

The Role of Negotiations in International Relations

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Abstract: What was the sporadic intercourse to facilitate contacts among various ancient political entities in different parts of the world became organized inter-state relations between nations and states, supported diplomacy as the art of settling disputes by negotiations.

Negotiations have become the essential instrument at the core of contemporary international relations that are constantly changing in time and space. The negotiations brought the shift of major importance and had direct impact on international relations. The international organizations have been empowered to assist governments of its member states in progressive liberalization of trade in all areas. Negotiations have intensified the inter-state relations contacts collection of information about the ways other societies are organized and act. Negotiations have become primary tools in building international consensus on most important issues of security, war and peace. This research aimed to assess the role of negotiations in international relations. In order to achieve this aim, the researcher reviewed articles and research that dealt with examining the origin of the research variables, and also aimed to identify the relationship between these variables. In addition to that, the researcher conducted in depth interviews with 15 key officials in Saudi Arabia. The results of the study found that effective negotiations have a positive impact on the quality of international relations. Of the main recommendations of the study is that it is essential that the negotiator have the required sets of skills to ensure an effective negotiation process.

Keywords: Negotiations, international, international relations, governments, and international organizations.

دور المفاوضات في العلاقات الدولية

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الملخص: ما كان الجماع المتقطع لتسهيل الاتصالات بين مختلف الكيانات السياسية القديمة في أنحاء مختلفة من العالم أصبح علاقات منظمة بين الدول، والدبلوماسية المدعومة باعتبارها فن تسوية النزاعات عن طريق المفاوضات. أصبحت المفاوضات الأداة الأساسية في قلب العلاقات الدولية المعاصرة التي تتغير باستمرار في الزمان والمكان. وللمفاوضات أهمية كبرى وأثر مباشر على العلاقات الدولية. حيث تمكنت المنظمات الدولية لمساعدة حكومات الدول الأعضاء في التحرير التدريجي للتجارة في جميع المجالات. وقد كثفت المفاوضات العلاقات بين الدول اتصالات جمع المعلومات حول الطرق التي يتم تنظيم المجتمعات الأخرى والعمل فيما بينها. لقد أصبحت المفاوضات أدوات أساسية في بناء توافق دولي في الآراء حول أهم القضايا المتعلقة بالأمن والحرب والسلام. يهدف هذا البحث إلى تقييم دور المفاوضات في العلاقات الدولية. ومن أجل تحقيق هذا الهدف، استعرض الباحث المقالات والأبحاث التي تناولت دراسة أصل متغيرات البحث، كما هدفت هذه الدراسات إلى تحديد العلاقة بين هذه المتغيرات. بالإضافة إلى ذلك، قام الباحث بإجراء مقابلات

معمقة مع مديري الشركات السعودية العامة. وجدت نتائج الدراسة أن المفاوضات الفعالة لها تأثير إيجابي على جودة العلاقات الدولية. ومن التوصيات الرئيسية للدراسة أنه من الضروري أن يكون لدى المفاوض مجموعة المهارات المطلوبة لضمان عملية تفاوض فعالة. الكلمات المفتاحية: المفاوضات، دولية، العلاقات الدولية، الحكومة، والمؤسسات الدولية.

I. INTRODUCTION

In the most ancient societies people required ways and means of communicating and dealing with each other, and with their neighbors. Dialogue and oral expressions of interests were early mechanisms whenever necessary to agree on arrangements to assure the safety of a messenger and secure safe passage. It leads to the observation that the beginnings of diplomacy occurred very early as well, probably when tribal leaders in ancient societies realized that “it was better to hear a message than to eat the messenger”. In Rome, the problems of war and peace multiplied and the machinery to achieve agreements among political entities changed and have become more complex. The Roman wise men assisted their military and politicians in negotiating with representatives of conquered lands and through their “law of nations” which has laid down the foundations for later development of international law. After the fall of Rome, the previous traditions mostly disappeared, though the papacy in the western parts of empire preserved precious records and forms of Roman diplomatic practice. It was on Byzantium, in eastern parts of Empire, to continue and produce the first professional diplomats. They collected information about the conditions in neighboring lands, and negotiated with their representatives. By the 6th century, in both Rome and Constantinople, the envoys and messengers carried letters of authority to rulers they had to visit and talk to. By the passage of time, the states multiplied and evolved, while the governing structures became more complicated. It intensified the inter-state relations contacts collection of information about the ways other societies are organized and act. In reverse, it generated the need to study a wide range of human activities and primarily their politics and history, which resulted in creation of its separate discipline – the diplomatic history. In diplomatic practice the art of negotiations would develop too.

