



**The Impact of Negotiation Skills in Meeting Management
Among Heads of Departments in Pure Education College /
Dhi-Qar University**

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<https://doi.org/10.32792/utq/utj/vol16/2/3>

Abstract

The current study aimed at identifying the effect of negotiation skills in meeting management among department heads and the teaching staff at the College of Pure Education / Dhi-Qar University, in order to achieve the goals pursued where the researcher used the descriptive approach that is characterized by field study and through which she distributed a questionnaire to find the relationship and influence of research variables Included in the first variable, negotiation skills from which two skills were chosen, namely the skill of influence and persuasion and the communication skill corresponded to the management of meetings after verifying the validity of the questionnaire used and the validity of stability, as this questionnaire was applied and distributed to A sample consisted of (82) academic persons distributed between heads of departments and teaching staff at the College of Pure Education / Dhi-Qar University. Significant significance between the search variables.

Keywords : skills , negotiation , persuasion , influence , meetings .

1. methodological framework

1.1. Study problem

Negotiating is one of the most successful means between two or more people, which intends to find solutions to administrative and other problems, if the negotiation skills are created to find appropriate ways for the success of the negotiation process between negotiators, and thus one of the most important ways to succeed is to develop negotiating skills capable of



reaching the goals achieved in Managing meetings with department heads and the faculty of Pure Education College / Dhi Qar University, and thus in light of this problem of research and through this question, sub-questions are branched from it as follows:

1. What are the most prominent problems facing department heads in the negotiating process during the management of meetings?
2. Does the communication skill in the negotiation process provide a positive relationship between department heads when managing meetings?
3. Are there statistically significant differences in the skill of persuasion and influence the negotiation process among department heads and cadres?

1.2.Study hypotheses

1. There is a significant correlation between the negotiation skills variable with its dimensions (persuasion and influence skill and communication skill) and the management of meetings with its dimensions (before the meeting, during the meeting, after the meeting).
2. There is a significant statistically significant effect between negotiation skills in its dimensions (persuasion and influence skill and communication skill) and between managing meetings in its dimensions (before the meeting, during the meeting, after the meeting)

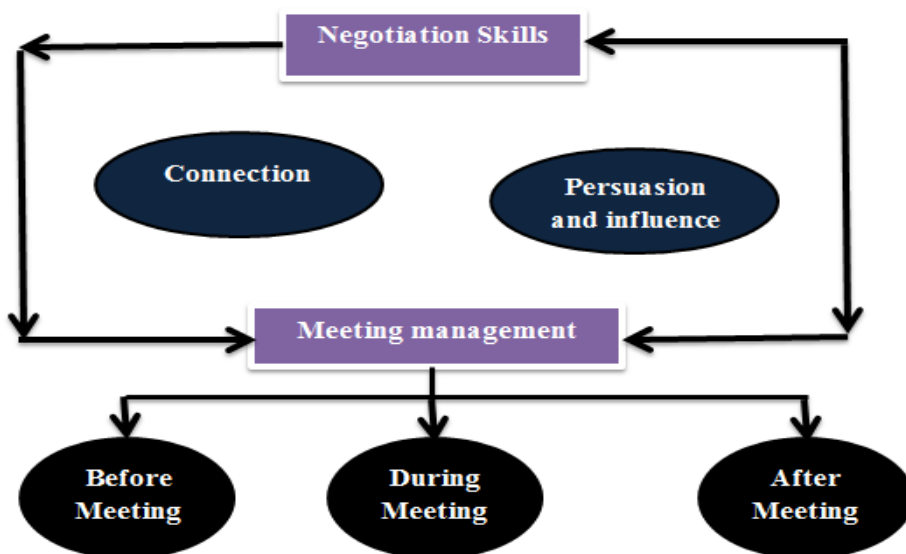


Fig.(1) The relationship among the variables



1.3. The importance of Study

The importance of the study is evident by proceeding to an understanding of negotiation processes and their skills in harmony to reveal each negotiation skill and its relationship to the relationship with the heads of departments and the faculty of the College of Pure Education in the management of meetings, because of the contribution of the negotiating process to the success of the meetings that the heads of departments of the faculty intend through managing a successful meeting relying on skills Negotiation with persuasive, influencing, and communicative skills is what this research will be interested in .

