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Master in Dispute Resolution

*Workplace conflict resolution in the hospitality sector:
The use of mediation as a tool to solve conflicts at work
with international employees in Dublin.*

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With love,
Gaby.

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ABSTRACT

As it is known having conflicts could happen in any stage of life and any moment, this research will show you some content about what is mediation and how this could be an alternative dispute resolution tool in order to help the hospitality sector in Dublin.

This investigation is based in Dublin, Ireland. As you might know Dublin has 365 bar around the city, basically one bar per day you can go and have a pint and look around the old story of the town. There are lots of bars / pubs and restaurants as well, and the hospitality in Dublin is one of the principles incomes of the country, but what happen inside them.

The hospitality sector is not easy to work as you might think, dealing with everyday new customers is a challenge for those who work in this area. Dublin has increase the number of international workers around the city, Of course with the tourism this might be a challenge for those that English is not their first language.

Communication is the base of all the good relationships does not matter if is sociable or more likely working environment. Everybody have had experience some kind of conflict at work, this could be for several reasons, this research will try to find the principal factors that employees face working in this sector. Also will try to reach the approaches that each one had towards any dispute at work and finally the knowledge of mediation as a tool to help the hospitality sector and the relationship employee and employer.

The research will use a mix of methods, quantitative and qualitative data to support the ideas, this will be cross check with a survey with open and close questions.

The findings of this research show that most employees had experienced at least one conflict at work and the principal finding is due the lack of communication between both parties. It is recommended for management team to choose a better way to solve conflicts at work and be more open with the staff and implement some changes if they want to improve this relationship with a better manage of conflicts the employees might get better at work. In conclusion the mediation can be the best ADR to help improve less conflicts in the hospitality sector.

INTRODUCTION

Having conflicts at work is not a new world that we have in our daily life, any form of difficulty that happens inside a workplace manner that is directly tied to work standards is referred to as a work conflict. As a result, it is critical not to mistake a genuine dispute with a subjective or emotional reaction. As Teague (Paul Teague, 2015) contends that a number of government agencies have been formed throughout the years to assist in the settlement of workplace dispute in a variety of methods. In the Republic of Ireland since 1946, the Labour Court has led collective dispute resolution private and commercial state-owned sectors.

As the time pass in Ireland also a new statutory independent body emerge on October 1, 2015, the Workplace Relations Act. The workplace Relation Commission which this body will encouraging the building and maintenance of positive workplace relationships, also advising and providing information regardless the employment. (Begg, 2015).

In recent years in Ireland has been a lot of new International workers that came to the country, some of them to study an English course, Bachelor Degree, a Master's Degree or if the person is form Europe just to have experience working in another country , with this in mind this research will focus with international workers that has faced conflicts in the workplace, no matter the background of them (Students or Europeans). In this context international workers face different challenges in a new job, sometimes could be a general dispute or others more specific. The target demographic will be around 18 - 40 year-old.

In this recent years Ireland have seen how the international population has increased, as well the opportunities and the different challenges they have at work. The work sector also promote the success of having international people as co-workers, the exchange of knowledge from both sides could lead as a successful environment but in some of their jobs can improve to get better with some changes that the International workers may suggest.

The aim of this research is to identify and known the reaction of the international employees have when they have different conflicts in the workplace.

The objectives of this research are:

- 1.- To identify the most common conflicts that employees face working in hospitality sector in Dublin in a multicultural workplace.
- 2.- To identify the approaches that international employees use when they experience conflict at work in hospitality sector.
- 3.- To evaluate the benefits of the use of mediation as a tool of dispute resolution due the international employees working in the hospitality sector.

This research will be possible with the help of international employees living in Ireland, it will verify what kind of conflicts they face at work, which approach they use when they face conflicts with co-workers and their managers, and to give them a little bit of knowledge about how mediation can be used as a tool to resolve disputes at work. The main purpose of this research is to help international employees to let them know that they are not alone in this country and every person has rights at any work and they should be respected.

CHAPTER I

Literature Review

1.1 Definition of Conflict

Currently one of the great difficulties in a daily life is having a conflict. This happens because the impact of the culture has significant differences that spill over into the interpersonal relationships. Sometimes could be because of religious groups, different ethnicities or racial background (Dudley D. Cahn, 2014). According to Furlong (Furlong, 2005) The majority of the world have had all confronted with different conflict situations in their lives, whether in personal lives, at work, or with just about anybody their meet.

