decisions based on a small amount of information.

A good negotiator used to be considered a person who could get everything he wanted without making any concessions. These times are behind us, and modern business and great competition do not make anyone irreplaceable. We can safely say that there is a big "evolutionary race" in business today, where companies are constantly adapting to each other, making compromises to benefit together.

Negotiators are compromisers. They create new opportunities from the starting point, carefully balancing the interests of both negotiating parties. A good negotiator is not only a good economist or lawyer, he must also be a certain psychologist, visionary - he must be a leader, a charismatic person who captivates with his personality and appearance. It makes an impact on its followers and thereby achieves the ultimate goal of the company, i.e. realization of the organization's vision.

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Business, marketing and cultural diversity in the balkans

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Abstract

Culture and various aspects of culture such as history, religion, education, language, etc. influence how businesses make business decisions, allocate resources, and manage various initiatives. It also affects the functional areas of marketing, sales, and distribution. Cultural diversity permeates every aspect of business, shaping how companies operate and communicate in domestic and foreign markets. Cultural differences are often considered only in terms of consumer bases and target audiences, but they also significantly affect the way a company operates within. Business practices that are acceptable in one country can vary greatly in another.

The Balkan Peninsula is a mixture of geographical, historical, political and cultural understandings. The cultural diversity in the Balkans implies a large number of ethnic groups and national cultures that are varied and complex. The diverse culture in the Balkan countries directly affects the production and sales, as well as the marketing activities that companies undertake within the market. The population and their wants and needs dictate the need for a large variety of products and services.

This paper presents the cultural diversity, business climate, and multicultural marketing in three countries in the Balkan Peninsula: North Macedonia, Serbia, and Greece.

Keywords: cultural diversity, marketing activities, business decisions, sales, products.

Introduction

Multicultural marketing is an essential business practice for brands seeking to truly connect with an increasingly diverse audience. It is this audience that wields enormous purchasing power. Connecting with diverse and integrated consumers has become a primary goal for some of the largest consumer brands, with some even dedicating entire departments to fostering relevant conversations within the multicultural marketplace. At a time where personal identities are complicated by nuanced expressions of gender, race, religion, nationality, language, and more, brands are trying to become even more responsive and authentically connect with consumers. Marketing managers need to recognize the importance of diversity in marketing and advertising and how to successfully incorporate it. There is no doubt that diverse consumers appreciate when well-known and respected members of their communities' associate with or endorse a brand. Creating genuine connections with beloved members of a multicultural community helps foster trust and facilitates brand acceptance.

Culture has a significant impact on the marketing activities used by businesses (Schnalke et al., 2014). The decision of which activities to use in the markets is one of the most important decisions made by the marketing function of the organization. The diversification of culture across the population increases the level of difficulty and uncertainty in formulating marketing decisions. The activities used are framed after a deep and concise research of the cultural aspects of a particular group of people. Each group of customers has different needs according to tradition, customs and income (Danaher et al., 2011).

The current situation in the Balkans reveals the ethnic diversity of this region and the territorial dispersion of ethnic groups. It simultaneously implies great cultural diversity, as well as the dispersion of different national cultures in the Balkan countries. Cultural patterns in the Balkans develop on three levels (Parker, 2011):

- level of elite culture,

- level of mass culture and

- level of traditional folklore, more or less indigenous culture.

Elite culture is created in urban centers, especially those with the highest rank in the hierarchy of urban centers. Therefore, today, although in difficult financial and economic conditions, various cities organize art festivals (film, music, theatre), promote artists in various arts (design, architecture, paintings, music) and revive the tradition of cultural events at the European level. In this cities way try to stay in touch with European centers of greater traditions and greater economic potential. Urban centers are also generators of mass culture, as a means of spreading their wider influence and thereby strengthening the material basis for other forms of culture through tax policy, where this policy is appropriately oriented. The rural environment, which is an important element of the settlement structure, is mainly a consumer of mass culture and a creator of regional or local, in some cases even autochthonous folk culture, especially in regions with a dominant and deeply traditional rural structure.