1.4. Study objectives:

The study aims to :

1. Identify the level of negotiation skills for department heads and the teaching staff of the Pure Education College / Dhi Qar University
2. Disclosing the role that the department heads and faculty of the researched faculty play in practicing my skills (communication, persuasion, and influence) to manage their meetings.

2. Theoretical Framework

The second chapter is divided into three sections, the first includes negotiation skills, the second deals with meeting management, while the third focus on the applied aspect of research

The first topic negotiation skills- :

2.1. The concept of negotiation skills

Cottrell [1] defines negotiation skills as the practice of an activity supported by feedback and each skill consists of sub-skills smaller than them, and the deficiency in any of the sub-skills affects the quality of the overall performance, while Abdul Shafi [2] defined it as something that can be learned, acquired, or formed by the learner, through simulation and training, and that what he learns varies according to the type of material, its nature, its characteristics, and the goal of its learning. As for Mousawi[3] has defined negotiation skills as the art of effective communication that seeks to satisfy human needs through communication and exchange of thoughts, feelings,



opinions ,information and the interpretation, so as not to distort the meaning, either while SHONK[4] indicates that it is a process of going back and forth with the goal of reaching an agreement when you and the other side have some common interests, Kamal[5] saw two concepts of negotiation, the concept of confrontation As he sees that negotiation is more like a tug of war and that there is one winner and there is an increase in quarrels between the parties, especially if they tend to be aggressive in dealing, and this is not true, there is absolutely no need for negotiation to involve rivalry, while the second concept is based on (Cooperation), and this correct concept is cooperation between two parties to obtain a common goal.

2.2.Negotiation skills and the characteristics of the negotiator

There are basic skills to negotiate and they are : [6,7,8]

1. The skill of gathering and analyzing the use of information: - Measuring the civilization of any nation is with what it possesses of information. Shalaby [6]confirmed without information, the opinion or judgment of things becomes based on diligence, guesswork and personal perception.
2. The skill of communication and the exchange of information: Communication was considered an art of negotiation, but rather one of the most important elements. Negotiations aim to refrain from the opposite side and reach an agreement [7]
3. The skill of adopting the appropriate strategy, maneuvering and tactics: - The strategy is an important feature to define the nature and objectives of the negotiations, which aims to shed the negotiator by the means and methods that make him able to meet the opposite party and his movements and respond to or oppose him [8]
4. The skill of vigilance and focus during negotiations: It means the extent of the negotiator's ability to focus on the progress of the negotiations with identifying points of agreement and the difference in it, especially in the long negotiations. The issues negotiated for him. [9].



2.3.The stages of accomplishing the negotiating process

The negotiating process goes through several stages, including: [3]

1. The stage of preparation for negotiation: This includes defining the subject of negotiation, to agree on the basis of negotiation and its principles, specifying negotiating delegations, determining the place and time of negotiation, and preparing information and documents necessary for negotiation with the distribution of roles between negotiating teams.
2. The ceremonial and official opening stage for negotiation, which includes the opening session, exchange of welcome words and compliments, review of the program of work for negotiation and finally mutual acquaintance.
3. The stage of negotiating discussions and exchanging opinions, which include: announcing the general position of the negotiator, serious basic negotiations and practicing maneuvers by exploiting the strengths and weaknesses.
4. The termination and closing phase, which includes the formulation of the joint final report, the declaration of acceptance, postponement as well as disagreement over the topics under negotiation and finally the justification of the final positions and their defense.

2.4.This topic can be divided into several sections, namely

First: Meetings management

Meeting management can be defined as the communicative method for decision-making, idea generation, group formation, or negotiation. If it is held in the right place and at the right time and in the presence of the right people, it becomes the most powerful tool available, since meetings are an effective tool for good management [9] and it can also be defined as a skill from Communication skills, which is a social process whereby ideas and information can be transferred from one person to another, so that he becomes a partner in this process. Through managing meetings, the leader exercises the art of obtaining the best results from the efforts of others, by planning well for the meeting. [10] and Al-Sarn [11] sees a crowd of individuals to discuss or decide on a specific matter, or it is a place taken for



the purposes of performing rituals, and in the eyes of the researcher, the meeting is the place where people hold their affairs and achieve their goals, Draw plans on a regular basis, so that the meeting adheres to the time, time and place preset.