As fact of this research it is important to understand that the conflict is the result of incompatible series of actions and it is completely normal and natural having the sensation of having a dispute. As Mayer (Mayer, 2012) comments that humans needs tools which will help understand the roots of the dispute that can been affecting personal or professional relationships. There exists several ways in which the people manage conflict, some of them depends on their background, believes, education or even the culture. Mayer (Mayer, 2012) takes the view that conflicts may arise and is perceived in three dimensions:

1. Cognitive; that is based on the perception
2. Emotional; this one refers to the feelings
3. Behavioural; which in this case will be refer as the actions

According to Mayer in his book "The Dynamics of conflict" (Mayer, 2012) there are three different ways of how we can experience conflict in our life. The first one talked about the perception that people has towards others in relation to their own needs, interest, goals or values. As far as one of the parties believes that there is a conflict then the perception is working in this matter. The Emotional conflict is the one that had experienced an emotional reaction towards the situation of the conflict, as an example of emotions could be angry, disturbed, afraid, hopeless or even delighted and by each person will experienced in a different way. In the other hand we have the conflicts as an action in other words will be when

a person make a direct effort that make something happen at the cost towards another human being, where in this case the action is the principal factor for the conflict.

Nevertheless, conflict exists in everything, and notably in companies, whether it is implicit and sometimes is not. Having conflicts is not always bad if is managed well with different methods trying to solve them. Conflict may persist if it is not addressed with an efficient communication. The next topics will talk about more in different concepts.

1.1.2 Conflicts in the workplace

It is unpredictable when or where people will experience a conflict but have conflict is natural and normal in any workplace. Having crisis of different styles of conflict could result in a leadership crisis as Cloke (Kennet Cloke, 2005) suggest it. We already stablished that since the beginning of our lives we have been immerse in different disputes in personal life but also we can find this kind of conflict in our workplace. The most common kind of conflicts that a company has is between supervisors and workers, sometimes differences between different areas or departments or simply as just the lack of communication by co-workers and the rest of the team. Cloke (Kennet Cloke, 2005) strongly argues that this kind of conflicts at work might reduce productivity, and this could lead to have a strike which this might create a waste time and some resources to the company. In this context the company could lost customers due the dysfunctional work relationships.

Having troubles or conflicts with co-workers could reduce some opportunities to each one of the team. Most of this kind of problems can be avoided or easy to solve but this will only depends on how the company manage this kind of conflicts at work. Some of the common causes are lack of communication, misunderstandings, language barrier, unclear roles at work, different expectations and a bad management.

Bolton (Robert Bolton, 2009) stablish that people differences might cause the conflicts and he points a few different ways to see this:

- They might think differently

- They tend to decide differently than others
- They manage their use of time differently
- They react and handle their emotions differently
- They manage the stress in different ways

And all this together contends that people deal in a unique way with each conflict in their work environment or personal lives.

On the other hand according to Dr. Pathak in one of his articles (Pathak, 2010) takes the view that having conflicts at work may be harmful to effective collaboration if the incorrect conflict resolution method is used. He contends that there exist three different terms that suggest this behaviour. These three are stress, strain and pressure. All this points that having bad communication is like a virus in the work team system.

There are many causes of conflict, and all these conflict theories may be characterized by the origin they stress as Mayer states. (Mayer, 2012). Each theory offers invaluable insights and different perspectives on conflict but there is a framework that is helpful for this matter which is the next point on this research.

1.1.3 Circle of conflict

In order to keep this investigation and understand how the conflict emerges, there exists a map that helps the mediator to guide the process with the help of the “Circle of conflict” which is one way of looking at the factors from the bottom of the conflict, this method was developed by Christopher Moore. (Moore, 2014).

Using this map Moore pretends that the parties and the mediator utilize the information gathered to decide on suitable conflict resolution methods, the following process and the approaches that they will follow. As we can see in the next figure:



Figure No. 1 : The circle of conflict. (Mayer, 2012)

This circle consist is made up of five different parts:

1. Communication
2. Emotions
3. Values
4. Structure
5. History

Communication is considering according several authors as the principal matter that make hard for people expressed something when they have a problem mostly because they might be under a certain emotional level of stress. The lack of communication could be influenced by culture, age, social status, gender, cognitive ability and the environment. Mayer strongly argues that people commonly develop friction because the people behaves as though they have correctly expressed or interpreted someone else message when this might have not. (Mayer, 2012).

