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SUSTAINABLE AGREEMENTS DURING INTER-CULTURAL NEGOTIATION

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ABSTRACT. *The process of negotiation in global context always is unique but not of that it never unrepeatable, but that behaviour, skills and preparation of people from different cultures are always different. The negotiators that support trust-based relationships are more likely to reach sustainable agreements more quickly and easily – you only need to be fair, open, consistent, reliable and appreciate agreements (Goldwich, 2010).*

The article analyses the inter-cultural context of modern negotiation and peculiarities of negotiators' skills for sustainable agreements. It also includes the conception of sustainable agreements and arguments for the necessity of sustainable agreements during inter-cultural negotiation.

In order to understand individuals' point of view on preparation, behaviour and attitude to sustainable agreement in inter-cultural environment scientific literature and research papers were analysed. It is important to assess the effects of both cultural and organizational culture on negotiation and to define the necessary adaptive skills for achieving sustainable agreements during negotiation process. The results of the carried out research show that in order to obtain sustainable agreements in negotiation negotiators need appropriate preparation, behaviour and skills.

KEYWORDS: inter-cultural negotiation, sustainability, sustainable agreements, skills of negotiators.

JEL classification: C78, D23, L23, M 14, M160.

Introduction

Negotiation is a process of communication during which the partners with different goals and positions seek to find the decisions satisfying both parties. In our days business people recognize that process of negotiation is becoming more and more challenging and more and more needed sustainable agreements. The main advantage of the moment – that there are no boundaries doing business and the free movement of active part of the societies have a lot of possibilities for global business development. Cultural and sustainable competences are needed for good results and productive collaboration with partners, consumers and procurers from different cultures.

The different aspects of negotiation and peculiarities of sustainable agreements in global context are discussed in the paper.

The one of unique aspects of inter-cultural interaction are obscurity and ambiguity of signals. It is important for understanding the meaning of rules and signals from people of different cultures. (Petkevičiūtė, 2009). Interactive people very often are communicating using the language other than mother tongue, one or both, what gives inner uncertainty to words and sentences and sometimes there are some difficulties for sustainable agreements. Other peculiarity of intercultural communication is inevitability of conflicts and misunderstandings. There is the huge likelihood that behaviour of others contravene our expectations. When it happens we try to explain such behaviour as crime to our value system. Also there are different verbal and non-verbal behaviour, expression of emotions and values, part of the cultural system.

One of the most important intercultural communication forms is negotiation. The meetings of business people from different cultures are arranging for some negotiation. The process of negotiation in global context always is unique but not of that it never unrepeatable, but that behaviour, skills and preparation of people from different cultures are always different. Some authors (Lewis, 2010), have an opinion that there are some difficulties because the professional knowledge of negotiators about cultural peculiarities and sustainable agreements are not needed level.

The object of the paper is the sustainable agreements during inter-cultural negotiation.

The aim of the paper is to discuss the main factors of sustainable negotiation in global context.

The methods of the research. The methods of the research are the analysis of the scientific theoretical literature and the interpretation of results of the research about inter-cultural negotiation and sustainable agreements.

1. Sustainable Negotiations and Sustainable Agreements

Sustainability issues are very important in these days (UN, 2012). The term of sustainable negotiations is being applied when dealing with sustainability issues, which involves negotiating constraints on the stress that people place on the environment so that while current needs are met, renewable resources have the opportunity to meet needs for our future (Willard, 2002). It is a considerable challenge to negotiate these constraints especially in the current global and complex world. This challenge may be more effectively tackled by looking at negotiations themselves as necessary complex adaptive systems (Jones, 2009) integral in collaborations between negotiating partners having specific cultural background as well as negotiating skills (Welbourne, 2008).

The need for social exchange is according to Levine, White (1961) created by the scarcity of resources and actors' needs to engage others to obtain valuable inputs. Scientists believe that those who attempt to find consensus with sustainability issues fail because they have not been trained in negotiation skills (Winer, Ray, 1994; Morrison, 2012). Therefore sustainable negotiations can be achieved just having appropriate skills. The success in achieving sustainable agreements during sustainable negotiations depend also on cultural and psychological features of negotiating persons. Multi-cultural differences and diverse behaviours and values sometimes hamper achievement of sustainable agreements.

Negotiation can be seen as core to collaboration as: a common ground between actors is identified; new understandings emerge; and joint or individual actions are decided upon. It must first be mentioned for this collaboration to happen, resources are important for entrepreneurs' capability in the firm. Resources, be they reputational, financial, organizational, physical, technological, human are scarce for the entrepreneurs. Hence, they should focus on activities that help them reach their objectives. An efficient way to get access to these resources is by entering into exchanges with other businesses. The assumption is that the partners have the same (Levine, White, 1961) or similar objectives (Blau, 1964),

In order to survive, businesses and other actors must actively engage in exchanges with their environment to obtain these resources; and access to external resources is key, pushing businesses to engage in relationships to avoid probable risk of death. Contemporary sustainability businesses live in an environment of uncertainty. This uncertainty come about by little knowledge on what changes are happening around them and who may partner with them (Pfeffer, Salancik, 1978). The most desirable partners are those providing behaviours, resources and capabilities (Pfeffer, Salancik, 1978) that will help the business have more influence and control over its own operations.