Second: The importance of meetings

The meetings are of great importance in the affairs of the organizations and are considered one of the most important means of communication and their importance can be highlighted as follows: - [12]

1. Coordination between various aspects of activities, guidance and efforts between departments and divisions.
2. Providing the opportunity for the newly experienced employees to contact with those who are older than them.
3. Providing an opportunity for the administrative leadership and the participants in the meeting to communicate their views, directions and views to the rest of the workers through the participating members.
4. Raising the morale of the participating members by giving them the opportunity to express their opinions and ideas and participate in making decisions.

Third: Types of meetings

Divides the meetings in terms of form and level into types, including: [13]

1- In terms of form

A - Official meetings: They are the ones whose composition and the course of its procedures are controlled by specific laws and regulations, the voting method in the meeting and the right of the majority to issue a decision, and the number of times the component is entitled to speak, the period specified for each member to speak.

B - Informal meetings: the composition of which is not governed by specific laws or regulations, and is characterized by flexibility and ease, as it can take place on various social occasions, such as invitations to receive or bid farewell, or give gifts, or meeting on the occasion of celebrating the passage of a certain period of time on the establishment of the establishment and others .



2- In terms of level: It includes the following:

- A - Meetings at the international and international levels, such as the Arab League and the United Nations.
- B - Meetings at the level of organizations in the private sector, such as the meeting of boards of directors and committees in companies.
- C - Meetings at the state level: such as the cabinet and the Shura Council.

2.5.The work side

This topic includes the practical framework for the research sample: -

First: The first axis (negotiation skill):

1. Adequacy of the sample and the existence of correlations between the variables: one of the most important conditions that must be met to use exploratory structural factor analysis. To verify this condition, we will use the KMO (The Kaiser-Meyer-Olkin M) scale and the statistical value ranges between (0-1 The closer the value approaches (1), this indicates that the correlation model is reliable and the structural factor analysis will be more reliable. This variable consists of two dimensions, namely (1- persuasion and influence skill 2- communication skill).
- 2.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.667
Bartlett's Test of Sphericity	Approx. Chi-Square	1006.002
	Df	496
	Sig.	0.000

Through the above table, it becomes clear to us that the value of (KMO) reached (0.667) which is greater than (0.05), and thus it is a great value. As for the correlation relationship between the variables, the Bartlett test was used, which has a value of (1006.002), which is significant. The correlation matrix is not a unit matrix. (That means, there are significant correlations between the questionnaire paragraphs).

Principal Components method :



To verify the remaining four criteria, the main vehicle method was conducted to ensure constructive exploratory honesty with respect to the first axis branches negotiation skills and its dimensions:

Table (2) Axes saturation of the first axis (Negotiation Skill)

Code	The first axis (Negotiation Skill)	Axes saturation			
		1 st factor	2 nd factor	3 rd factor	4 th factor
P	skill of Persuasion and influence				
P1	Uses a good tone of voice and non-emotion.		0.595		
P2	Make some concessions to gain the consent of the other party.		0.607		
P3	He listens well to the proposals and opinions of the other party.		0.605		
P4	Resort to a third party to resolve the negotiating dispute.		0.655		
P5	Has the ability to clarify the terms of the final agreement.		0.581		
P6	uses various tactics when asking questions so that he can choose the best options during the negotiation process.		0.629		
P7	The negotiator avoids		0.566		



	personal offers and makes room for bargaining.				
P8	He expresses his view well when discussing the issues raised.		0.773		
P9	He has the means to persuade and not to disclose the papers to the other party and avoid conflict during the negotiation process		0.562		
P10	tends to use the principle of reciprocity using the same methods and means against the other party.		0.822		
C	Communication Skills				
C1	Listen to other people's feelings to understand the facts.			0.667	
C2	The negotiator has the ability to understand the speech language and the message provided by the other party			0.637	
C3	Smile and use appropriate facial expressions during the dialogue			0.781	
C4	The negotiator chooses good style, pronouncements and friendly terms to			0.658	



