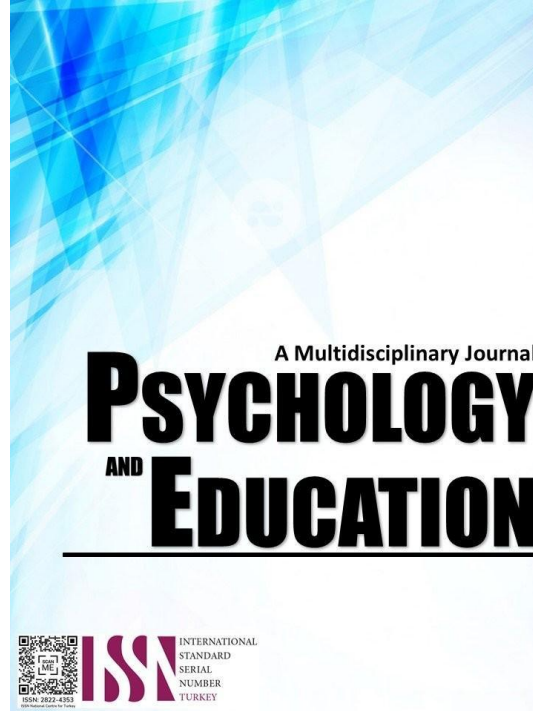


# PERCEPTIONS OF GENDER ROLES TOWARDS NEGOTIATION BEHAVIOR



## PSYCHOLOGY AND EDUCATION: A MULTIDISCIPLINARY JOURNAL

Volume: 42

Issue 10

Pages: 1352-1361

Document ID: 2025PEMJ4127

DOI: 10.70838/pemj.421001

Manuscript Accepted: 06-07-2025

## Perceptions of Gender Roles Towards Negotiation Behavior

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### Abstract

The evolving negotiation landscape constantly requires a comprehensive gender analysis within various fields. With the changing perceptions of gender roles, understanding gender role differences and negotiation behavior is crucial. The study aimed to determine how gender roles were perceived in the negotiation practices within the diverse community of Kibawe, Bukidnon, focusing on the perceived gender roles of men and women in negotiation, the perceived negotiation barriers, and the relationship between gender roles and negotiation behavior of individuals. The study analyzed perceptions of gender roles and negotiation behaviors, using survey questionnaires and descriptive statistics. A Pearson product-moment correlation was conducted to test the significant relationship between the dependent variable and the groups: household, commercial business, and college, while the Spearman rank correlation test was applied to the local department group. The study revealed that both men and women acknowledge gender roles but do not strictly adhere to them, indicating a range of perspectives. Both genders agree that a lack of self-confidence can hinder successful negotiation. A significant relationship between gender roles and negotiation behavior was found among households, businesses, and graduating college students; however, no significant relationship was observed within the local departments. The study suggests that men and women should focus on self-awareness, recognizing biases, and seeking diverse viewpoints to create a more inclusive negotiation environment. To develop confidence, they should engage in low-stakes negotiations, practice strategies, and celebrate successes. Future research should explore how gender intersects with other social groupings, influences negotiation patterns, and how people manage multiple social identities in negotiation situations.

**Keywords:** *gender roles, negotiation behavior, perceptions*

### Introduction

In the past, negotiation has long been theorized within double-standard understandings of gender roles, with men being aggressive and competitive and women being accommodating and collaborative. However, few existing studies point out that such broad generalizations usually do not fit across negotiation practices. Gender is not a reliable determinant of a person's performance during negotiation; neither men nor women do better or worse across all negotiations (Pradel, Bowles, and McGinn, 2006). This research points out how women negotiate differently and less than men, including a wide range of social expectations about their behavior and shape, and guides their approach to negotiation.

Gender is both social and cultural. It is how a person's identity accords with society's view of what it is like to be a female, male, neither, nor both. The Oxford Dictionary defines gender as "the culturally shaped expression of sexual difference: the masculine way in which men should behave and the feminine way in which women should behave." People learn society's norms through their experience of living in it and their interaction with others. However, they are not always mindful of how or what they feel and learn. That is, people may be aware of gender cues in their surroundings but may not be able to think about how these cues have been gendered. Some may believe that teaching and nursing are professions for women, and the lines of business, law enforcement, and engineering are for men. How people hold talks or discuss settlements in negotiation settings can also be gendered.

