



**TECHNIUM**  
**SOCIAL SCIENCES JOURNAL**

**Vol. 30, 2022**

**A new decade  
for social changes**

[www.techniumscience.com](http://www.techniumscience.com)

ISSN 2668-7798



9 772668 779000

## **Factors for shaping the organizational views and leadership practices of Ibrahim Rugova**

**Elmire Nikci – Rexha**

UBT Higher Education Institution, 1000 Prishtina, Kosovo

[emmanikci@gmail.com](mailto:emmanikci@gmail.com)

**Abstract.** Analyzing the unique figure of the scholar, writer, politician and diplomat, as well as the key views of the former President of Kosovo Dr. Ibrahim Rugova expressed during the leadership of the political process of state-building in Kosovo. Through this paper I aimed to present the role of political communication as well as leadership in the defining leadership of the masses. Studying the leadership, charisma and political and public communication of Dr. Rugova, we encounter an essential difference in political and public communication between President Rugova and prominent world leaders throughout history. A great deal of space is occupied by the communication of his political and programmatic vision through political doctrine and active peaceful resistance. From the multidimensional treatment of the Rugova leadership elaborated through political-public communication, unique leadership and pragmatism in leading the unfolding of his program vision, he managed to convince the local and international public to be sensitized with his mission. The strategy of political leadership, treated through the prism of public and political communication, highlights a unique doctrine for the realization of the right to self-determination, and the creation of political and state identity. This political doctrine can be defined as "fighting the negative will of the enemy", which is a long-term intellectual war that requires intellectual patience, restrained and coordinated action, and constructive knowledge.

**Keywords.** Leadership, Charisma, Communication, Politics, Public, Leadership

### **Methodology**

The working methodology of this paper is based on the qualitative and analytical-descriptive method. While through the method of comparison I have found that the leadership and style of political and public communication of President Rugova has a difference in the empirical aspect of influencing the masses and the impact of strategy of political thought and action and the complexity of his political leadership in achieving goals and his political vision.

The method of studying the leadership and political communication of President Rugova, inductive and comparative method, through which I have tried to emphasize in this paper the key views as a primary role. The political-public communication of President Rugova, as a topic of study, highlights the leader, who through cultural, historical, archaeological, agro-cultural values and good traditions, claims to soften the aggressiveness of the masses and their physical, spiritual, but also orient the intellectual potential in peaceful ways and actions, for the solution of issues of national character.

### **Leadership, leader, charisma**

Leadership can be defined as the ability of the individual to influence other people, so that they collaborate and contribute to efforts focused on achieving the goals of the organization. Leadership represents the exercise of authority by directing the work of others. Leaders are visionary and inspire others to act with integrity, are authentic and deliver results being all characterized by an effective leader. Leaders need to have talent in attracting, motivating and retaining competent and dedicated people<sup>1</sup>.

Leaders want regular evaluation of their performance. Leadership is often misunderstood, when you hear that someone has an impressive title or a leadership position, they assume that individually you are a leader. Sometimes this is true, but titles do not have much value when it comes to leadership. True leaders are not promoted, appointed, or appointed. This is valid only from influence and has no mandate. It must be won<sup>2</sup>.

How is charisma defined? What do we really mean by the term charisma and "charismatic person"? Some people have a special ability to impress other people with an idea and lead them together. Thousands upon tens of thousands of men and women can follow such a person, do what he says, and think how he thinks. This particular ability is called charisma, and the people who possess it are called charismatic. In each person's environment there are people who stand away from the crowd with their unusual view of the world and the ability to please others. Charisma translated from Greek. χάρις means "grace, divine gift, grace." In Christianity, this word is perceived in only one sense - "the gift of God". When translating Bible texts and scriptures, this word was translated as "grace"<sup>3</sup>. Among historical figures, charismatic figures include those who made a special contribution to history by changing its course. These personalities are known to all. These include the founders of world religions: the Prophet Muhammad, Buddha, Moses, and Christ. Humanitarian reformers can also be included here: Luther, Erasmus of Rotterdam, Calvin. Among the politicians are: Genghis Khan, Napoleon, Lenin, Mussolini, Stalin and Trotsky, Hitler, Gandhi, Martin Luther King<sup>4</sup> and other personalities who have left an indelible mark on history, politics, leadership, diplomacy, humanism but also the strategy of political thought and action.