	negotiate with the negotiating parties.				
C5	The negotiator notices and attends the physical movements in the negotiation sessions to clarify it.			0.627	
C6	The negotiator begins greeting when the negotiation process begins.			0.535	
C7	Having friendly pre-contact and creating an atmosphere that contributes to meeting common interests.			0.642	
	Latent root	13.720	4.822	3.421	2.110
	Explanation variance%	45.61	13.882	9.825	6.152
	Cumulative percentage variance%	45.61	59.492	69.317	75.469

The second axis: meeting management

In the same method, this scale is tested on the second axis, which includes three dimensions (before the meeting, during the meeting, after the meeting). The exploratory structural analysis is used until we determine the paragraphs that will be included under this scale.

1 - The existence of correlations between variables:

We also use the KMO scale to verify the adequacy of the study sample, as shown in the following table (3):

Table (3) KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.795	
Bartlett's Test of Sphericity	Approx. Chi-Square	660.281
	Df	210
	Sig.	0.000



The table (3) shows that the (KMO) scale was (0.795) which is greater than (0.05) and is thus a very large value. As for the existence of correlations between the variables, a Bartlett test was also used. The test indicates the existence of the relationship between the dimensions of the scale, which is significant as it reached (660.281), which indicates the presence of significant correlations between the paragraphs.

2. Principal Components

To verify the standards, the main vehicle method was conducted to ensure constructive exploratory validity:

Table (4) Axes saturation for The second axis (Meeting management

Code	The second axis (Meeting management)	Axes saturation		
		1 st factor	2 nd factor	3 rd factor
M	Before meeting			
BM1	Commitment to time for the beginning and end of the meeting.	0.652		
BM2	Define the subject of the meeting clearly and understandably.	0.622		
BM3	Notify the participants of the date of the meeting, sufficiently before the meeting begins.	0.733		
BM4	Work hard to create the meeting venue and supplies just before the meeting.	0.682		
BM5	Provide a safe and calm environment to understand all points taught before the meeting begins.	0.684		
DM	During Meeting			
DM1	He has the ability to effectively manage time during a meeting.		0.442	
DM2	Participates in formulating well for the weekly and monthly agenda.		0.598	
DM3	Commits to preparing files, activities and problems that are taught during the meeting		0.586	



DM4	Giving freedom for expressing the opinions expressed by the participants during the meeting.		0.706	
DM5	Posit The most important goals for which the meeting was held.		0.762	
DM6	Cares with controlling good behavior and cooperating to find solutions to the raised problems.		0.763	
DM7	Finds the strengths and weaknesses of all meeting participants.		0.714	
DM8	Emphasizes the commitment to apply all decisions made at the meeting.		0.542	
DM9	Topics are voted upon when there are differences of opinion.		0.775	
AM	After Meeting			
AM1	Improve relations between all participants after the meeting.			0.723
AM2	Work on implementing the studied decisions and plans and organizing the strategies previously presented.			0.572
AM3	The results of the meeting are generally studied for later application.			0.606
AM4	Post evaluation process takes place after the meeting.			0.555
AM5	The meetings may not meet the ambition of some of the participants.			0.708
AM6	It develops plans and strategies to implement the conclusions drawn from the meeting.			0.603
AM7	The results show the achievement of justice and equality between all parties.			0.606
	Latent root	7.895	29.335	2.568
	Explanation variance%	39.714	69.049	12.252
	Cumulative percentage variance%	39.714	3.225	81.301



The stability of the measuring instrument:

The stability indicates the consistency of the study scale, the stability of the results that can be obtained from the scale across different time periods, and the structural stability of the measuring instrument (Construct Reliability) is verified through the use of the Alpha Cronbach test. The stability factor was calculated using the Alpha Cronbach correlation coefficient of the main variables (axes) and branches And its dimensions, as in table (5):