In dealing with competing, conflicting, and opposing viewpoints, there is a need for a discussion to arrive at an agreeable solution that involves negotiation. Situations requiring negotiation can occur in the workplace, with friends and family, in business, and during purchases of goods. Negotiating scenarios involve various aspects such as employee requests for flexible work schedules, friends' lunch preferences, and parents negotiating school attire and childcare. Often, most people associate negotiation with what a salesperson does to sell goods at a higher price or what the buyer does to purchase the items at a lower cost. With all of these, when it comes to negotiations in organizations, gender frequently seems to be a part of and has a significant impact.

For almost a century, people have debated whether men and women are essentially different or similar. This is visible in how the public views fundamentally different pressure points for men and women as they manage their roles and responsibilities in society. Gender differences in negotiation are widely used to explain the continuing gender differences in employment, salary, and promotion (e.g., Greig 2008, Card et al. 2016, Säve-Söderbergh 2019). With the potential effect of labor market results, it is expected that many studies have investigated how men and women approach negotiations. Men and women may approach negotiating chances differently for a variety of reasons. They can approach the negotiation from distinct angles, either because they have different starting positions to negotiate from or because they have other goals in mind (Recalde and Vesterlund, 2023). Even with the same negotiation situations, variations in gender negotiation may still arise.

To Filipinos, negotiation is often a collaborative approach to problem-solving. The Philippines, being recognized as a state that has established a relatively high level of gender equality (World Economic Forum 2018), gives women a great deal of freedom and

opportunities. In the 2023 World Economic Forum (WEF), the Philippines ranked 16th among 146 countries in the Global Gender Gap Index Report (GGGR) thanks to the rise of female economic participation and educational achievement (World Economic Forum, 2023). Filipino women have held key governmental posts, are known in the corporate world, and have equal property rights under Constitutional laws. However, women's labor force involvement has been constantly low over the last three decades despite substantial economic progress (World Bank, 2021). Despite embracing the United Nations Security Council Resolution (UNSCR) 1325, making women's engagement in peacekeeping, peacemaking, and peacebuilding important, they remain the most underrepresented stakeholders in official negotiations (Ariño, 2010; UN Women, 2018).

This change in ideas, from looking merely at negotiation as being affected and influenced by gender to understanding it as a complex interaction of gendered behaviors and strategies, creates a significant development in negotiation studies. As social gender roles continue to change, there is an increased consciousness that effective negotiations cannot be judged only by the perspective and opinion of gender but must also depend on the context and attributes inherent in the participants of such negotiations. This transition is important since it identifies how significant it is to understand how social concepts and cultural backgrounds set the way one person negotiates, leading to a very diverse idea of gendered negotiations.

The continuously growing environment of negotiation practices constantly requires analysis regarding the changing aspects of gender within various fields. With changing gender roles and expectations, it is important to understand the differences and the connection between traditional gender and people's negotiation approaches, in addition to the new way of thinking about how gender plays a role in negotiations.

With these facts in mind, the researcher aimed to expand the discussion on these issues by considering the gendered contexts within which negotiations occur and how such negotiations impact these contexts.

### **Research Questions**

The study aimed to determine how gender roles were perceived in the existing negotiation practices within the diverse community of Kibawe, Bukidnon. Specifically, this research sought to address the following central questions:

1. What are the perceived gender roles of men and women in negotiation?
2. What are the perceived barriers to negotiation?
3. Is there a significant relationship between the different gender roles and the negotiation behavior of individuals?

## **Methodology**

### **Research Design**

The study used a descriptive research design to explore an in-depth understanding of the complexities of gender roles and negotiation behaviors. This design utilized survey questionnaires focused on individuals and groups with broader perceptions of gender rooted in negotiation contexts to explore personal experiences and deeper perceptions of gendered negotiations and to measure negotiation behaviors and outcomes.