II. Problem of the study:

Negotiating can be considered as the most difficult experience ever. Dealing with negotiation is also a key feature of maintaining a business process, even if the goal is to reduce costs, access resources or increase efficiency. Sometimes, negotiators are asked to spend time focusing on negotiations, while many of which will be unsuccessful. As for International negotiations, the process becomes longer and more complex, this can mean that the consequences for unsuccessful negotiations become greater (Reynolds, et.al., 2003).

Negotiations and their results are becoming more common and more critical for business success and sustainability (Pantelic & Pinter, 2016).

In addition to the increasing complexity associated with internationalization and globalization, companies face increasing demands when dealing with public organizations. This research seeks to identify the role of negotiations in international relations.

III. Importance of the Study:

The importance of this study is to assess the role of negotiations in international relations. Having that said, the importance of the study can be seen from two different aspects as follow:

- 1- Scientific importance: this study aims to identify the role of negotiations and its impact on the effectiveness of international negotiations. Where this study is considered as a starting point for other researchers to further investigate the impact of negotiations on the quality of international relations.
- 2- Practical importance: The practical beneficiaries of this study include public officials, businessmen and businesswomen who have direct interactions with other business entities outside their country where the company is operating.

IV. Objectives of the Study:

The main objective of the study is to assess the role of negotiations in international relations, in specific, the study aims to achieve the following objectives:

- Identify the requirements for successful negotiations in international relations.
- Identify the ethics that needs to be considered during international negotiations.
- Assess the impact of successful negotiations on the quality of international relations.

V. Methodology and Approach:

The study methodology and procedures are considered the main focus of the study. Therefore, the aspects and dimensions of the phenomenon studied were determined by reviewing the previous studies related to the origin of negotiations and international relations, which aims to clarify the relationship between the negotiations and the quality of international relations. Providing data and facts about the problem of the study subject to interpret it and to identify its implications. The study was based on the analytical descriptive approach. Where the researcher has reviewed articles and research that dealt with examining the origin of the research variables, and also aimed to identify the relationship between these variables. To further investigate the results obtained from the literature review, the researcher conducted in depth interviews with 15 key officials in Saudi Arabia including Ambassador of the Custodian of the Two Holy Mosques to Switzerland, Permanent Representative of the Kingdom of Saudi Arabia to the United

Nations Geneva, Consul General of the Kingdom of Saudi Arabia in Geneva, and a number of diplomats working in the missions of Saudi Arabia at the embassy and the consulate and the permanent delegation in Geneva.

VI. Study hypothesis:

In light of the study problem and its objectives, the following hypothesis were formulated:

- There is a statistically significant relationship at ($\alpha \leq 0.05$) between the type of negotiation method used and the quality of international relations.
- There is a statistically significant relationship at ($\alpha \leq 0.05$) between the skills of the negotiator and the success of the negotiation process
- There is a statistically significant relationship at ($\alpha \leq 0.05$) between the negotiation method used and the ability of the negotiator to fulfill the desired objectives.

VII. Study limitations:

- Time limitations: The year 2014.
- Human limitations: Key officials in Saudi Arabia.
- Spatial limitations: publicly held Saudi companies.
- Objective limitations: The objective limitation is identifying the role of negotiations in international relations.

VIII. Difficulties and constraints:

Of the main difficulties that faced the researcher is the inability to conduct the interviews with key officials in Saudi Arabia.

IX. Previous studies:

● **Francis & Sandin (2018)**

“The Complexity of Executing International Negotiations while Maintaining Business Ethics - Developing the value-based International negotiation model from an ethical perspective - the Sanfran Ethical International Business Negotiation Model”

This study aimed to discover the role of ethics in negotiations within the international defense industry. The researchers used the case study method, where the study consisted of a single-case study using interviews to gain insight from those responsible for negotiations and ethics at Saab, a Swedish International defense company. Two existing models were examined. The first one is the Value-Based Negotiation Model

(VBN) by Gan (2017) and establishes a negotiation framework. The second one by Erwin (2010) offers perspectives on the effectiveness of documents used to establish ethical foundations in organizations. The research has fulfilled its two goals by adding to existing literature surrounding negotiations and by developing a conceptual framework to be used in international defense negotiations that uses ethical requirements as a foundation.

- **Lalive & Schmutzler (2011)**

“Auctions vs Negotiations in Public Procurement Which Works Better?”