Having thus good negotiation skills to achieve sustainable agreements is primordial. Since conversations around environmental issues bring together multiple actors whose interests and priorities differ, from the simple local waste management to the complex global climate change (Lounsbury, 1998; Weiss, 1998), entrepreneurs are required to listen to the varied expectations of a number of actors or stakeholders, ranging from watchdogs, customers, governments, investors and the public and certainly how their actions reflect sustainability (Daly, Cobb, 1994; Jennings, Zandbergen, 1995).

The benefits for a strategic sustainable negotiation are multifold in achieving sustainable agreements (Samra-Frderics, 2003; Welbourne, 2008). Entrepreneurs for example in sustainable negotiations can, aim for improved competitiveness by pushing for developing unique offerings to enhance their revenues (Schumpeter, 1949). They can push for cost reduction to achieve higher efficiency in their operations. Knowing how to be influential can allow them to build new businesses; gain access to the benefits of other firms' assets, e.g. production capacity, technology, market access, capital, products; to reach new markets quickly; and finally to fight against same competitors. If done well, this supports a more focused exploitation of existing capabilities within each firm (Lounsbury, 1998).

Moreover, the new knowledge accessed through good preparation can be used to enhance the strategic position in sustainable negotiations (Winer, Ray, 1994). The collaborative forms in the dynamic sustainability field are complex and diverse, covering supplier-buyer partnerships, outsourcing, joint research, joint development projects, joint manufacturing, joint distribution, joint ventures, and franchising (Yoshino, Rangan, 1995).

Seeking to achieve sustainable agreements it is necessary to address the challenges of negotiating across cultures, organizations and sectors. In a world of intensely multifaceted economic, political and social problems, sustainable solutions necessitate achieving consensus among an unprecedented variety of stakeholders. Therefore, it is important to assess the effects of both cultural and organizational culture on negotiation and to define the necessary adaptive skills for achieving sustainable agreements during sustainable negotiation process.

2. Peculiarities of Negotiation for Sustainable Agreement in the Global Context

Researches show that culture plays an important role in several aspects for harmonious negotiations, i.e. for planning, negotiation process, information exchange, for the ability of negotiators to know and for their perceptions about ethical behaviour, and for the preference of conflict solutions. Thus, „social and natural determination of cultural forms determines that humanity, as a biological species, never becomes a social unit – there is always a culture and different cultures (...) and people's actions cannot be explained only according to their biological peculiarities, individual experience and direct reactions (quote from Andrijauskas, 2003). Generally speaking, the researches indicate that culture has an effect on negotiation, however, it may be indirect, and the influence is made through differences in negotiation process of different cultures.

Inter-cultural comparisons are conducted to find relevant examples and values that distinguish one culture from another, and to understand how these differences influence the international negotiations. Thus, while for the overall comparison it is important to pay attention to the central tendencies across cultures, though we cannot miss the role of individual and regional differences, which determine attitudes and behaviour. Lewicki *et al.* (2006) argues that „cultural differences influence negotiations in several ways” (Lewicki *et al.*, 2006), through communication and, as previously mentioned, the different expectations of opponents. Culture affects the way people verbally and non-verbally communicate. Body language differences can be observed between different cultures, and what in one culture „may be an insignificant gesture, in another culture can be very offensive“ (Lewicki *et al.*, 2006). The possibility of misunderstandings in international negotiations is high because of the different perceptions of time, and agreements do not have the same meaning in all cultures, therefore, due to cultural differences, the agreement and its value can lead to misunderstandings and confusion. Cultural differences are important, but the negotiators should carefully assess their impact and do not

give too much influence for cultural factors. Sometimes „often due to cultural explanations significant situational factors are not noticed, and this is called a cultural nature mistake“ (quote from Lewicki *et al.*, 2006).

„Cultural education helps to look at the other from a different point of view and realize that they are also normal (Lewis, 2010). Comparing the national cultures, differences in behaviour in society are often emphasized. Cultural diversity is huge and irreplaceable. Lewis (2010) claims that the concepts are straight and clear, our approaches to them are different. Both the Germans and the British want to be successful during negotiations. The Germans believe that this can be achieved in accordance with pure honest truth, though not very pleasant. Not to disturb the peace is more important for the British people. This is not the way - the Chinese people would say- there is no absolute truth. Two opposing views can be correct. Most Easterners and many Italians would agree with the Chinese point of view.