Business, marketing and cultural diversity

The era of globalization today has led to the expansion and integration of different economies. The integration of economies exposes businesses in economies to a universal cultural marketing mix. Competition among companies in the international market has led to an increase in market research, which improves and maintains the relevance of a business to its target market. The importance of cultural diversity is increasing, thanks to the growth of new and advanced technologies that allow markets to reach a wide range of consumers and customers beyond geographical boundaries. New technologies and marketing communication channels have raised the importance of studying different cultural issues. Different countries have different ways of expressing culture. This can expose businesses to offending people from different cultures when selling their brands in international markets. Businesses must be aware that cultural patterns in different economies influence the promotion and marketing of their products. Consumer choices in different economies depend on the cultural values, traditions and customs of a particular region (Vainionkulma, 2016).

Different aspects of culture influence the marketing and promotional activities of companies. Aspects of culture include history, religion, education, and language. According to Hollensen (2011), the perception of organizational culture has eight components that influence promotional and marketing activities. These components are: religion, technology, language, aesthetics, values and attitudes, cultural norms, education and communal institutions.

The most common religions in different countries of the world are Islam, Christianity, Buddhism, Confucianism and Hinduism. Religion and faith can provide a basis for similarities between different cultures due to the breadth of aspects (Schnalke et al., 2014). Religion can influence the strategies undertaken by the marketing functions of any organization operating in markets.

Advances in knowledge and technical skills are moving in a way that merges traditional ways of working. The marketing function of an organization should take into account the technological advancements of its target market. Technological culture defines the level of knowledge that exists in a particular population and the marketer must analyse that aspect before applying any communication tool.

The key to the culture of any country is the language spoken by its citizens. For an organization whose activities are involved in international marketing, the marketer must learn the languages of the nations whose markets are targeted. It is beneficial for any organization to learn different

languages to assist in any growth strategies undertaken across cultural boundaries. This component of culture along with aesthetics includes people's tastes and preferences for music, art, drama, and folklore. Marketers and market promoters need to learn the aural preferences of their target market in order to understand the symbolic meanings of various expressions in art and contemporary art. Different cultures have different melodramatic tastes even in markets that are comparable (Schnalke et al., 2014).

Values and attitudes are elements of society that help people think about what is appropriate or right and distinguish what is not appropriate. Values and attitudes help people think about what is desirable and vital in society. The market, especially in the international market, must take into account the values and attitudes of potential customers and consumers before introducing a product or service.

Norms are derived from attitudes and values. Norms are an accepted, agreed upon, or assumed set of standards for doing things. Most people in a society agree with norms. Norms emerge when a group of people, over a significant period of time, agree on and decide what values are appropriate and inappropriate for their lives. Norms define what people are or are not allowed to do.

Education encompasses the procedure and program for transmitting thoughts, attitudes, knowledge, skills, and training in specific disciplines. The purpose of education is to transmit traditions and norms from generation to generation. Culture is transmitted from generation to generation through education (Little et al., 2014). For marketers, a clear understanding of the education of their customers or potential customers is critical to understanding the exact product that is needed.

Institutions such as government, business, class, or related relationships influence the actions of consumers and customers. These institutions also influence customer-related methods by connecting customers and clients to each other. A successful marketing function in an organization takes into account the institutional connections of the target market.

Business, marketing and cultural diversity in North Macedonia and Serbia

Regional identities are of great importance in North Macedonia. Smaller towns and villages may have distinct folkloric identities that distinguish them from neighbouring provinces. There is a noticeable cultural divide between those who live in urban areas and those who live in the countryside. People from metropolitan areas tend to pay more attention to their personal appearance and material wealth. They usually live in apartments and have a rather globalized lifestyle. Meanwhile, many Macedonians in the mountains and rural areas continue to make do with what grows each season and live in self-made houses. Macedonians are very community-oriented, both in rural and urban areas. Neighbourhood is essential for people's support networks, especially for those whose parents live far away. This is partly because many families would live in the same village or town for generations together. However, it also relates to the collectivist nature of the culture.