The paper studied public procurement of regional passenger railway services in Germany, where regional agencies can use auctions and negotiations to procure regional passenger rail services. Which offered a unique opportunity to assess the two procurement modes within the same institutional and legal framework. Firstly, the researchers characterized the decisions of the agency in a simple reduced form framework of negotiations and auctions. This analysis suggests accounting for the endogeneity of the choice of procurement mode by estimating the mode of procurement, quantity and price simultaneously. Then they tested the framework using information on lines that were auctioned and lines that were directly negotiated with the former monopolist. The main results are (1) endogeneity of procurement choice can be fully characterized by observed line characteristics; (2) frequency of service is 16 percent higher on lines that were auctioned compared to lines that were negotiated, and (3) the procurement price is 25 percent lower on auctioned lines than on those with direct negotiations. Taken together, these results indicated a significant efficiency enhancing effect of auctions.

- **Crump (2011)**

“Negotiation Process and Negotiation Context”

This article examined how external events grounded in a negotiation’s relevant environment (i.e., negotiation context) influence negotiation process and outcome. The researcher examined the Multilateral, regional and bilateral environments through linkage theory to gain understanding about the impact of external events or context on negotiation process and outcome. Linkages between a negotiation and its context are examined through five trade negotiations: the WTO Doha round (multilateral-global); the Free Trade Area of the Americas (multilateral-regional); EU–Mercosur (bilateral-regional); EU–Chile (bilateral); and US–Chile (bilateral). In addition to developing greater understanding about the strategic relationship between a negotiation and its context, this article established a theoretic framework that defined the known universe of linkage dynamics. The researcher found that the impact of multilateral environments on the

regional negotiation process and outcome is of particular interest, as is the strategic use of bilateral environments in seeking to achieve multilateral geopolitical ends.

- **Iragorri (2011)**

“NEGOTIATION IN INTERNATIONAL RELATIONS”

This paper discussed the notion of negotiation in International Relations. The researcher reviewed two classic works on negotiation, which are Fred C. Iklé (1964) *How Nations Negotiate*, and Zartman & Berman (1982) *The Practical Negotiator*. The author posits that we are not likely to find comprehensive theory of negotiation due to the complexity and particularities that this process entails. According to the author, negotiation should be seen as a process that contains certain stages but that it is shaped and determined by the realities of each specific situation.

- **Salacuse (2010)**

“Teaching International Business Negotiation: Reflections on Three Decades of Experience”

This article examined three fundamental dimensions of the researcher experience in teaching international business negotiation in a wide variety of university courses and executive training programs throughout the world during the last three decades, the dimensions are: pedagogical goals, course content and teaching methods. His principal pedagogical goals in international business negotiation courses have been three-fold: better negotiation analysis, improved negotiation skills, and increased international business knowledge. Depending on the time available, the content of his international business negotiation courses covers three broad areas: the fundamentals of conflict analysis and the negotiation process, basic themes in international negotiation, such as the importance of negotiation, preparation and the management of internal negotiations, and the special obstacles faced in international business negotiation, such as cultural differences among the parties, the actual or potential role of governments in the negotiation process, and challenges to the stability of negotiated agreements. The author’s teaching relies heavily on experiential methods and materials, such as exercises, simulations and cases, although more didactic methods also have a role.

- **Babcock, Engberg & Greenbaum (2005)**

“Wage spillovers in public sector contract negotiations: the importance of social comparisons”

The study explored the existence of wage spillovers in public sector teacher contract negotiations. And focused on the role that informal social comparisons have in determining wages. The researchers used a combination of survey and administrative data, they estimated the relationships among a district’s negotiated

salary and the wages negotiated in that district's reference districts. Using panel data and spatial econometrics, the researchers control for observed and unobserved factors that jointly determine salaries in a local labor market to isolate the causal influence of wage spillovers. The main finding that the researchers found is there are indeed causal relationships among salaries and that union "strength" influences these relationships.

X. CHANGING NATURE OF INTERNATIONAL RELATIONS

The crucial change came during the next two centuries. The terrible experience in religious wars in Western Europe and the struggle for influence and power between the ruling dynasties boosted the new understanding of international relations and led to its study as a separate discipline. By 17th century the innovations in diplomacy, and in theory and practice of international relations, further developed the understanding of the need for more balance and coexistence of old and new patterns.

In any case, with the creation of nation-state concept and after the unification of Germany and Italy, the relations among the growing number of states intensified and became continuous.