The international negotiations are highly influenced by „two specific contexts: the environment and the direct context (Goldwich, 2010). The environmental context includes the environmental factors that are beyond negotiator’s control, these factors are political and legal pluralism, international economics, foreign governments and bureaucracies, instability, ideology and culture. These factors may limit or restrict the internationally-based organizations, though it is important that negotiators properly understand and assess their effect on harmonious agreement. The direct context includes factors for which the negotiator can have some influence, i.e. conflict levels, the relationship between the negotiators, the desired harmonious result, direct stakeholders, and other factors (Lewicki *et al.*, 2006).

One of these factors in international negotiations, which attracted much attention in research, is bargaining power of both negotiating parties for sustainable agreements. United international companies have long been the research subject of international negotiations, while „the relative power often is practically realized through the margin amount that each of the parties is determined to invest in the new agreement“ (Lewicki *et al.*, 2006). Thus, in order to conduct business on a global scale is not enough to understand and implement a general business model. At the beginning, it is recommended and even necessary to establish a good personal relationship, in other words, to understand and to experience a different culture, i.e. to understand how a business partner understands business, what practices are applied, and to realize that the practice may differ from the usual ones, that to reach harmonious agreements it is important to understand the culture of people encountered. The following (Pruskus, 2004) cultural business environments are indicated:

- Cultures oriented to business affairs: North and Germanic Europe, Great Britain, North America, Australia, New Zealand, South Africa.
- Cultures that are reasonably oriented to business affairs: Southern Europe, Eastern Europe, the Mediterranean region, Hong Kong, Singapore.
- Cultures oriented to relationships: Arab states, the great part of Africa, Latin America, the great part of Asia.

In any negotiations Tomalin, Nicks (2007) and Sabaliauskaite (2012) distinguish two things worth knowing: how much you are willing to compromise and when to withdraw from negotiations. However, in intercultural negotiations, the style depends on the culture of communicating countries. Before starting discussion it is important to find out the cultures of cooperating countries, to analyse the differences between them. Before the start of the meeting, world-view imbalances have important impact on future negotiations. Pruskus (2004) takes three cultural groups as an example - American, Japanese, and Latin America, in this case, the sequence of negotiating objectives probably would be situated as shown in *Table 1*.

Table 1. The sequence of negotiating objectives

The United States	Japan	Latin America
1. Working deal 2. Closest profits and rapid growth 3. Permanent profit 4. Relationship with a partner	1. Harmonious relationship and „direction setting” 2. Security of market share 3. Permanent profit 4. Current deal	1. National „honor” 2. Personal main negotiator’s prestige 3. Long-term relationship 4. Current deal

Source: V. Prunskus, (2004), *Multicultural Communication and Management*, p.135.

In the *Table 1* V. Prunskus (2004) provides some examples of how differently national characters show in negotiations. As it is seen from the table, only the Japanese culture is characterized by „harmonious relationship“, Americans are primarily concerned about the deal. America prospered without missing good opportunities. Rapid future profit in America is seen as a paramount reality. Harmonious agreements are not very important to them. However, Tomalin, Nicks (2007) note that arguments and debates in America are considered constructive and are highly valued. Strict negotiation style is often used here, which may appear rough for not Americans. The pace is fast – „time is money” - so it is advisable to disclose the goal from the beginning – try to achieve a harmonious agreement. The Americans openly express their disapproval - „Are you kidding me“ - but this is a part of hectic pace and aggressive atmosphere. Negotiations often end up pretty quickly, and the focus is on the numbers. When there is not much time left you may be able to agree on concessions. Also, decisions can be made on principle, and everyone would agree to discuss the details later. In America, it is advisable to show your sense of humour, to say what you think and be ready to forget everything, and if losing be ready to start all over again. As noted, there are many challenges for a harmonious agreement with the Americans.

In the example provided for the Japanese, the project whether a proposal is less matter than a choice is considered, whether to start a long-term business relationship with foreigners (Prunskus, 2004; Jensen, 2006). Will they be able to match another company’s goals and operation manner with the well-established principles of their own work? Is their company in the right direction? Can they provide that their market share will increase significantly. Tomalin, Nicks (2007) characterize Japanese negotiating style as impersonal and unemotional. However, it is important not to forget that the quiet surface hides emotions. Time spent in the meeting is not as important as the procedure, so you should know that negotiations can take a prolonged period of time. Logic alone will not achieve anything in the negotiations - it is advisable to get approval of Japanese leaders, try to create confidence. For Japanese, it is important to identify the status of the person with whom they are communicating, in this way they know how to speak to such person.