I appreciate that Ibrahim Rugova with his features, style and charisma has influenced the domestic level and especially the international one in achieving the major goals for his country and people which are freedom and independence. Ibrahim Rugova had a tremendous impact on his people, his words and messages for the period he was in politics exceed national and regional dimensions. Influence was defined as leadership ability and strength of 'presence'. The opportunity was defined as achievable and enjoyable<sup>5</sup>. Presence, influence, trust, confidence, sense of how to lead, feeling that people feel good, characteristic smile<sup>6</sup> are traits and characteristics that constitute the charisma and influence of these traits in the political leadership of President Rugova.

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<sup>1</sup> Prof. Dr. Berim Ramosaj, *Creative Management with Leadership*, p. 75.

<sup>2</sup> Maxwe C. John. "The 21 Irrefutable Law of Leadership Workbook: Revised and Updated" United States of America, 2007.

<sup>3</sup> Who is the charismatic person and what is charisma, available at: <https://vetdryg.ru/sq/kto-takoi-harizmatichnyi-chelovek-i-cto-takoe-harizma-cto-takoe-harizma/>.

<sup>4</sup> Ibid.

<sup>5</sup> What is charisma? Available at: <https://www.skillsyouneed.com/ips/charisma.html>.

<sup>6</sup> Tskhay, K. O., Zhu, R., Zou, C. & Rule, N. O. (2018). Charisma in everyday life: Conceptualization and validation of the General Charisma Inventory. *Journal of Personality and Social Psychology*, 114(1), 131–152.

### **Ibrahim Rugova - pacifist politician who transcends national and regional dimensions**

Ibrahim Rugova entered the politics of Kosovo very vigorously, leading the movement for the independence of Kosovo and legalizing the political will of its people. He legalized and institutionalized this will through parliamentary and presidential elections and through the popular referendum on independence.

He received the same legitimacy with a democratic vote as chairman of the LDK (1989) and as President of the Republic of Kosovo (1992). Rugova's institutional political actions created an internal system based on solidarity and understanding to ensure internal survival and external respect for the social and political organization and its leader. The "parallel state" or the Republic of Ibrahim Rugova was the propaganda terminology of the Serbian regime, because over 90% of the people of Kosovo were considered a genuine state established by the will of the people through elected institutions.

Ibrahim Rugova was accepted as the authentic representative of Kosovo in all major offices in Europe and America, regardless of the fact that his election was not officially accepted. Rugova himself knew that the road to international acceptance was slow, especially until real power was secured in Kosovo. He had often repeated during the 1990s: "We have moral power." The job was to exercise de facto power. Rugova's insistence on state discipline before the population, seeking institutional life, had been misunderstood, even underestimated more than once by his hasty opponents in the LDK or Kosovo, who prefer radical upheavals before evolution. These thoughts have also had their echoes in front of international factors.

Indeed, the people's vote, the civic vote, four times in a row, even in completely different political circumstances, legitimized Rugova as chairman of the LDK and President of Kosovo. This phenomenon has forever produced two consequences or historical lessons for Kosovo:

1. The authentic leader can only come out of the free vote of the citizens, and that is the power of this leader.

2. Kosovo has always accepted and established the tradition that this country will not accept any authority of the unelected leader. This, finally, was a victory for democracy in Kosovo.

It is now a fact and a story that Ibrahim Rugova remains the historic President of Kosovo and the great promoter of freedom, independence and democracy of Kosovo.<sup>7</sup>

He was certainly the most credible leader who presented the popular demands and the fundamental right to freedom, democracy and self-determination, after all that we had suffered historically and currently. His deep and vital conviction that Albanians are on the side of good, right and truth, so we have arguments both historical and current, or as I had formulated: we Albanians figuratively say we have great goods, but we are weak traders, which Ibrahim Rugova liked very much, he pushed him to internationalize and raise awareness of the Kosovo issue, because he knew very well that the world would be with us, not because we are Albanians, or against Serbs, but for the sake of right and truth, of course, if we know how to present and defend it worldwide. To these three truths had to be added two important pillars: our national consciousness and our peaceful and non-violent determination to the end, without ever giving