Table (5) Alpha Kronbach coefficient for the Dimension

The Axis	Alpha Kronbach coefficient for the variable	Dimension	Alpha Kronbach coefficient for the Dimension
Negotiation skill	0.846	skill of Persuasion and influence	0.866
		Skill of Communication	0.852
Meeting Management	0.844	Before Meeting	0.859
		During Meeting	0.856
		After Meeting	0.855

As it becomes clear from the above table that the Alpha Kronbach coefficient ranged between (0.900-0.855) which is statistically high and highly acceptable in administrative research because all its values are greater than (0.75) and this indicates that the scale tool is characterized by internal consistency and stability for all variables and dimensions that Its values are greater than 0.75.

Second: Statistical analysis of the questionnaire

Questionnaire questionnaires number 82 were distributed to the research sample. The scale used in the answer is the Lekart five-point scale and it included five options, both of which are: (Strongly agree- agree- neutral- not agree -not agree at all).

The questionnaire form included two main axes, the first axis (negotiation skill), which it includes two dimensions (1- persuasion and influence skill 2-



communication skill) and the second axis (management of meetings) and included three dimensions: (1 - before the meeting is held 2 - during the meeting 3- After the meeting).

We have found the analysis and statistical description of the questionnaire for each of the main variables and dimensions above as follows:

The first major variable (negotiation skill):

It includes two tracks (1- persuasion and influence skill 2- communication skill), and the results are as follows:

Table (6) Details of the statistical numbers of the variables approved in the current study for negotiation skill

Questions	Strongly agree	agree	neutral	not agree	not agree at all	n	mean	standard deviation	Relative importance	Coefficient of variation
skill of Persuasion and influence										
P1	39	39	3	1	0	82	4.4146	0.6276	88.3	14.2
P2	12	28	20	17	5	82	3.3049	1.1406	66.1	34.5
P3	40	37	4	1	0	82	4.4146	0.6470	88.3	14.7
P4	11	16	28	19	8	82	3.0366	1.1700	60.7	38.5
P5	32	42	8	0	0	82	4.2927	0.6380	85.9	14.9
P6	38	37	5	1	1	82	4.3415	0.7572	86.8	17.4
P7	23	35	13	5	6	82	3.7805	1.1442	75.6	30.3
P8	42	35	4	1	0	82	4.4390	0.6497	88.8	14.6
P9	40	32	10	0	0	82	4.3659	0.6941	87.3	15.9
P10	15	17	27	16	7	82	3.2073	1.2043	64.1	37.5
Total							3.9598	0.4015	79.2	10.1

questions	Strongly agree	agree	neutral	not agree	not agree at all	n	mean	standard deviation	Relative importance	Coefficient of variation
Communication Skills										
C1	36	39	5	2	0	82	4.3293	0.7037	86.6	16.3
C2	34	45	3	0	0	82	4.3780	0.5587	87.6	12.8
C3	42	33	7	0	0	82	4.4268	0.6485	88.5	14.6
C4	45	33	3	1	0	82	4.4878	0.6333	89.8	14.1
C5	32	30	15	5	0	82	4.0854	0.9054	81.7	22.2
C6	45	32	4	1	0	82	4.4756	0.6522	89.5	14.6
C7	30	36	14	1	1	82	4.1341	0.8279	82.7	20.0
Total							4.331	0.42644	86.6	9.8

This variable (negotiation skills) included two dimensions, and each dimension included several questions, regarding questions for the first dimension (the skill of persuasion and influence). It included a number of



questions. The weighted mean was (3.9598), which is higher than the default mean, and with a standard deviation of (1.4634) Since the hypothetical mean (3) is on the area of the scale, this indicates that the sample surveyed are consistent with regard to this dimension and this is due to the relative importance has reached (79.2%), which is a good percentage.

As for questions, question No. (8) obtained the highest average of (4.4390), which indicates (expresses his view well when discussing the issues raised) and the standard deviation (0.6497) and the relative importance of the question reached (88.8%).