Business meetings with Japanese begin with long greeting ceremonies and various conversations, completely unrelated to the subject of negotiations. In this way, the Japanese seek to become acquainted with the prospective partner. The best tactic is to adapt to a slow pace of the negotiations and try to gain their trust. In conversations Japanese often make pauses. They think, the silence is prolonged, and the stranger may feel uncomfortable. It must be noted that non-verbal communication is typical to Japanese; Europeans pay little attention to this fact. What to do during those long pauses? Nothing. During the negotiations, the Japanese do not like conflict. They often use the word „yes“, smile and sway heads. However, this „yes“ does not mean agreement: they say „yes“ when they want to confirm that they are listening to you. If they are nodding their heads during the conversation, this also does not mean approval, but that they are listening and understand you. Japanese people do not use the word „no“, and they

represent disapproval otherwise – they are silent, answer to question by the other question, they doubt: „I understand, but ... „or postpone the discussion of the problem, or declare „I will answer by the letter”, which is equivalent to „no.“ You also need to avoid this word. Better say „It’s not easy” and you will be interpreted correctly. In Japan young people, who come to sign the contract, are seen distrustfully. In the negotiations with the Japanese you can reach a harmonious agreement and it is important to develop the negotiation process provoking harmonious relationships.

For the comparison, the negotiating context with the Americans could be discussed. Americans are famous for being energetic and expansive people. They follow the rule „cards on the table.“ They present the information in advance, clearly set out the objectives; the same is required from the partner. Utilitarianism is typical to them - everything has to be useful. Success is usually equated with the amount of money earned. They are not pedantic, but during negotiations they especially carefully consider the contractual clauses relating to profit. The Americans want their negotiating partner to follow their provisions and regulations. They do not like to go into the partner’s problems; do not try to understand them. When negotiating with the Americans, you need to constantly emphasize your company’s advantage compared with other similar companies, to demonstrate the advantages of our products. The Americans give priority to free, not too formal negotiating atmosphere. They appreciate and understand humor. Communicating they often ignore titles, social status and age. Partners are called by names. If an American has invited you to his home, this means he is very interested in the negotiation and is planning to cooperate with you in the future. Going to visit such person you can have a bottle of good wine and a small souvenir.

Tomalin, Nicks (2007) note that in such countries as Spain or Italy you will have to negotiate with the boss, and other people will be involved in negotiations only to fulfil orders. The first objective of negotiator of these countries is to establish trust and working relationships, and only then set the price and logistics. Without the first phase, the second one will not happen. It can be said that in negotiations with the Italians and Spanish harmonious arrangements are possible, if you build confidence.

Tomalin, Nicks (2007) present the „Five C“ model, which in principle is a simple and clear way for individuals to develop their personal cultural competence, which will help to gather information about every culture in the world. „Five C’s” model consists of the following components: *cultural knowledge - this is the basic information about the country (government, currency, major sports and so on); cultural behavior - the country’s main profile (according to Gesteland’s cultural factors criteria); cultural values and attitudes - the basic aspects for a successful collaboration; cultural preferences - what is most important for the culture and its people (for example, motivation to engage in the business); cultural research – the identification of the main 5 differences between the countries for which communication can fail.*

Intercultural competence is a person’s ability to flexibly and appropriately deal with actions, requirements and expectations of foreign cultural members. For a person to be able to properly interact with different cultures, one must have some intercultural competence, in other words, in communicating one must be able to overcome the cultural differences and the resulting misunderstandings, tensions and potential conflicts. For this purpose, there are five essential skills: empathy; ability to persuade; ability to manage; ability to express own ideas; sensitivity, these aspects are very important in intercultural negotiations towards a harmonious agreement.

Negotiators’ values. Different values determine very different social rules, behavior peculiarities and attitude towards certain situations, concepts, and even humor. Often there is a

different attitude to body language, gestures, mime: nervous, mobile, many gestures using Spanish people to the ones from Sweden, Finland, Japanese may look abnormal and frivolous, while for the Italians, the Portuguese, the Brazilians they are completely acceptable. Let's take eye contact: in many European countries it is necessary, and the absence of it may show inattention, faux pas to the interviewer. There is a completely opposite situation in Japan, where direct eye contact with the interviewer is considered impolite, unacceptable. During negotiations in Japan, 90 percent of the total conversation is without eye contact.

Humor. Humor, the attitude of different nations, representatives of cultures to humor, particularly to jokes is different. The jokes by Europeans, Americans rarely amuse the representative from the East. Their cherished values and moral norms themselves reject such forms of humor as sarcasm and parody. Again, taking business, political meetings, humor is quite common in Europe. It helps, as they say „break the ice“ and relax. However, the Europeans, particularly people from Germany and Japanese believe, during negotiations use completely inappropriate humor – Japanese people see business as a serious subject matter, therefore, it is not allowed to distract attention by insignificant things. Thus, we can say that humor is a very subtle thing - the joke that can make laugh a person from one culture, can roughly offend a person from another culture.