In North Macedonia, people usually know all their immediate neighbours and many others in their town. They visit and socialize regularly, often spontaneously. In such close-knit communities, everyone knows each other, and family background implies a lot about a person. This lack of privacy means that word about the family business can quickly get around. Macedonians are careful when seeking support to ensure that their grievances do not become the topic of

community gatherings and bring shame to the household name. However, the intimate neighbourhood also provides a sense of belonging and security.

North Macedonia has a small and open economy. The traditional economy is agricultural, but the country is now industrialized and highly integrated into international trade. North Macedonia does business with countries all over the world, so it is necessary to review a few basic rules of etiquette before arriving in the country for meetings and negotiations. The global financial crisis hit North Macedonia at a time when the country was beginning to reap the benefits of its intensive efforts to improve foreign investment since 2006, which resulted in a sharp decline in foreign investment levels in 2009. However, the results in the period 2010-2012 showed signs of recovery, and some large foreign companies began to realize their investment projects in North Macedonia. The next few years will be critical and North Macedonia will have to face a number of challenges in order to build on its reputation as a new and growing investment destination. North Macedonia has developed a highly liberalized foreign trade policy and has signed various bilateral agreements that provide local producers with free access to the European Union and other markets, making North Macedonia a highly competitive production and export platform. North Macedonia offers a stable monetary environment with one of the lowest inflation rates in the region and a stable currency. Investors in North Macedonia benefit from a very favorable tax environment with one of the lowest corporate tax rates in Europe. In addition, North Macedonia has several investment zones with up to 10 years of tax subsidy for corporate profits, employment income, customs duties and more.

North Macedonia has attempted to achieve a high level of foreign trade liberalization in recent years. This has been achieved, in part, as a result of the following:

- Membership in the World Trade Organization since 2003;

- Membership in CEFTA - Free Trade Agreements with Albania, Serbia, Montenegro, Bosnia and Herzegovina;

- Free Trade Agreement with Turkey and Ukraine and with the European Free Trade Associations;

- Stabilization and Association Agreement with the EU since April 2001, which grants Macedonia duty-free access to European markets for most goods (for some goods, full liberalization will be phased in over a period of ten years).

North Macedonia has committed itself to three basic rules of conduct in trade: transparency in laws, equal rights and privileges for foreign and domestic companies and citizens, and treatment of the most diverse countries. The Law on Customs Tariff is fully harmonized with the customs systems introduced by the World Customs Organization and the Combined Nomenclature of the European Union. However, restrictions still apply in relation to: export permits for environmental protection, human health protection, animal and plant protection, protection of historical heritage, trade in military equipment and measures to protect domestic production from a significant increase in imported goods, anti-dumping measures and measures against subsidized import prices.

Over the past years, various governments have successfully reduced fiscal deficits and focused on maintaining low inflation, a stable exchange rate, and low interest rates. While the aforementioned has allowed the development of a stable macroeconomic environment, the country has failed to restart its economic growth. Although positive, the growth rates observed in recent years are still below expectations and lower than those of the most dynamic countries in the region.

Serbia is in transition in many ways, and thanks to this transition, people in the country have different ways of life. Almost a quarter of people revolve around their work in agriculture, as other city officials are day laborers, and a quarter of the working-age population struggles to find work. Similarities between people largely depend on priorities, as family seems to be the reason for work and focus for most individuals. Despite the similar priority, work schedules mean that each individual's lifestyle is quite different. Ethnicity and language continue to play a large role in Serbian culture, especially in terms of identity formation and interactions. In addition, key events in history have influenced the national identity of Serbs. Such events include the occupation of Serbia by the Ottoman Empire, the formation of Yugoslavia, and the achievement of Serbian national independence. Many Serbian customs and traditions are often associated with these significant events from the past. Modern Serbia draws inspiration from around the world while paying homage to the past.