As for the lowest arithmetic mean, it was for question No. (4) with an arithmetic mean of (3.0366) and represented (resorting to a third party to resolve the negotiating dispute.) With a standard deviation of (1.1700) and the relative importance reached (60.7%).

As for the second dimension (communication skill), it included a number of questions. The weighted mean was (4.331), with a standard deviation of (0.42644), and since the default mean (3) was on the area of the scale, this indicates that the sample surveyed is consistent with respect to this dimension. This belong to the relative importance has reached (86.6%), which is a very good percentage.

Regarding the questions, question No. (4) obtained the highest average of (4.4878), which indicates (the negotiator chooses a good and conservative method and friendly expressions to negotiate with the negotiating parties.) The standard deviation reached (0.6333) and the relative importance of the question reached (89.8%).

As for the lowest arithmetic mean, the question number (5) with an arithmetic mean was (4.0854) and represented (the observer notes and attends to the physical movements in the negotiation sessions to explain it). With a standard deviation of (0.9054) and the relative importance of the amount reached (81.7%).

In general, the first axis (negotiation skills) obtained an arithmetic mean of (4.0190) which is higher than the hypothetical mean of (3) on the area of the scale, this indicates that the sample surveyed is consistent with respect to the first variable and this is due to The standard deviation of the first major



variable was (0.31883), and the relative importance was (80.4%), which is a very good percentage.

To know which of the dimensions had the greatest importance and the least difference from the sample, it is clear from the table (6) the arrangement of those dimensions according to the index of the coefficient of difference.

Table (7) The arrangement of those dimensions according to the index of the coefficient of difference

Dimensions	Coefficient of variation	Sorted by difference coefficient
skill of Persuasion and influence	10.1	2 nd
	9.8	1 st

The coefficient of variation that shows the dependent dimensions that got the least differences in terms of answers by the respondent sample and on the level of dimensions for negotiation skill has got the first place the dimension (communication skill) The difference coefficient reached (9.8%) and got after (the skill of persuasion and influence) on the rank The second was that the coefficient of variation (10.1%).

Second: The second main variable (Meetings Management):

As for the second major variable (meeting management), it has three dimensions: (before the meeting, during the meeting, after the meeting), with regard to the statistical description, as shown in the table (7)

Table (8) Details of the statistical numbers of the variables approved in the current study for Meetings Management

questions	Strongly agree	agree	neutral	not agree	not agree at all	n	mean	standard deviation	Relative importance	Coefficient of variation
Before Meeting										
BM1	44	31	5	2	0	82	4.4268	0.7206	88.5	16.3
BM2	52	28	2	0	0	82	4.6098	0.5388	92.2	11.7
BM3	46	33	3	0	0	82	4.5244	0.5715	90.5	12.6
BM4	45	34	3	0	0	82	4.5122	0.5718	90.2	12.7
BM5	48	28	6	0	0	82	4.5122	0.6333	90.2	14.0
Total							4.5171	0.4388	90.3	9.7



During Meeting										
DM1	36	42	4	0	0	82	4.3902	0.5828	87.8	13.3
DM2	32	43	7	0	0	82	4.3049	0.6224	86.1	14.5
DM3	37	39	6	0	0	82	4.3780	0.6214	87.6	14.2
DM4	38	33	4	6	1	82	4.2317	0.9336	84.6	22.1
DM5	42	37	3	0	0	82	4.4756	0.5715	89.5	12.8
DM6	41	38	1	2	0	82	4.4390	0.6497	88.8	14.6
DM7	23	36	16	7	0	82	3.9146	0.9054	78.3	23.1
DM8	41	36	5	0	0	82	4.4390	0.6106	88.8	13.8
DM9	38	33	8	3	0	82	4.2927	0.7933	85.9	18.5
Total							4.22	0.9118	84.4	21.6
After Meeting										
AM1	33	42	7	0	0	82	4.3171	0.6261	86.3	14.5
AM2	36	42	4	0	0	82	4.3902	0.5828	87.8	13.3
AM3	32	42	4	4	0	82	4.2439	0.7627	84.9	18.0
AM4	34	37	11	0	0	82	4.2805	0.6899	85.6	16.1
AM5	9	22	31	16	4	82	3.1951	1.0356	63.9	32.4
AM6	37	39	6	0	0	82	4.3780	0.6214	87.6	14.2
AM7	34	36	11	0	1	82	4.2439	0.7787	84.9	18.3
Total							4.1498	0.4616	83.0	11.1
							4.3284	0.3702	86.6	8.6