Emotions could seem to be in command of their actions, however, this is not in human nature. People is frequently engaged in expressing the emotions, perceptions and actions that appear to suggest how powerfully people can feel about the issues, their interest or others that are

involved on the dispute as (Moore, 2014) Moore agrees that. Thoughts and feelings are triggered by specific encounters or situations, as well as personal experiences. Everybody has experienced a particular experiences in their lives. The urge for connection, validation and approval is an aspect of each human being with emotional nature.

Values refers to the thoughts about what is essential, this one will play a role in when you are making a decision. The values divides right from wrong, good for evil, this might be associated as part of the Japanese culture such as yin and yang that this could be good or bad thoughts again this actions will depend on how people conduct their life. We need to understand at this point that each person manage different moral, which they had been learned during each step of their life experiences. In this sense the values are more leaded by the ideals of true or the felling of justice and ethics as Cloke observes (Kennet Cloke, 2005) in his book and under different circumstances the conflict might change under different points of view.

The structure will be more about the way the conflict might be interacting depending on the structure resources, the decision-making methods, different time considerations, the communications networks and the workplace environment are some of the factors to consider in this matter. This part of the circle as Mayer argues this also could make the compromise difficult and rise the conflict (Mayer, 2012). When there is a conflict we need to identify the structure of it, however, the process might not be easy but finding the structure could help the disputants understand the change at work as an example when there are different levels of hierarchy in a company and they might have different role models to follow in which the people involve must adapt to the system in order to avoid conflict.

One way to comprehend the characteristics of a conflict system is to use the wheel of conflict as Mayer suggest. (Mayer, 2012). Mayer concedes that the wheel of conflict is an instrument for understand about where individuals are trapped, where solutions are required, and where possibilities to change a situation might be identified (Mayer, 2012).

The Circle of conflict show in the middle of the circle the “human needs” is where it can be identify the conflict towards the bottom of the problem over issues, needs, interest, options and outcomes. This is where the parties can found the genuine, palpable and objective

disagreements but this is only one part of the circle. Several theorist talked about the human needs but the principal reference will be Abraham Maslow which focus his pyramid on the basic human needs. Physiological which includes food and clothes, safety will refer to the job security, love and belonging needs as a friendships, the esteem and self-actualization are the five needs from the bottom of the hierarchy up. (McLeod, 2007).

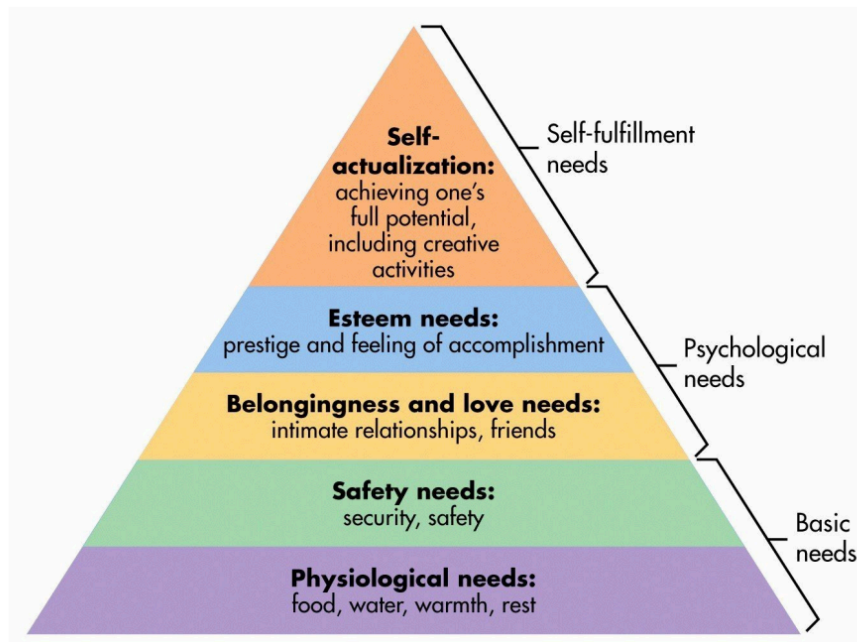


Figure No. 2: Maslow's pyramid of needs (McLeod, 2022)

In other hand Furlong (Furlong, 2005) suggest that the circle of conflict is a model that identifies and summarizes the factors or motives that cause the conflict. This method will provide a strategic guidance on how to take the conflict toward settlement for the mediator.