Thought and language. „The more educated and literate the individual, the more complex and sophisticated this monologue becomes, and there is no doubt that most of this goes on „in words“, whether expressed aloud or not“ (Lewis, 2010). To know one or another culture really well, it is important to learn that culture's language. One of the best ways to overcome cross-cultural barriers is the language knowledge of the nation you are interested in, with which you have contact. The language knowledge of a different country (or even the knowledge of only certain phrases) can melt the ice, or leave the predicament situation. Before dealing with people from other culture and society, familiarize with their customs, rules of behaviour. Do not forget that there are some cross-cultural rules, common to many nations and cultures politeness, etiquette.

The objective of harmony in negotiations is typical in Japanese culture. In negotiations, the Japanese: seek harmony, avoid conflicts. People sitting at the other side of the table are considered not opponents, but rather colleagues with whom the Japanese seek to reach agreement and to establish longer relationship. The Japanese have the most difficult task of all in changing internal monologues to verbal utterances. They always try to keep balance and correctness of behaviour.

Tomalin, Nicks (2007) present a personal cultural model, which helps an individual to understand his business style, communication method, approach to the hierarchy and formality, attitude to change, the style of negotiation and decision-making, and overall approach to work. Each negotiator can create his own cultural profile, and after comparison with the opponent's cultural profile, he can make decisions in what aspects these profiles are alike and in what they differ. While working at the international level, it is important to understand whether the problem arise from the personal (bio-fields do not match), procedural (lack of skills) or cultural (attitudes to work) differences.

By the way, it is important that every culture has the main motivation to engage in the business, when you find out that, it is easier to find an agreement during inter-cultural negotiations, because undiscovered opponent's expectations have a large impact on the poor result of negotiations. These motivations are usually divided into five groups (Tomalin, Nick 2007):

- *Money* - especially relevant in Central and Eastern Europe, where due to economic conditions money has been and is one of the most desirable things, for this reason, in these countries short-term economic benefit is the primary motivation of business relationship.
- *Status* – when money is not the main goal then people care about status, this is particularly noticeable in the developed countries where the aim of cooperation is not a short-term benefit but also social relationships, this is very obvious, for example, in Germany.
- *Power* - in other countries, for example, in Russia, Italy and Spain, money is replaced by the power, status is not so important; a realistic example is the Mafia.
- *Security* – it is particularly relevant in countries where people are not sure of market stability and free economy, this is observed in Central and Eastern Europe.
- *Pleasure* - work for the pleasure is observed in British countries where people feel financially secure and, therefore, working conditions, social relationships are more important than salary increase.

In today's business world, single negotiations with a quick victory is still going on, however, it is increasingly noticeable that cooperation requires a „win-win“¹ result, and the relationship is being developed through communication. Thus, to understand the business community's profile and provide points where communication can fail should be a major feature of international negotiators, and the basis of each negotiation should be to form personal relationships based on trust. Goldwich (2010) emphasizes that the negotiators that support trust-based relationships are more likely to reach sustainable agreements more quickly and easily – you only need to be fair, open, consistent, reliable and appreciate agreements (Goldwich, 2010; Jakobsen, 2005). By the way, a negotiator who seeks after a „win-win“ result along with the above mentioned characteristics has another feature - the ability to control negative emotions, he does not let others to provoke them and shows only positive emotions.

3. Research about Intercultural Negotiation

Method of research. In order to understand individuals' point of view on preparation, behaviour and attitude to sustainable agreement in inter-cultural environment scientific literature and research papers were analysed. A questionnaire has been chosen for research as an instrument consisting of series of questions to gather the necessary information from a defined number of respondents. Moreover, it was a feasible way to reach respondents and get results for analysis in short time as questionnaires are familiar instruments to most of respondents. The questionnaires we sent were easy to administer confidentially (both options: to email or to fax have been offered in questionnaire) and data entry and tabulation was done in excel sheet. Because questionnaires are less intrusive than telephone or face-to-face surveys, therefore when a respondent receives a questionnaire in the mail, s/he feels free to complete the questionnaire on her/his own time.

Moreover, unlike other research methods, the respondent is not interrupted by the research instrument. The aim of the questionnaire was to define the indicators of sustainable negotiations in the inter-cultural context. The questionnaire had been constructed in the way that it would take some minutes to answer the questions. Questionnaire had been sent by e-mail

¹ "Win-win" result of the negotiations - integrated agreement of negotiations. In theory, it means that the negotiating parties have reached an agreement in full satisfaction of the interests of each side, and such agreement cannot be later replaced by another agreement. In other words, both parties have used all their resources and all opportunities to achieve a better result. "Win-win" principle is based on the economic game theory of interaction between strategic firms. <http://www.negotiations.com/definition/win-win/>

to employees of different organizations total -150 individuals. The objective was to collect not less than 100 answers to the questionnaire. 117 responses (78% response rate) were received to the questionnaire. The age of respondents -23-60 year, 65% man and 35% woman. 86% of respondents were well educated acquire the diploma of higher education. About 22.2% of respondents have more than 11 years experience taking part in inter-cultural negotiation, about half - 46.1%, (54) - 5 - 10 years.