It included the second axis (meeting management) on three dimensions (before the meeting, during the meeting, after the meeting) and each dimension included several questions as follows:

With regard to the first dimension (before the meeting was held) it included a number of questions. The weighted mean was (4.5171) and with a standard deviation of (0.4388). As the hypothetical mean (3) was, the mean was higher than the hypothetical mean over the area of the scale, this indicates The sample surveyed is consistent with regard to this dimension, and this is due to The relative importance reached (90.3%), which is high and excellent.

At the level of dimension questions, question No. (2) obtained the highest average of (4,608), which indicates (clearly identifying the subject of the meeting). The standard deviation was (0.5388) and the relative importance of them reached (92.2%).

As for the lowest mean arithmetic, the question (1) had an arithmetic mean of (4.4268) and represented (commitment to time to the beginning and end of the meeting). The standard deviation was (0.7206). As for the relative importance of the question, it reached (88.5%), which is a very good percentage.



As for the second dimension (during the meeting), it included a number of questions. The weighted mean was (4.22), and with a standard deviation of (0.9118). And when the default mean (3) was the mean, the mean was higher than the hypothetical mean on the area of the scale, this indicates That the sample was consistent with regard to this dimension and this is due to the relative importance reached (84.4%), which is a very good percentage.

At the level of dimension questions, question No. (5) obtained the highest average of (4.4756), which indicates (subtracting the most important goals for which the meeting took place). The standard deviation reached (0.5715) and the relative importance of them reached (89.5%), which is a very good percentage .

As for the lowest mean arithmetic, the question (7) had an arithmetic mean of (3.9146) and represented (looking for the weaknesses and strengths of all participants in the meeting.) The standard deviation was (0.9054), while the relative importance of the question reached (78.3%), which is a good percentage.

As for the third dimension (after the meeting was held) it included a number of questions. The weighted mean was (4.1498), and with a standard deviation of (0.4616). As the hypothetical mean (3) was, the mean was higher than the hypothetical mean on the area of the scale, this indicates That the sample was consistent with regard to this dimension and this is due to The relative importance reached (83%), which is a very good percentage.

At the level of dimension questions, question No. (2) obtained the highest average of (4.3902), which refers to (working to implement the decisions and plans studied and organizing the strategies previously presented). The standard deviation reached (0.5828) and the relative importance of them reached (87.8%), which is High percentage.

As for the least mean arithmetic, the question (5) had an arithmetic mean of (3.1951) and represented (the meetings may not meet the aspiration of some of the participants.) The standard deviation amounted to (1.0356) while the relative importance of the question reached (63.9%), which is higher than the average.



With regard to the second main variable as a whole (meeting management), the weighted mean (4.3284) and a standard deviation of (0.3702) and the hypothetical mean of scale (3) on the area of the scale were indicating that the respondent sample was consistent with functional immersion towards the positive direction and this is due to the relative importance has reached (86.6%), which is a very good percentage.

Third: hypothesis testing

The first main hypothesis: ((There is a significant correlation relationship between the negotiation skill variable by its dimension managing meetings with its dimensions))

The first sub-hypothesis from the first main: (There is a significant correlation between persuasion and influence skill and meeting management with its dimensions (before the meeting, during the meeting, after the meeting))

The association between the skill of persuasion and influence and managing meetings with their dimensions (before the meeting, during the meeting, after the meeting) was significantly correlated with the rest of the dimensions.

Table (9) The values of the Kendall correlation coefficient between the dimension of persuasion and influence and meetings managing with their dimensions (before the meeting, during the meeting, after the meeting).