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<sup>7</sup>Sabri Hamiti, *Memento for Rugova*, available at:[http://www.archivioradiovaticana.va/storico/2013/01/21/sabri\\_hamiti\\_memento\\_p%20C3%ABr\\_rugov%20C3%A Bn/alb-657618](http://www.archivioradiovaticana.va/storico/2013/01/21/sabri_hamiti_memento_p%20C3%ABr_rugov%20C3%A Bn/alb-657618).

up ourselves and the truth, antiquity, tradition, culture and our ancient civilization Illyrian-Albanian. This audio-visual media "war" of the media, political and diplomatic circles, seemed like the biblical one between David and Goliath, because the Serbs had everything in hand. But President Ibrahim Rugova often said: "On our side is the truth, the history, the land of Kosovo"<sup>8</sup>.

Rugova's political philosophy, which was peaceful resistance without the use of violence, also cultivated traditional citizenship, which was a clear definition of Western Europe, as well as the values promoted by this citizen of the old continent. A new leader and a new political philosophy had begun to break down the barriers of the monist system and was overcoming not only regional dimensions, free thought and speech could no longer be stopped, in cultural and media circles in Kosovo and beyond in the region Dr. Rugova was now called the leader of the Albanians or Mayor Rugova. This period also marks the de facto official entry into politics of President Rugova.

### **Leadership, and political philosophy of President Rugova**

There is no doubt that President Rugova was the main address and with full legal and electoral legitimacy who with his peaceful policy, offer of dialogue and not violence to resolve the crisis of the former Yugoslav federation had won great sympathy in political and intellectual circles, diplomatic and media as well as in the wider international opinion. Such a peaceful offer in the Balkans, which was engulfed in the flames of war, was a real surprise to the general international public and was rightly called the leader of the Kosovo Albanians. President Rugova was briefly received by the President, Prime Minister, Foreign Ministers, Speakers of Parliaments, and MEPs, representatives of the EU, senators, congressmen and representatives of the US administration until the reception at the Headquarters of Holy in the Vatican.

Political leadership, action strategy, political messages and charisma are characteristics of a leader. In my estimation, not all political and institutional leaders leave their mark on history as statesmen. Great leaders leave their mark on history through political action, big decisions or difficult times that open up prospects for the future and prosperity of their countries and nations. Some leaders coming from small peoples or nations have often left their mark on politically and socially trended and remain good examples and guides in the national memory and beyond.

Ibrahim Rugova was a leader of a small population, but he has left indelible traces and deeds in the history of Kosovo, the Balkans and beyond. In all his public appearances in communication with the public opinion both internally and externally, President Rugova repeated the refrain "freedom, independence and democracy" which in fact became the refrain of the will of the people of Kosovo for more than two decades. This political-philosophical trinomial proclaimed by dr. Rugova three decades ago, was realized almost in full in certain time periods. The first period 1989-1999, which includes the time of President Rugova's engagement in politics and after a decade, on June 12, the first part of this trinity was realized, the freedom of Kosovo, which was achieved on June 12, 1999, after the entry of the NATO troops in Kosovo and the withdrawal of Serbian troops and administration from Kosovo. Kosovo's independence, which was the political theme of dr. Rugova, was reached on February 17, 2008, two years after the death of President Rugova, while the third part of this trinomial, democracy, has marked relatively good progress in Kosovo these 13 years after independence.

Dr. Rugova sought at all costs to preserve the values of the past, clarifying a political principle which was guided by his political subject, the Democratic League of Kosovo: national

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<sup>8</sup> ASSEMBLY SUPPORT INITIATIVE: Dr.Ibrahim Rugova-A man with the power to unite, 2006.

policies based on the essential principles of liberal - Western democracy. This attitude institutionalized the principle of individual freedom as an essential political principle<sup>9</sup>.

Trinomial Freedom Independence Democracy used by Dr. Rugova as an elementary requirement by the international community (US and EU) to guarantee the rights of the people that are considered basic human rights, in addition to having a philosophical, political character are also considered as constitutional categories in every state, as they derive from international conventions.