It is necessary to know languages in order to communicate successfully. It helps to understand the habits and culture of other nations. Speaking foreign languages is an advantage little by little becoming a common thing in multicultural environment of European Union. Speaking foreign languages is also an advantage because communicating in the language other than the most popular English, one could expand the circle of his/her own and his/her company's friends and business partners more easily. Most respondents of the survey indicated to be speaking two languages. Mostly spoken are English and Russian. Most of the respondents speak English. Russian is spoken by 68%, Polish is spoken by 8% of the respondents taking part in negotiation, 14% speak German, 1% indicated that they speak French. Speaking a foreign language is the concurrent of the successful negotiation.

Analysis of the research results. To the question „how often do you get to negotiate with the people from other cultures?“ most respondents (33.3%) replied that it is a concurrent of work, they do it on the daily basis. 16.7% of the respondents participate in intercultural negotiation three times a week, 22.2% participate once a week. 25% of the respondents participate in the negotiation one or two times a month. 2.8% participate in intercultural negotiation less than once a month.

Negotiation is a bilateral communication with the goal of sustainable agreement even when both parties have common and different interests. The answer to the question „what level of negotiation do you participate in“ showed the following results: 58.3% of respondents participate in the negotiation of minor importance all the time, 36.1% participate in such negotiation often, 5.6% of the respondents - rarely. Big part of the respondents often participate in negotiation of high importance with new foreign business partners regarding long-term agreements. That makes 22.2%. 41.7% do it less often. 36.1% have never taken part in such negotiation. Only 2.8% take part in negotiation of high importance at an international level often, 11.1% of the respondents participate in such negotiation rarely.

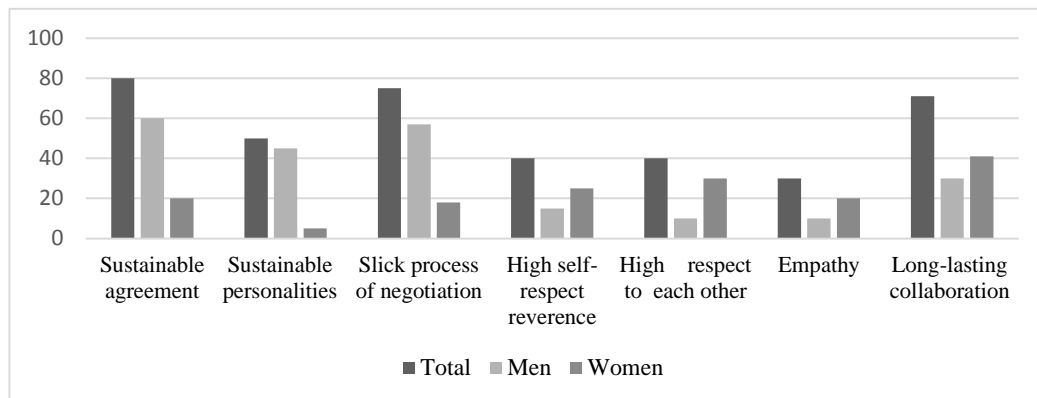
In the intercultural negotiation, as well as in any other business negotiation, these things are usually discussed: price for the stock, price for services, term of completing services, terms of payments, terms of shipment. Other additional conditions are also negotiated, such as price discounts, quantity discounts, quality level, guarantees, help in project management, advertising, quality of documents, transportation. 58.8% of the respondents always negotiate the price. 32.4% often negotiate the price, only 8.8% negotiate the price rarely. 44.1% of the respondents always negotiate the terms as an important subject of negotiation. 44.1% negotiate it often. Only 11% (14) of the negotiators discuss this rarely. Additional conditions are also important for negotiation. 72.7% (85) respondents indicated it as an often discussed subject. 12.1% of respondents taking part in negotiations discuss that rarely.

The respondents were asked questions about understanding of sustainable negotiations, the preparation, skills and behaviour.

The list of eight different sustainable negotiations factors were presented in order to choose the most important of them. The top three factors of understanding of sustainable negotiations in inter-cultural context were selected and the respondents were asked to fill out

the questionnaire other questions about their skills, behaviour and preparation for inter-cultural negotiations.

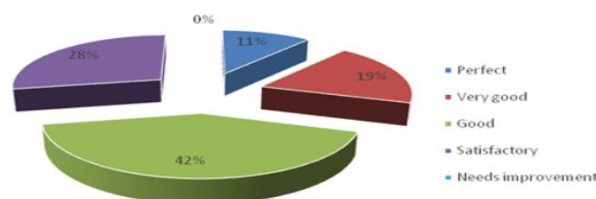
It is important to note that the researchers' own opinions have not influenced a respondent to answer questions in a certain manner as there were no verbal or visual clues to influence the respondent. Respondents' opinions on the understanding of sustainable negotiations are presented in Figure 1. According to the results we can see, that main factors, describes the sustainable negotiation are: sustainable agreement 80%; slick process of negotiation – 74% and long-lasting collaboration – 70% (Figure 1). There are some differences between opinions man and woman. The main characteristics of sustainable negotiation according woman's opinion are: long lasting collaboration 40%; high respect to each other – 30% and High self-respect reverence – 28% (Figure 1). At the same time man's opinion are not the same. The main characteristics of sustainable negotiation according man's opinion are: sustainable agreement – 60%; slick process of negotiation – 58% and sustainable personalities - 45% (Figure 1).