After the series of peacetime conferences around Europe, the Congress of Vienna of 1815 secured a system of international relations and almost hundred years of relative peace. But, by the end of 19th century, the tensions rose again. The relations among leading actors became ever more complex, showing the growing differences and opposing preoccupations. The rivalry over colonial possessions intensified and the rising ambitions deepened the animosities.

The two wars of continental proportions during the next 20th century, the bloodiest and most destructive of all, changed the nature of international relations again, fixing diplomacy more firmly as the method in peaceful conduct of international affairs, and the tool in influencing decisions and behavior of governments through negotiations. After the First World War, the Paris Peace Conference of 1919 and the creation of League of Nations revived conference diplomacy, using the first real forms of multilateral negotiations between state representatives. The diplomatic exchanges became more open to public and the Covenant of League of Nations required that the treaties be registered before they become binding, providing new sources of international law. Since, the parties in inter-state negotiations can benefit from multitude diplomatic channels, including investigative missions about the conditions in disputed areas, mediations and good offices of third parties with direct or indirect interest to find peaceful solution for a conflict 2.

By mid-1960s, the process of decolonization changed the nature of international relations as well. The great number of newly created independent states became the members of the world organization and took part in inter-state relations that were already under high pressures. By 1990s, with the fall of

communism, the tendency to impose ideology on international relations and in practice of diplomacy lost its appeal and failed.

III. THE IMPACT OF NEGOTIATIONS

The issues and new actors appeared on international agenda - from new independent states to more prominent role of civil society through activities of non-governmental organizations, community associations and prominent men and women of good-will. It manifested the new opening and widening of international relations, in which negotiations became even more important in practice of diplomacy and in politics among states. But, as a note of caution, when acting politically to defend an international issue, some new actors, like members of Green-Peace Organization.

The multilateral negotiations have been organized more often and their importance is constantly growing. It underlines the fact that the art of negotiating issues of importance for states and nations on a wider international scene, requires skillful professionals engaged in conduct of international relations. To achieve successful conclusion, the specialists of Harvard, for example, suggest engaging "people with sharp skills, of unlimited resources and skilled hidden authority"³.

To them, due to the importance of negotiation in personal and professional lives as well, "it is important to improve our negotiating skills". They have suggested division of negotiations into two major primary types. First, there are so-called Distributive Negotiations, or "Zero-Sum", "Constant-Sum", or "Win-Lose" negotiations in which "both parties will try to claim more values, and in almost all cases one party will achieve more gains at the expense the other party". The second form are Integrative Negotiations, when "the parties both want to achieve a maximum of benefits by integrating their interests into a good agreement, and at the same time both are entering into a competition to divide the value". As they have concluded: "In almost all cases, both parties entering Integrative Negotiations will take into consideration their mutual relationship based on common interests".

IV. SOME SPECIFIC EXAMPLES

It is important to note that negotiations always remain the form of constructive dialogue between two or more people or parties intended to reach an understanding, resolve the points of their difference, gain advantage for an individual or collective and craft outcomes to satisfy various interests. When dealing with multilateral diplomacy, the study of specific subjects leads to Negotiation Theory. The professional negotiators and specialized experts incline to rely upon it whenever engaged as union negotiators, hostage negotiators, trade negotiators and/or peace negotiators.

In practice of modern diplomacy, for example, the professional diplomats remain unavoidable element in any serious negotiations to settle disputes peacefully, regardless of a tendency in contemporary politics to bypass their participation and contribution. For, one of the main impacts of negotiation in international relations is the conclusion of a cessation of hostilities between parties in an armed conflict.

In distant past, instead, it was enough to display of a white flag to express the readiness to end the conflict. Today, it would be a ridiculous proposition, as the modern negotiators have many important tasks to perform in bringing parties to an armistice or a truce, or to the terms of a peace agreement, ideally to be negotiated and signed by directly interested parties, in the form of internationally recognized treaty. Of course, it has been often different and parties were not always ready to end their hostilities signing the official treaty, like in the case of Iraq-Iran War, or the Falklands War that both ended without an official treaty. In the case of Soviet invasion Afghanistan in 1979, ten years later the United Nations sponsored the agreement for the withdrawal of the Soviet troops from this country 4.

The Camp David Accords of 1978 give different example. After long and complex negotiations, the parties achieved the peace agreement signed by the leaders of Egypt, Israel and the leader of Palestinian Authority, who was engaged in negotiations and organized the ceremony of public signing of the agreement organized by the U.S. President. The elements of the accords were intensively negotiated throughout years. In the last phase the negotiators, working at Camp David, concentrated on concluding the agreement concerning the establishment of the Palestinian self-governing authority in the West Bank and the Gaza Strip.