Throughout the study, a descriptive survey was used to identify, describe, and observe gender role perceptions in negotiations without changing any variables. The goal was to determine, document, and compile an inclusive report of how different genders from the four (4) sample groups handle negotiations in various settings, considering different perceptions of gender roles, how they naturally relate to norms, and how they are practiced in their daily lives.

### **Respondents**

The respondents of the study are residents of Kibawe, Bukidnon, who are directly engaged in negotiation scenarios. Since the study intended to gather as much data as possible to address the problem, multiple groups of respondents were expected to participate.

At least one member per household (15 homes) from the three Barangay Población in the Municipality of Kibawe participated in the study. Ten (10) small business owners or operators and select graduating college students of Roman C. Villalon Memorial Colleges Foundation Inc. (RCVMCFI) College Department for the Academic Year 2024-2025 have also participated in the study.

Staff members from selected Local Government Departments have also participated, particularly employees under the Executive Department (Mayor's Office), Human Resources Office, General Services, Assessor's Office, and Local and Civil Registry. They can be effective respondents in the study due to their diverse roles, negotiation experiences, and exposure to gender issues.

### **Instruments**

For an overall analysis, a survey was employed, targeting the main objective of the study, which is to determine how gender roles are perceived in the existing negotiation practices in the diverse community of Kibawe, Bukidnon.

Self-administered survey questionnaires were used as the data collection tool. The survey form consists of thirty (30) items or statements. The questionnaires were designed in both English and the Local language, Cebuano, so that the respondents could easily

understand and complete the survey. Data were then translated into the English language used in the study.

### Scoring procedure

Responses to every question used the 5-point Likert scale, giving the respondents options to express their level of agreement or disagreement with the statements. The response options used are as follows:

Score	Qualitative Description
5	Strongly agree
4	Agree
3	Neutral
2	Disagree
1	Strongly disagree

The scale applied would assist the researcher in the data collection.

### Procedure

The data-gathering process of the study followed a systematic procedure. The researcher made the survey questions available for every respondent to complete. Respondents specified the group they represented in completing the survey questionnaire. Adequate time was given to the respondents to complete the surveys, so straight and thoughtful answers would be gathered.

In gathering data, two codes of ethics were considered: obtaining participants' informed consent and protecting anonymity and confidentiality. This ensured that each respondent was informed about the study he/she had to participate in, and that any confidential information gathered should not be used for any other purpose but for the specific study only.

The data collected was organized into formats that could be analyzed effectively. To summarize survey responses and enable comparisons and analysis using the predetermined scale, descriptive statistics were computed.

### Data Analysis

Before analyzing quantitative data from surveys, responses were entered into a structured format using spreadsheets (Excel). To not affect the overall analysis, incomplete survey forms were excluded.

Descriptive statistics were used to describe the overall characteristics of a dataset. To determine the average responses and trends, data were summarized using central tendency measures that would calculate the mean, median, and mode of each survey question. To understand the spread of responses, the standard deviation was determined by dispersion measures.

Parametric and non-parametric statistics were also used to measure the significance of the findings. To determine the significant association between two variables, a Pearson product-moment correlation was conducted for the group's household, commercial business, and college, and the Spearman rank correlation test was utilized for the local department group.

## Results and Discussion

This chapter presents, analyzes, and interprets the data collected from the respondents. Mean, tables, standard deviation, and correlation were used in the data analysis process. This chapter was arranged under the appropriate subject below, and the sequence in which the individual problems were presented in the problem statement determined the presentation order.

The following results show analyses of the perceived gender roles of men and women in negotiation, the perceived negotiation barriers across different groups, and the relationship between perceived gender roles and the negotiation behavior of the respondents, including members of households, commercial business owners and managers, graduating college students, and workers for local departments.

The study explores how individuals' perceptions of gender roles are associated with their ability to negotiate and whether this differs across work and social environments.

Table 1 presents the perceived gender roles of men and women across different groups while considering gender-based differences.

The result reveals that in the household group, while both have agreement on the gender role to negotiation, it is evident that males ( $M = 4.06$ ,  $SD = 1.05$ ) have a higher perceived gender role score than females ( $M = 3.55$ ,  $SD = 0.65$ ), suggesting that men may experience greater expectations to assume leadership roles in household decision-making, which could shape their negotiation strategies.