In order to understand the peculiarities of the business culture of Serbian economic entities, it is necessary to highlight several important moments in the development of the Serbian economy (and Serbian society in general). First of all, the process of industrialization in Serbia began relatively slowly and was valued differently in its development, in different historical periods. The industrial culture that developed in Serbia clashed with the values of the ruling agrarian, pre-industrial culture, so after the Second World War it insisted on its accelerated development. Therefore, the process of industrial development in Serbian society was relatively short compared to the industrial tradition of developed Western European societies. In addition to the relatively short duration, this process was valued differently in different periods of the historical development of Serbian society, which was significantly slowed down by the brakes. This affected the characteristics of the business culture in Serbia, which, due to frequent changes, failed to fully develop, which, together with other factors, affected the business and the collapse of many companies. When it comes to business culture in Serbia, three categories of companies should be distinguished (Šljukić, 2014):

- those that were transferred to the ownership of large global (multinational) companies in the process of privatization;

- those who became the property of successful domestic companies in the process of privatization and

- those that are formed and developed "on their own" and compete independently on the market.

In corporations that have become large and successful global companies, a corporate culture has been formed under the influence of these companies. Most often, it has been taken over, or spread from the center of the company to its periphery. On the other hand, some Serbian companies, which were not privatized into large global companies, have tried to develop a corporate culture, but to develop under the influence of the corporate culture of large and successful European and global corporations. The chance for Serbian businessmen (as well as other companies from the "transitional" environment) is in a joint association or association with businessmen from the surrounding area. In this case, it is necessary to establish and intensify the communication of their corporate cultures among themselves, then their corporate cultures with specific national cultures, as well as the corporate cultures of successful global companies.

Business, marketing and cultural diversity in Greece

Greece is a country of great interests and diverse cultures, influenced by its location at the crossroads between East and West and the many occupations of the Greek people throughout history. In general, Greeks are particularly proud of their culture and speak of their country with great passion, feeling that the culture of Greece is a definition of their national and ethnic identity. Traditions, religion, music, language, food and wine are the main components of culture in Greece and are the basis for those who want to visit and understand the country today. There are various aspects that make up Greek culture, such as language, history, geographical location, traditions and customs, religion, music, food, products and much more.

Language is one of the most important elements of Greek culture. Modern Greek is a descendant of the Ancient Greek language and is associated with part of Greece or the Greek border of the Indo-European language. The first written Greek was found on baked clay tablets, in the ruins of the island of Knossos on the island of Crete. Linear A and Linear B are the oldest types of written languages in Greece.

Greece is a country with a very rich history from the Bronze Age to the Classical period, the Roman period, the Ottoman period and much more. It is also known worldwide for many famous people and their actions throughout the centuries. This section offers information about the history of Greece, but also provides information about the meaning of the flag, a list of the most famous archaeological sites, historical monuments and UNESCO sites in Greece.

The traditions in Greece and the Greek islands are either religious in nature or come from paganism. In addition, most of the traditions and festivals that are still followed and celebrated today are religious. Therefore, many Panizza are organized in the country, which are actually religious celebrations of saints, accompanied by traditional music and dancing in the village square. These Panizza are a strong element of Greek culture and are held throughout the year, especially during the summer. Greek music is incredibly diverse due to the creative Greek assimilation of various influences from the eastern and western cultures of Asia and Europe. Music in Greece has a long history dating back to ancient times, during which poetry, dance and music were inseparable and played an important role in ancient Greek daily life and culture.