	Before Meeting	During Meeting	After Meeting	Meetings Management
skill of Persuasion and influence	*0.178	**0.303	**0.242	**0.276
P-Value	0.000	0.000	0.001	0.000
The significance at 0.05 level	moral	moral	moral	moral
* * Denotes at the level of significance 0.01.				
* It indicates at the level of significance 0.05.				

The third sub-hypothesis from the first main: (There is a significant correlation between communication skill and meeting management with its dimensions (before the meeting, during the meeting, after the meeting))



The association between the communication skill and the management of meetings with their dimensions (before the meeting took place, during the meeting, after the meeting was held) recorded a significant correlation with the rest of the dimensions, and it was as follows: The communication skill recorded a positive moral correlation with the variable. The meeting, after the meeting was held) As shown in the table below, which is a significant correlation at the level of significance (0.01) if the value of P-value (the level of significance) is less than the level of significance (0.01) and the correlation coefficient Kendal (0.399, 0.414, 0.364) Consequently, there is a significant correlation.

After the skill of communication, he achieved a significant correlation with meeting management, as it reached (0.437). This indicates ...

Table (10) The values of the Kendall correlation coefficient between the distance of the communication skill and the management of meetings with their dimensions (before the meeting, during the meeting, after the meeting)

	Before Meeting	During Meeting	After Meeting	Meetings Management
Communication Skills	**0.399	**0.414	**0.364	**0.437
P-Value	0.000	0.000	0.001	0.000
The significance at 0.05 level	moral	moral	moral	moral

* * Denotes at the level of significance 0.01.

3. Conclusions and recommendations

3.1. Conclusions

The most important conclusions can be highlighted from the practical side, and they are as follows

1. The first sub-hypothesis of the first major confirms that there is a significant correlation relationship between the skill of persuasion and influence and the management of meetings with their dimensions (before the meeting is held, during the meeting, after the meeting), and this also proves the validity of the study hypothesis, and this indicates the existence Moral correlation with meeting management as it reached (0.276).



2. The second sub-hypothesis of the first major, which indicates a correlation relationship of significant significance between the communication skill and the management of meetings with their dimensions (before the meeting was held, during the meeting, after the meeting), and this proved the validity of the study hypothesis, including a significant correlation with the management of meetings It reached (0.437).
3. The first secondary hypothesis of the second major proved that there is a significant effect of persuasion and influence in managing the meetings with their dimensions (before the meeting, during the meeting, after the meeting), and that the change that occurs to the skill of persuasion and influence by one unit leads to an increase in achieving Managing meetings by (0.375), and this confirms the validity of the second sub-hypothesis of the study.
4. The second secondary hypothesis from the second major demonstrated that there is a significant effect of communication skill in managing meetings with their dimensions (before the meeting is held, during the meeting, after the meeting), and indicates that the change that occurs to the communication skill by one unit leads to increased realization Managing meetings by (0.578).
5. The management of the meeting included the stages that create the appropriate climate for preparing and managing the meeting, which are limited to three which are (the stage before the meeting, the stage during the meeting, and the post-meeting phase).
6. There is importance to negotiate and these goals aim to reach a solution between the parties, as well as to obtain a mutually beneficial solution, which gives the parties a degree of satisfaction and acceptance of what has been agreed upon.

3.2.Recommendations

In light of the previous findings, the researcher reached several recommendations, the most important of them



1. The negotiation skills that achieve the objectives of the conflicting parties in managing the various meetings should be studied in all levels and aspects, which meet the aspiration of success in all convincing methods of the negotiation process.
2. Emphasis must be placed on the diversification of negotiation skills and the adoption of skills other than those mentioned in the research.
3. Good planning should be done before the meeting is managed by the manager responsible for meeting, making the agenda, as well as planning time for the meeting to succeed.
4. The multiplication of studies that specialize in influencing negotiation skills with managing meetings to create an atmosphere of understanding and reconciliation and ending crises and conflicts between countries and societies in all their classifications.
5. The necessity of encouraging researchers to familiarize themselves with the progress of negotiation processes, and to proceed with the relationship between negotiation skills and meeting management, as this relationship is not a fantasy, but rather keeps pace with reality and interferes in the affairs of many areas and levels, including organizations affiliated with a country.

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