



# EXPLORING THE IMPACT OF INTERPERSONAL COMMUNICATION AND NEGOTIATION TECHNIQUES ON TRANSACTIONAL SKILL DEVELOPMENT IN PUBLIC ADMINISTRATION

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## ABSTRACT

*The prevailing condition of interpersonal communication and negotiation within Philippine public administration underscores a multifaceted interplay between long-standing bureaucratic norms and the growing call for participatory and inclusive governance. Public administrators operate within a culturally diverse and politically layered context where effective communication serves as a foundational element for coherent policy execution and efficient service provision. Although there is a heightened recognition of the value of interpersonal skills – especially in fostering stakeholder participation and facilitating coordination among agencies – significant gaps persist in the provision of structured training and institutional mechanisms for skill development. Hierarchical organizational structures and departmental fragmentation hinder open communication, while deep-rooted cultural values may deter forthright dialogue, thus impeding timely and cohesive administrative decisions.*

*In parallel, negotiation practices in the Philippine public sector often lack the formality and strategic grounding observed in more developed administrative systems. These practices are frequently shaped by clientelism and informal political dynamics, rather than by systematic, interest-based negotiation frameworks rooted in empirical approaches. Although capacity-building efforts led by entities like the Civil Service Commission and the Development Academy of the Philippines have initiated progress, such interventions have yet to be fully institutionalized across the various tiers of public administration. The limited implementation of globally recognized negotiation models, including principled negotiation, curtails the ability to reach equitable and sustainable policy outcomes. Amid growing demands for cross-sector collaboration and stakeholder-driven policymaking, the cultivation of robust interpersonal and negotiation competencies is essential for promoting a more transparent, accountable, and responsive system of governance in the Philippines.*

## INTRODUCTION

Effective public administration relies on essential skills that enable administrators to tackle complex issues, allocate resources efficiently, and collaborate with diverse stakeholders. This study examines how interpersonal communication and negotiation strategies contribute to the development of these practical skills. Ishak et al (2024) assessed the prevalence of toxic peer relationships and their impact on the interpersonal communication skills of teacher trainees. The study found that while toxic relationships were moderately low, interpersonal communication skills were moderately high, highlighting the need for awareness and improved communication practices among trainees. By analyzing how these interactions and techniques influence the conduct and performance of public administrators, the research aims to provide meaningful insights into their role in enhancing governance and executing policies.

## METHODS AND MATERIALS

The research draws on existing theories of interpersonal communication. It explores how these elements contribute to the negotiation process, particularly in the public sector, where stakeholders often have diverse and competing interests. Negotiation techniques, such as collaborative problem-solving,

win-win strategies, and conflict resolution, are examined to determine their impact on an administrator's ability to facilitate agreements and achieve desired policy outcomes.

The survey assesses respondents' proficiency in transactional skills and negotiation techniques of the frontline employees. Additionally, convenient sampling and a self-developed questionnaire are employed to collect data. Likert was being used to measure the collected data. The study also used Pearson Correlation, mean, and the standard deviation. The study includes frontliners from public administration to evaluate whether the impact of these communication and negotiation techniques differs based on experience or organizational context.

## RESULTS AND DISCUSSION

Preliminary findings suggest that frontliners who demonstrate strong interpersonal communication skills and employ effective negotiation strategies tend to develop superior transactional skills, which in turn enhance their ability to manage public resources, collaborate across departments, and implement policy decisions effectively. These skills also foster trust and cooperation among stakeholders, improving overall administrative efficiency. The study highlights the need for targeted training programs that



integrate communication and negotiation techniques into the professional development of public administrators. Most variables show statistically significant correlations, as indicated by p-values all below 0.05. The strongest correlation is between power dynamics in negotiation and decision-making efficiency at 0.73, suggesting that better negotiation skills are strongly associated with improved decision-making. Another notable correlation is that of power dynamics in negotiation (.70) with effectiveness in reaching agreements and adaptability in negotiation settings (.75), according to Ade et al. (2023) introduce a principle-based negotiation training program to enhance collective bargaining effectiveness. It demonstrates that training negotiators in core principles leads to more successful and

sustainable agreements, emphasizing the critical role of negotiation in enhancing evaluation and analytical skills. Verbal Communication Skills have moderate correlations across all factors, with the highest being Deal Making Efficiency (.54) and Adaptability in Negotiation Settings (.53). Based on the study of Ayala et.al (2024) this study analyzes the relationship between enjoyment and oral English proficiency in Peruvian future teachers. The results demonstrate a significant positive relationship between enjoyment and oral proficiency, suggesting that promoting enjoyment in the learning and teaching process can be an effective strategy to foster significant development of oral skills in English.

Below is the representaon of the all the variables of the study.

		DME	ABPR	ERA	ANS
VCS	Pearson Correlation	.54**	.34**	.39**	.53**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
NVCE	Pearson Correlation	.41**	.24**	.28**	.36**
	Sig. (2-tailed)	.000	.004	.000	.000
	N	150	150	150	150
ALS	Pearson Correlation	.48**	.37**	.39**	.46**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
EII	Pearson Correlation	.23**	.26**	.14	.36**
	Sig. (2-tailed)	.004	.001	.100	.000
	N	150	150	150	150
PS	Pearson Correlation	.46**	.14	.28**	.36**
	Sig. (2-tailed)	.000	.083	.001	.000
	N	150	150	150	150
CRS	Pearson Correlation	.52**	.34**	.36**	.51**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
DMA	Pearson Correlation	.49**	.27**	.40**	.43**
	Sig. (2-tailed)	.000	.001	.000	.000
	N	150	150	150	150
PDIN	Pearson Correlation	.73**	.65**	.70**	.75**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150

### *Relationship between Interpersonal Communication Skills, Negotiation Techniques, and Transactional Skill Development of the Frontline Employees*

## CONCLUSION

This research adds to the growing body of knowledge regarding the role of soft skills in public administration. It indicates that nurturing strong communication and negotiation abilities not only enhances the professional competencies of public administrators but also improves public service delivery. The findings carry implications for academic inquiry and practical policy development, providing recommendations for public sector training and strategic initiatives to enhance transactional skill development.

Based on the study's results, it is evident that interpersonal communication and negotiation strategies are crucial in shaping transactional competencies in public administration. Individuals with well-developed communication skills, particularly in articulating ideas clearly, showing empathy, and practicing active listening, tend to handle administrative tasks and stakeholder relations more effectively.

Additionally, the deliberate use of negotiation approaches like interest-based bargaining and collaborative resolution enhances both decision-making and conflict management within the public sector. The research also highlights that employees who undergo



focused training in communication and negotiation report greater confidence, adaptability, and a higher degree of professionalism.

## RECOMMENDATIONS

After gathering and thoroughly analyzing all the data, the researcher proposed the following recommendations:

1. The researcher recommends that frontline employees continuously consider interpersonal communication skills, negotiation Techniques, and Transactional skill development to be effective frontline employees. Develop and integrate formal interpersonal communication and negotiation training programs into public administration professional development.
2. The researcher recommends that frontline employees always consider the mentorship program, where experienced public administrators mentor employees on communication and negotiation techniques.
3. Establish standardized communication and negotiation guidelines for public administrators.
4. Monitor and evaluate communication effectiveness in public service delivery. Establish a feedback mechanism to assess the impact of improved communication and negotiation skills.
5. The researcher recommends using this study as a reference for future studies.

## REFERENCES

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