<p><u>Relationships</u></p> <ul style="list-style-type: none"> • negative experience in the past • stereotypes • poor or failed communications • repetitive negative behaviour 	<p><u>Values</u></p> <ul style="list-style-type: none"> • belief systems • right and wrong • good and evil • just and unjust
<p><u>Externals/Moods</u></p> <ul style="list-style-type: none"> • factors unrelated to substance of dispute • psychological or physiological • "bad hair day" 	<p><u>Data</u></p> <ul style="list-style-type: none"> • lack of information • misinformation • too much information • collection problems
<p><u>Structure</u></p> <ul style="list-style-type: none"> • limited physical resources (time, money) • authority issues • geographical constraints • organizational structures 	

Figure No. 3: The circle of conflict diagnosis . (Furlong, 2005)

The circle of conflict is very straightforward and simple, there is a worksheet that might help when a professional wanted to use as a reference to work with it, this paper just needs to be fill it up when the parties involved are talking in a mediation session and this could be a strong tool to use and find the root of the conflict

2. Develop a full list of each party's Interests (wants, needs, fears, hopes):

Party A:	Party B:
Interest:	Interest:
•	•
•	•
•	•
•	•
•	•

Figure No. 4: The circle of conflict worksheet . (Furlong, 2005)

1.1.4 Conflict escalation

In this new context is where the dispute can escalate or de-escalate. Escalation tends to decrease communication with the other party, could rise the negative perception and this will end up making collaboration more difficult as Mayer (Mayer, 2012)notes.

Alternatively Friedrich Glasl (Jordan, 2000) takes the view that this escalation model is helpful to those who wants to de-escalate the conflict, in other words to calm things down and help the parts involve to negotiate on the table and to promote a common agreement. Glasl maintain in this point that the parties are unable to verbalize their thoughts on a disagreement during the dispute, instead the parties are easily ready to descend more on

primal levels of brutal types of conflict. That being said he states that there are nine stages of conflict in which he breaks into three stages of three.

- **First Level : Win-Win .**

- Stage 1 = Tension
- Stage 2 = Debate
- Stage 3 = Action instead of words

- **Second Level: Win – Lose .**

- Stage 4 = Tension
- Stage 5 = Loss of face
- Stage 6 = Threat strategies

- **Third Level: Lose – Lose .**

- Stage 7 = Limited destruction
- Stage 8 = Total annihilation
- Stage 9 = Together into the abyss



Figure No.5 : Glasl's stages of conflict escalation . (Corinna, 2017)

The first level is the *"Win-Win"* where the *"Tension"* is created by the conflict. This is a frequent thing that is not seen as the beginning of the problem. If the disagreement persists then the perspectives grow more in a significant manner. The mediator should be aware that the dispute most likely has a deeper significance or reason.

The second stage then will be the *"Debate"*, whereas the parties in this case contemplate how to persuade the other side of the story and will fight saying that their perspective is the one and only. This kind of discrepancy develops to an outright argument. The people involved in this case will put a bit of pressure on the other one. According to Glasl (Gerard B. J. Bomers, 1982) he thinks that people thinking takes place on the left side of the brain in which is the lateral thinking, where is develop the right or wrong, the good or bad.

On the third stage will be the *"Actions instead of words"* this level suggest the parties will put more pressure to the other to express their own views. The negotiations in this case will be interrupted to the other party if no progress is made. At this point there is no longer any spoken dialogue, and the confrontation will escalate. During this time, all empathy thoughts or a matter of understanding for the other side will be vanished.

To the second level of this model will be the *"Win-Lose"* in which the stage fourth is the *"Coalitions"* then again the desire from both sides seeking allies, the parties that would agree with their rightness, on both sides intensifies the conflict. That being said the right side may attack the other party to the adversary because they believe they are right and in some way have the law on their side, where we can find again the left part of the brain thinking. Whereas the essential issue dispute is no longer relevant. One of the parties here must triumph, while the other must fail creating then the win-lose.