Similarly, in the commercial business group, males ( $M = 3.68$ ,  $SD = 0.68$ ) scored higher than females ( $M = 3.36$ ,  $SD = 0.87$ ), indicating that men in business settings may feel a stronger need to assert dominance and control in negotiations, reinforcing traditional leadership expectations. The lower female score in the commercial business group suggests that women may perceive fewer firm gender expectations or face negotiation challenges that make them less likely to conform to traditional roles.

In contrast to the previous results, the graduating college group shows relatively similar gender role perceptions between females ( $M = 3.48$ ,  $SD = 0.50$ ) and males ( $M = 3.37$ ,  $SD = 0.63$ ), indicating that academic environments may provide more balanced negotiation opportunities with fewer rigid gender expectations. The standard deviation also emphasizes the agreement of most of the respondents.

This is in line with studies showing that educational environments can be a level playing ground where gender biases are lowered.

Table 1. *Level of Perceived Gender Roles of Men and Women in Different Groups*

Group	Gender		Perceived Gender Role	Interpretation
Household	Female (N=8)	Mean	3.55	Agree
		Std. Deviation	.65	
	Male (N=7)	Mean	4.06	Agree
		Std. Deviation	1.05	
Commercial Business	Female (N=5)	Mean	3.36	Neutral
		Std. Deviation	.87	
	Male (N=5)	Mean	3.68	Agree
		Std. Deviation	.68	
Graduating College	Female (N=44)	Mean	3.48	Agree
		Std. Deviation	.50	
	Male (N=40)	Mean	3.37	Neutral
		Std. Deviation	.63	
Local Department	Female (N=23)	Mean	3.50	Agree
		Std. Deviation	.80	
	Male (N=26)	Mean	3.74	Agree
		Std. Deviation	.76	
Total	Female (N=80)	Mean	3.49	Agree
		Std. Deviation	.63	
	Male (N=78)	Mean	3.58	Agree
		Std. Deviation	.74	
Total (N=158)	Mean	3.53	Agree	
	Std. Deviation	.68		

A similar trend is observed in the local department services group, where men ( $M = 3.74$ ,  $SD = 0.76$ ) scored slightly higher than women ( $M = 3.50$ ,  $SD = 0.80$ ), suggesting that while gender roles still influence negotiation behaviors in their daily interactions with co-workers and clients, workplace policies, and bureaucratic structures may help reduce inconsistencies.

The overall mean score for perceived gender roles ( $M=3.53$ ,  $SD=0.68$ ) suggests that, on average, respondents acknowledge gender roles but do not strongly adhere to rigid gender-based expectations. The standard deviation indicates some variation in responses, reflecting diverse perspectives on gender roles across different groups.

The result presented on the first row is supported by social role theory, which asserts that men's desires to lead are based on traditional social norms of what is appropriate for a man to do, leading to higher assertiveness and competitiveness during negotiations (Hanek and Garcia, 2022). This framework assists in illustrating why men, as has been shown from their higher scores, might need to work extra hard in negotiating, a sensation borne out in vast studies proving a gender difference between negotiators' aggressiveness and achievements (Eduardo, 2024).

Research indicates that men are more inclined to want to control conversations, while women might feel restricted or opt not to conform to defined roles because they perceive obstacles within these situations (Shonk, 2025).

The role congruity theory of operation accounts for this phenomenon. It proposes that women might be challenged in negotiating situations because there is a clash between their gender roles and those typically attributed to effective negotiators, who are traditionally seen as male. This incongruity of roles can result in women having diminished bargaining power, which generally produces poor negotiation results and overall discontent, as also indicated in the second result.

Meanwhile, Ulrich et al. (2023) investigated the development of gender role attitudes throughout adolescence against the framework of existing societal gender differences. Both male and female adolescents develop more egalitarian gender role attitudes during adolescence, linking it to the assumption that young people increasingly question morally built constructs, leading to the endorsement of more egalitarian gender roles (Eccles, 1987). This result shows that gender role attitudes develop over time among younger generations, which is a direct reflection of the third presented result.

The evidence also suggests the possibility of gender stereotype change among generations, where younger generations may be able to

gain more equitable treatment in educational institutions where negotiation is often taken to be a talent and not based on gender (Bowles and McGinn, 2008). But further research is needed on how institutional cultures can reinforce or combat these beliefs.