The accords had important ramifications for the international relations on a wider scene, not only in turbulent areas of the Middle East. On other hand, during the Cold War era, diplomacy never faced a more fearful challenge than what would come out from direct negotiations between two superpowers on nuclear disarmament and their efforts to limit the possibilities of a cataclysmic confrontation, using nuclear weapons and missiles, what was once described as “avoiding mutual suicide”. This prompted the parties to undertake serious and responsible negotiations. In this context, they first achieved the agreement, supported by international community through negotiations, to establish International Atomic Energy Agency in 1957. The IAEA is an autonomous intergovernmental body under the auspices of United Nations, designed to promote peaceful uses of nuclear technology and prevent its use for military purposes.

The Antarctic Treaty of 1959, signed by 12 countries that internationalized and demilitarized Antarctica and limited the theater of eventual faithful conflict, also paved the way for future arms-control agreements between two superpowers already focused on mutual deterrence. By 1972 the two parties also facilitated the establishment of the Convention on the Prohibition of Biological Weapons, negotiated throughout years in Geneva based Conference of Disarmament. Since it entered into force in 1975, this

important international instrument has been reviewed several times, in order to strengthen the trust and commitments of the states, taking into account new scientific and technological developments.

When Mikhail Gorbachev was installed as the last Soviet leader, from 1985 the initiatives and talks in arms control negotiations intensified. The bilateral negotiations on strategic arms reduction initiated in 1982 gave the first results adopting so-called START I agreements and then reopened to make further progress in limiting the arsenals of nuclear warheads, and missiles and bombers as launch platforms. Two years later, Mikhail Gorbachev and the U.S. President Ronald Reagan were able to achieve the agreement on the complete elimination of their stocks of intermediate and medium-range land-based missiles. Using summit diplomacy, the two leaders engaged their negotiating teams to negotiate also in elimination of various types of tactical nuclear-armed weapons, including artillery shells, depth charges, landmines, bombs and the warheads carried by tactical missiles. By the beginning of 1991 Mikhail Gorbachev held the talks with the next U.S. President George H. Bush and they agreed on the treaty not only to limit but also to reduce their strategic nuclear forces by 25 to 30 percent, over a period of years.

During their summit in waters of Malta the two presidents also agreed to achieve the agreement on the prohibition of chemical weapons, giving boost to the end of multilateral negotiations held at the time at Geneva based Conference on Disarmament. In late 1991, with the rise of Russia from the ashes of Soviet Union, its President Boris Yeltsin first undertook negotiations that lead to complete nuclear disarmament of the newly independent Ukraine, Belarus, and Kazakhstan, and then by 1993, with Russia, the Chemical Weapons Convention was finally concluded, inviting all states to prohibit the development, production, stockpiling and use of chemical weapons, including the destruction of existing stocks within 10 years. It entered into force in 1997 and served only recently as the basis of the action to eliminate the stocks of chemical weapons in Syria.

It appears that another good example of the potential of multilateral negotiations in good faith remains the story of six years long activities and negotiations to conclude the Uruguay Round of GATT. The intensive exchange between armies of diplomats, national and international dignitaries and trade experts, produced the agreement on major issues in international trade that led to the agreement to create World Trade Organization in 1992. The negotiations brought the shift of major importance and had direct impact on international relations. WTO as the newly created international organization has been empowered to assist governments of its member states in progressive liberalization of trade in all areas, including in services, for the first time as well 5.

V. CONCLUSIONS

While looking on history of diplomacy, it appears that negotiations have become the essential instrument at the core of contemporary international relations that are constantly changing in time and space. Many spirited writers, often diplomats themselves, also engaged them in a search for better understanding of forces that bind and divide rulers and nations, leaving behind important sources in the conduct of international relations. In many cases, the mediation, good offices and negotiations became primary tools in building international consensus on most important issues of security, war and peace. But, throughout time the negotiations presented another fact as well. It appears that is hard to expect that only through opening of the process of negotiations the directly interested parties would achieve the lasting settlement of their conflict.

This research aimed to identify the role of negotiations in international relations, where the researcher conducted an in-depth analysis of literature related to specifying the origin of negotiations and its connection to improving international relations in business environment. The results of the analysis of the collected data revealed that negotiations are considered of great importance to improve the quality of international relations in the business environment.

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