Source: created by authors.

Figure 1. The Evaluation of Important Factors of Sustainable Negotiation

The opinion of the respondents about how well prepared they are for the sustainable negotiation is very important. Evaluations of the respondents are presented in Figure 2. Bigger part of the respondents evaluated their preparation for intercultural negotiation as excellent. 19.0% evaluated it as very good, 28% evaluated it as satisfactory. 11.1% of the respondents evaluated their preparation as unsatisfactory (Figure 2).



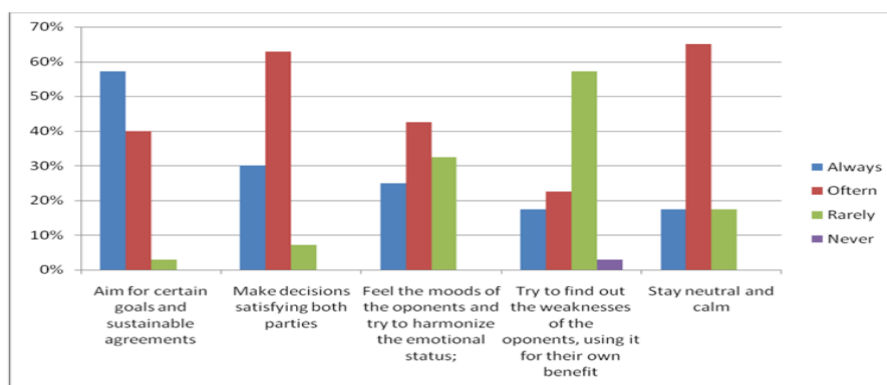
Source: created by authors.

Figure 2. Opinion of the Respondents about How Well Prepared for the Negotiation They Feel

No one of the respondents defined himself as being perfectly prepared for the intercultural negotiation. The data of the survey show that self-evaluation of the respondents is high, but there is a lack of preparation for the intercultural sustainable negotiation.

When asked to indicate what countries to they cooperate with most often, they showed that the range of countries is very wide. It not only includes the closest neighbours Latvians and Estonians, Polish, but also reaches the Far East, Russia and USA. Every country is a different culture, different traditions, different values, and it is important to know it all well.

In order to understand the behaviour of the respondents during the intercultural negotiation, they were asked how often they aim for certain goals and sustainable agreements, make decisions satisfying both parties, feel the moods of the oponents and try to harmonize the emotional status; try to find out the weaknesses of the oponents, using it for their own benefit, stay neutral and calm. Although all these factors are important during negotiation, still only half of the respondents aim for certain goals and sustainable agreements during negotiation, they make up 57.1% (*Figure 3*). 40% of the respondents find it important to aim for certain goals and sustainable agreements. 62.9% of respondents make decisions satisfying both parts during negotiation. Only 22.9% feel the moods of the oponents and try to harmonize the emotional status. Some of the respondents (34.3%) find it not important. They rarely try to find out the weaknesses of the oponent (57.1%). Only 17.0% of the respondents always try to find out the weaknesses of the oponents. 65.7 respondents try to stay neutral and calm during negotiation (*Figure 3*)



Source: created by authors.

Figure 3. The Frequency Behaviour Patterns of the Respondent's Duting the Intercultural Negotiation

This is what they answered to the question “What is important in achieving sustainable agreement in the negotiation?”:

- *Competence* is always important in negotiation – 67.5%. 33.3 indicated competence as not so important.
- *Appropriate strategy* of negotiation is important to 58.3%. It seems to be of less importance to 13.9%.
- *Knowledgwe* about the oponent is only important to 38.9%. It is not important for 19.4%.
- *Indisputable arguments* are important to half of the respondents – 50.0%. Small part (5.6%) do not pay much attention to the arguments.
- *Ability to convince others* in the intercultural negotiation is very important to 63.9% of respondents. This ability is of little importance to 5.6% of the respondents, those having little experience in intercultural negotiation.

Analysing the results of the answers, we can make a conclusion that all the mentioned factors are quite important for the respondents in the inter-cultural negotiation for seeking the sustainable agreements.