Moreover, creating well-specified workplace policies, including client service policies, is a basic method of reducing inconsistencies in client dealings. These policies act as a worker rulebook that defines the level of service anticipated in client dealings, as well as procedures for responding to inquiries, complaints, and other clients' requests (Brown, 2023). For example, according to Akther (2024), a client policy should clearly state the organization's purpose, basic standards that drive client interaction, and how the workers should interact with clients professionally and respectfully. This would facilitate consistency and enable workers to deal effectively with different client scenarios.

With the changing negotiation culture in local departments, it becomes essential to acknowledge and stabilize the impact of gender dynamics so that public discourse can become more inclusive and productive. It is particularly relevant for developing public trust and equity within administrative mechanisms that deal with public interaction at the local level.

Finally, the overall result implies that while gender roles are recognized, their influence may differ depending on personal experiences, cultural backgrounds, and workplace dynamics. A significant result can also be observed that men consistently report higher perceived gender role scores than women across all sectors, emphasizing that men tend to experience stronger societal expectations to take on leadership roles in negotiation.

The next result will identify key barriers to negotiation across different groups, including households, commercial businesses, graduating college students, and local department services.

Table 2. *Barriers to negotiation across different groups, including households, commercial businesses, graduating college students, and local department services*

Items	Mean	Standard Deviation	Qualitative
Suggestions are heard and considered depending on gender.	3.19	1.16	Neutral
Gender stereotypes prevent women from negotiating.	3.34	1.11	Neutral
Cultural norms and values determine negotiation behaviors.	3.02	1.01	Neutral
Self-efficacy affects negotiation engagement.	3.64	0.97	Agree
Power imbalances in organizations prevent negotiation.	3.58	0.95	Agree
Communication styles can lead to miscommunication.	3.78	1.01	Agree
Fear of negative results may prevent negotiation needs.	3.77	0.96	Agree
A lack of self-confidence prevents people from negotiating successfully.	4.02	0.98	Agree
Lack of a mentor or peer support prevents effective negotiation.	3.85	1.02	Agree

*N* = 158

The first through third items generated mean scores between 3.02 and 3.34, indicating that respondents do not completely agree with the statement regarding gender, stereotypes, and the role in shaping negotiation. The standard deviations of these items show more variation in perceptions, especially for item 1 ( $SD = 1.16$ ), which indicates that respondents' views regarding whether gender-based proposals are considered vary widely. This suggests that training programs and organizations can take advantage of addressing gender perceptions and cultural considerations specifically. Economic and sociocultural efforts can promote how these factors influence color negotiating dynamics.

Items 4–9 indicate agreement with statements regarding barriers to effective negotiation, especially "Lack of self-confidence prevents people from negotiating success," which had the highest score of 4.02 ( $SD = 0.98$ ). This question implies that self-confidence is usually seen as a major obstacle to effective negotiation. The increasingly smaller standard deviations (ranging from 0.95 to 1.01) for these questions indicate more consistency in responses, suggesting a common understanding of these barriers across the sample population. The higher scores on communication styles, fear of negative consequences, and low self-confidence suggest that individualized programs designed to develop self-efficacy and communication abilities may have the potential to reduce negotiating obstacles.

O'Connor, Arnold, and Burris' (2005) research provides empirical evidence that self-efficacy is a key predictor of successful negotiation. The result strongly confirms that a lack of self-confidence (low self-efficacy) is a major barrier to effective negotiation as it has clear effects on goal setting, plan implementation, persistence, and overall performance.

Social constructionism suggests that cultural norms and gender perceptions are socially constructed, influenced by various social groups and their influence on negotiation.

A meta-analysis on gender differences in negotiation (Walters, Folger and Sheppard, 1998) revealed that gender differences in negotiation are not homogenous, but conditional upon a variety of contextual factors, such as the type of the negotiation task, the existence of time constraints, and the self-perceived power dynamics between the parties negotiating. This complexity underscores the value of specialized interventions that take account of the issues encountered by individuals in different negotiation contexts.