Greece is a developed country with an open economy that relies heavily on the service sector at 85%. The remaining national economic output comes from the other industrial sector (12.0%) and the agricultural sector (3.0%). Although Greece is a significant producer of agricultural products and fisheries within the European Union, the tourism industry forms the basis of the economy. According to the United Nations World Tourism Organization, Greece is the 7th most visited country in the EU and the 16th in the world. Also, trade exports represent 16.2% of the total capacity in the world. The Greek economy has been in recession since the global financial crisis in 2008. The current state of the economy is mainly a consequence of the European debt crisis and only through the implementation of serious austerity measures and the benefits of two multi-billion-euro rescue packages has the economy begun to stabilize.

Greek private companies, which are mostly small and medium-sized enterprises and partnerships, are not able to create and maintain strategic marketing plans that are found in the corporate form of business. Therefore, modern strategic marketing practices and theories cannot achieve their optimal level of success in Greece compared to more developed countries in the European Union. For this reason, the owners of such firms are accustomed to personal face-to-face relationships, which they consider to be the best tactic for marketing penetration. In addition, the owners and managers of small and medium-sized enterprises do not consider marketing strategies as a vital component of the work of their organizations. Also, organizational strategic plans are not considered a necessity for the existence and development of small and medium-sized enterprises due to the lack of mentality of their owners and managers, who in most cases are members of the owner's family. It has been observed that some SMEs implement initiatives

with limited marketing plans, but the decisions related to such plans are taken haphazardly by the owners or their managers who do not have the expertise to make such decisions (Rivoero et al., 2013). In addition, the underdeveloped business and managerial mentality of the owners and managers of Greek business firms hinders the development of their organizations and the expectations of profitability. This has led to the neglect of the role of strategic marketing initiatives: marketing is limited to mainly monitoring budget expenditures and there is no short-term or long-term plan that focuses on brand awareness.

Foreign and EU corporations are reluctant to do business in Greece due to the unchallenged business mentality of the country's entrepreneurs and managers. In the past, foreign corporations of medium size and large majority have tried to penetrate the Greek economy, but were not successful because Greek SMEs dominate most business organizations, and entry into the Greek market is difficult to achieve (Theodor, 2012). This is why marketing growth and development cannot be achieved through comprehensive strategic management and implementation plans that come from more developed countries (Baker, 2010).

The underdeveloped state of the marketing function in Greece is due to the lack of a corporate form of business because industrialization in the country is limited. Improvements in marketing can occur through the growth of small and medium-sized organizations, the creation of more domestic corporations, allowing the entry of European Union and foreign corporations into the Greek market, the emphasis on marketing programs at colleges and universities, the increase in marketing research and development, the provision of partnerships between colleges/universities and business organizations, and the implementation of effective and efficient monitoring and review of international marketing trends using conventional and electronic media.

Conclusion

The era of globalization today has led to the expansion and integration of different economies. The integration of economies exposes businesses in the economies to a universal cultural marketing mix. Competition between businesses in the international market has led to an increase in market research, which improves and maintains business relevance in the target market. The importance of cultural diversity is increasing, thanks to the growth of new and advanced technologies that allow markets to reach a wide range of consumers and customers beyond geographical borders. Despite the Balkans being a mixed region, there is no clear relationship between cultural diversity and economic performance (Hysa, 2020).

The Balkans have a wide range of cultures. In addition to culture, there are great economic differences between the peoples of the Balkans. The countries of the Balkans are characterized by significant economic diversity in various sectors such as agriculture, forestry, animal husbandry, etc. Due to the long history and unique traditions of the countries, tourism is a significant contributor to the economy in several Balkan countries.

The economic growth of the Balkan countries is moderately increasing with the help of several main drivers such as foreign investments in the field of industrial production. For greater economic growth, it is necessary to implement reforms that should be oriented towards reducing high unemployment rates by creating jobs and promoting youth employment through creativity and innovation as key drivers of economic growth in these countries.

The current situation in the Balkans reveals the ethnic diversity of this region and the territorial dispersion of ethnic groups. This also implies a great cultural diversity, as well as the dispersion of different national cultures in the Balkan countries.

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