Distribution of the opinion of the respondents while evaluating the encountered difficulties in aiming for sustainable agreements in negotiation. It is difficult to clearly present the arguments for 25.0%, 5.6% encounter this problem often. For 16.7% it is often difficult to adjust to the opponent of other cultural background, to change the planned strategy and tactics. Knowledge about the opponent, his evaluations and model of behaviour enable to understand him and his behaviour better. 38.9% of the respondents do not have these skills. 38.9% also encounter lack of experience in the intercultural negotiation.

The research shows that the major part of respondents is acquainted to the strategies, methods, theories of intercultural negotiation, but still encounter the problems that are systemized in the *Table 2*. Major part of respondents, i.e. 23.1% indicated that they lack experience in solving the conflicts met at intercultural negotiation. 19.2% of respondents indicated that they lack the training about the sustainable agreements in the intercultural negotiation. 17.3% indicated the language barrier as a problem in negotiation, although 92% of respondents speak English and 67% speak Russian. 15.4% of respondents indicated not being able to adjust to other culture and the style of communication of people coming from other backgrounds, their norms of behaviour and values as a problem.

Table 2. The problems of inter-cultural negotiation for sustainable agreements

The lack of experience while solving intercultural conflicts (tension, disagreements)	23.1%
The lack of training about the sustainable agreements in the intercultural negotiation	19.2%
Language barrier	17.3%
Little skills for sustainable agreements (communication, norms of behaviour, values)	15.4%
Flexibility for sustainable agreements	9.6%
Lack of tolerance for business partners from other cultures.	5.8%

Source: created by authors.

According the research there are no attention for learning about sustainable negotiation and sustainable agreements at all.

Conclusions

The process of negotiation in global context always is unique but not of that it never unrepeatable, but that behaviour, skills and preparation of people from different cultures are always different. The negotiators that support trust-based relationships are more likely to reach sustainable agreements.

According to the research results main factors, describes the sustainable negotiation are: *sustainable agreement; slick process of negotiation and long-lasting collaboration*. There are some differences between opinions of a man and a woman. The main characteristics of sustainable negotiation according to woman's opinion are: *long lasting collaboration. High respect to each other and High self-respect reverence*. At the same time man's opinion are not the same. The main characteristics of sustainable negotiation according man's opinion are: *sustainable agreement; slick process of negotiation and sustainable personalities*.

The research shows that there is a lack of knowledge about intercultural negotiation and sustainable agreements and the lack of experience in solving intercultural conflicts needed for

successful cooperation, as well as difficulties in presenting arguments, and the language barrier. It often happens in the international negotiation that English is no mother tongue to both parties. The lack of tolerance and flexibility towards business partners also reduces the possibilities to achieve sustainable agreements.

The research about sustainable agreements in inter-cultural negotiation shows these problems:

- ✓ The lack of knowledge of solving conflicts in intercultural negotiation.
- ✓ Problems of argumentation in the language understood by both parties
- ✓ Lack of knowledge about sustainable agreements in intercultural negotiation
- ✓ The lack of abilities to adjust to the style, norms of behaviour and values in people of other backgrounds.
- ✓ Language barriers and the lack of flexibility and tolerance.

There are often conflicts and disagreements arising during negotiation, when people have to combine different interests, look for way out of impasse, negotiate with difficult people.

In a world of intensely multifaceted economic, political and social problems, sustainable solutions necessitate achieving consensus among an unprecedented variety of stakeholders. Therefore, it is important to assess the effects of both cultural and organizational culture on negotiation and to define the necessary adaptive skills for achieving sustainable agreements during sustainable negotiation process.

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DARNŪS SUSITARIMAI TARP KULTŪRINĖSE DERYBOSE

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SANTRAUKA

Derybų procesas visada yra unikalus ne vien todėl, kad pačios derybos – nepakartojamos, bet dar ir todėl, kad skirtingų kultūrų atstovų elgsena, įgūdžiai ir pasirengimas deryboms yra visada skirtingi. Derybose, kuriomis pasitikėjimą skatinantys santykiai, greičiau ir lengviau priimami darnūs susitarimai.

Straipsnyje analizuojamas tarpkultūrinių derybų kontekstas ir derybininkų įgūdžių ypatumai siekti darnių susitarimų. Taip pat apibūdinama darnių susitarimų koncepcija ir argumentai dėl darnių susitarimų būtinumo tarpkultūrinėse derybose. Analizuojamos mokslinės publikacijos apie derybininkų pasirengimą, elgseną ir nuostatas siekiant darnių susitarimų tarpkultūrinėse derybose. Taip pat itin svarbu įvertinti kultūros ir organizacinės kultūros svarbą ir apibrėžti adaptyvių įgūdžių darniems susitarimams svarbą derybų procese. Atlikto tyrimo rezultatai parodė, kad, siekiant darnių susitarimų tarpkultūrinėse derybose, būtinas tam tikras pasiruošimas, elgsena ir įgūdžiai.

REIKŠMINIAI ŽODŽIAI: tarpkultūrinės derybos, darna, darnūs susitarimai, derybininkų įgūdžiai.