The next result will determine the relationship between perceived gender roles and negotiation behavior across different groups,

including households, commercial businesses, colleges, and local departments.

The previous table presents the relationship between perceived gender roles and the negotiation behavior of the respondents.

Table 3. *Test of Significant Relationship Between Perceived Gender Roles and Negotiation Behavior of the Participant when Grouped According to Household, Commercial Business, Graduating College Students, and Local Department Workers.*

Groups	n	r	p-value	Remark
Household	15	.635*	.011	Significant
Commercial Business	10	.700*	.024	Significant
Graduating College	84	.389**	.001	Significant
Local department	49	.160	.272	Non-Significant

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

A Shapiro-Wilk test was performed to determine the normality of data in each group. The test reported that the perceived gender roles in each group: Household ( $\alpha = .495$ ), Commercial Business ( $\alpha = .154$ ), and Graduating College Students ( $\alpha = .127$ ) are normally distributed, while the Local department group ( $\alpha = .017$ ) is not normal.

To test the significant relationship between the two variables, a separate test was conducted. A Pearson product-moment correlation was conducted for the group's household, commercial business, and college, while the Spearman rank correlation test was utilized for the local department group.

Results in Table 3 indicate significant positive correlations in the household, commercial business, and college groups, suggesting that individuals' perceptions of gender roles are associated with their negotiation behavior. Specifically, in the household group, a moderate positive correlation was found,  $r(13) = .635$ , indicating that as perceived gender roles become more pronounced, negotiation behavior also tends to increase. Similarly, in the commercial business group, a moderate positive correlation was observed,  $r(8) = .700$ ,  $p = .024$ , suggesting that gender role perceptions significantly associate negotiation tendencies with business environments. The college group also exhibited a significant but low correlation,  $r(82) = .389$ ,  $p = .001$ , implying that while gender role perceptions tend to correspond to negotiation behavior, other factors may also contribute to this relationship. In contrast, no significant correlation was found in the local department group,  $r(47) = .160$ ,  $p = .271$ , indicating that perceived gender roles do not appear to have a substantial connection to negotiation behavior in this group.

These findings suggest that the relationship between gender role perceptions on negotiation behavior varies across different groups, with moderate associations observed in household and business environments compared to local department roles.

## Conclusions

Since, on average, men and women across different groups recognized gender roles, their influence may differ depending on personal experiences, cultural backgrounds, and workplace dynamics.

The lack of self-confidence is seen as a barrier to effective negotiation. Thus, what hinders individuals from negotiating successfully is neither gender-based nor group-specific. Regardless of demographic or social differences, a lack of confidence in one's abilities significantly hinders negotiation performance.

There is a significant relationship between different gender roles and the negotiation behavior of individuals in households, commercial businesses, and college institutions, but no significant relationship was found between different gender roles and the negotiation behavior of individuals working in local departments.

Based on the results of the study, the null hypothesis, which states that there is no significant relationship between different gender roles and the negotiation behavior of individuals, is rejected for individuals in households, commercial businesses, and those graduating from college. However, it cannot be rejected for individuals working in local departments.

Based on the findings and conclusions of the study, the following recommendations are suggested:

For individuals to develop a more inclusive and equitable negotiation environment where gender roles and cultural differences are recognized and respected, they ought to emphasize self-awareness, recognize biases, and solicit diverse viewpoints. These practices may enhance communication and comprehension, encouraging up-to-date knowledge about research and best practices in gender, culture, and negotiation.

To develop confidence in negotiation, it is also suggested that individuals actively pursue opportunities to negotiate, starting with low-stakes negotiations, practice and prepare approaches, emphasize strengths and capitalize on successes, overcome negative self-talk, and recall previous successes. Acknowledge and celebrate successes, regardless of their magnitude.

It would be beneficial if future studies would take a holistic approach to examine how gender intersects with other social groupings (race, class, sexual orientation, disability) and influences negotiation patterns rather than simply documenting the presence of gender



role influence and self-assurance constraints. In addition, research could investigate how people manage multiple, sometimes competing, social identities within negotiation situations, shedding light on the subtle mechanisms by which gender and cultural prejudices can influence perceptions and actions, even among individuals who deliberately seek objectivity.

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