Rugova, being familiar with the creation and consolidation of states, of parliamentarism as a genesis and of democracy, especially of French democracy, where he continued part of his postgraduate education, apparently derived this trinomial from the French motto "liberte, egalite fraternite - freedom, equality, fraternity ", but which has perfectly adapted to the circumstances of Kosovo, since being Kosovo occupied by Serbia, the main issue was initially " freedom ", as freedom of speech was restricted in Kosovo and of expression, freedom of thought, freedom of political organization, therefore this basic requirement was necessary to guarantee freedom in Kosovo.

The second word in his trinomial was "independence", thus, Dr. Rugova aimed and asked the international community to guarantee the independence of Kosovo from the infamous Serbian regime, in order for Kosovo to create state contours and the organization of its own institutions and for guarantee that independence, the one that in the beginning in the 90s had demanded that NATO forces be the guarantor of the security of the state of Kosovo for a reasonable period, so first through independence the existence of the state was ensured, and then the ability to be able to enter into international relations with other states and to be part of international mechanisms, of which other independent states belong.

The starting point of international relations is the existence of states, as independent political communities, each of which possesses the Government and asserts sovereignty over its territory and the population that is part of that territory. On the one hand, states assert authority over its territory and population, which can be called internal sovereignty, meaning supremacy over all other authorities within that territory and population, and on the other hand independence from external authorities that does not mean external supremacy, but only independence and the ability to enter interstate relations with other states<sup>10</sup>.

As for democracy as the third word in the trinomial built by Ibrahim Rugova, we are aware that this word is also very meaningful in modern states. The word democracy derived from the Greek language and when translated it means the government of the people, so it is said that democracy originated in the city-states of Ancient Greece and that the ideals of democracy have been built since then, by Plato and Aristotle.

But democracy in the modern sense began in the early nineteenth century and describes the election of state representatives by the people through free elections<sup>11</sup>, therefore in modern states the main role in the state is played by the people and depending on the system of government the role of the people is determined, in some countries the role of the people is crucial in many vital issues for the state, through direct determination of the will of the people known as referendum and plebiscite.

<sup>9</sup> Vehbi Miftari, "Rugova: Thought, Culture, Politics", Prishtina 2013, p.125.

<sup>10</sup> Jens Bartelson - University of Stockholm, A genealogy of sovereignty, Cambridge University Press 1995, p.19.

<sup>11</sup> Anthony H. Birch, The concepts and theories of modern democracy, London 2001, fq.71.

Therefore, it can be concluded that Dr. Rugova had planned and foreseen each word of this trinomial, to determine the period in which the consolidation of the state of Kosovo would pass, and which periods as foreseen and realized were realized.

### **Conclusions**

Ibrahim Rugova had a historical role in the independence and state building of Kosovo, either as a political leader or as the head of state, from where he received the epithet Historic President, since only death could divide the people with him, and only physically, for Rugovian ideology or Rugovism is still in the minds of the people and will serve as the political legacy that future generations will inherit.

The form of applied leadership, the ideology and the political platform he practiced, in order to keep the people united, to always encourage cooperation with collaborators, to bring together people who wanted the good of the nation and the state, to sacrifice for the good of the country, the wisdom of the word, tolerance in relation to others, as well as on the other hand the persistence and stubbornness to not tolerate anything that goes to the detriment of the state and the nation, with the greatness of his life work made him known not only as Historic President spiritual leader of the people of Kosovo.

His political and diplomatic philosophy regarding the path followed, for the realization of the long-standing aspiration of the Albanian people of Kosovo, was conceived on the basis of morality, culture and tradition and through these attributes that our nation had, he gave a modern orientation, emphasizing all the time that we are part of Europe, our orientation is there and the fact that we have identity values that make us fit to be where we belong, given that we are a people with a pure history and heritage.

The historical origin was his guide for the construction of the political concept, which through political wisdom, prudent and stable thinking, he managed to formulate in a brilliant way both internally, ensuring broad agreement on the common path and the final goal that was the independence of the country, as well as in the international arena, convincing the international factor that the only solution was the independence of the country, at the same time letting them know that the aspiration of the people is national unity, but that the priority for Kosovo was the country's independence and constitution of Kosovo citizenship.

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