The fifth stage talks about the *"Loss of face"*, here the undercover misinformation and gossip must be used to negatively attack the other party. Regardless the loss of face implies a totally loss of morality. Then the sixth stage talks about the *"Threat strategies"* where one of the parties will seek to acquire totally dominance by presenting accusations that displays that they dominate the solution, the threat highlight will be the possibility of punishment, usually using words as "If I do not get this.. I will" as Glasl comments (Glasl, n.d.)

Keeping the research the third level will be *“Lose – Lose”* and the seventh stage is *“Limited Destruction”* in this point both parties will use all of the tools that they have on disposal this will try to harm the other party. The other party is not longer considered human. At this point of the stage if both parties loss and get hurt will be a victory for both causing harm to one another.

The next stage is the eight *“The total annihilation”* where Friedrich Glasl (Jordan, 2000) concludes that in this point there is no way back and the conflict get more intense, the main goal is eliminate or destroy the system of power of the other party, the stress on this level will put the situation entirely out of control. In other words the only concern at this point is survive destroying the other party making his internal system collapse. And finally we have the last stage, *“Together into the abyss”* and the conflict at this point is on the desire to eliminate the other, the feeling will be so powerful that indeed the survival instincts will be ignored.

1.1.5 Cultural influence on conflict

This theme will talk about the culture and how this might influence in the conflict in so many ways, as in the beginning of the research is mention the culture is a major element of the conflict. There exist different meanings towards culture, Mayer states that (Mayer, 2012) people came from several cultures, which this may lead to internal conflict. But as this research keep digging into different authors, most of them suggest that cultures flow through the relations with other people, the cultural patterns might affect our perceptions, assumptions, judgments and conceptions from one or another. Lebaron (LeBaron, 2003) takes the view that language is just one of many aspect of culture, he also said culture is more than race, work environment, gender orientation, society, generational culture, religion or ethnic culture.



Figure No. 6: The culture wheel . (TCW, 2020)

This approach that LeBaron establish that there are two different ways to understand the culture, it will always be in constant changing and it will never stop, the identities or values are continually being developed and expressed, and the other as he states the cultural messages is where the people belong they get the knowledge about what is relevant or useful for their lives as well as who we are in this world and what make us be connected to everybody else. In other point of view Mayer (Mayer, 2012) suggest that the cultural matrix influences on how people manage the conflict behaviour and the capacity on it cause each party might perceive things as a natural part of their surroundings and make the conflicts undetectable for them.

This research is looking forward to look for different factors that cause workplace conflicts for international employees working in the hospitality sector in Dublin and as is already mention the international background of each employee could give different messages about what is normal for them or basically what is good or bad in their own terms, LeBaron (LeBaron, 2003) states that when others fail to match their values, is when usually a big sign that the cultural norms are not the same, what one group considers normal may seem unusual or incorrect for other.

According to Zimmerman (Olatunji Oniyaomebi, 2019) when the cultural context comes to dispute, each cultural environment has their own set of norms, such as different guidelines and they tend to emphasise the need of cultural awareness, that said cultural communities change in unexpected and dynamic ways. As a result the mediator need to use a variety of methods in order to learn about the cultural characteristics of people engaged in a dispute, such as tales, myths and traditions as Lebanon notes that depending on the problem, sociocultural factors become more relevant in order to understand the conflict (LeBaron, 2003).

It is clearly that the cross-cultural communication is engage with the conflict but Mayer (Mayer, 2012) maintains that neither culture is defined by a single conflict style. But how does culture influence in different disputes? This is one of the objectives that this research is looking forward to ask to several international workers, trying to identify the most common conflicts that employees face working in hospitality sector in Dublin in a multicultural workplace. Morris (Michael W. Morris, 2001) believes that the attitudes and behaviours are the most popular concept of having a cultural disagreement, depends on the cultural context the people might act in several ways towards a problem that they are experiencing at work. It is important to mention that the cultural influence that people act towards the conflict and the different meaning that is for each one. As well is relevant tell that many facts are influenced in the society, some are:

- Family
- Religion
- Country / Where are people from / Where people lives
- Nationality
- Sexual orientation

The cultural background is followed by a different patterns that each one had had in previous discussions, and help the mediator to understand who they are in the world and in connection to others. People has several ways to interpretate and perceive disputes, conflicts under the exterior may be hidden by what people perceives on the top. Culture will be always in

constant change as well as the people that might adapt sometimes in unpredictable ways. Knowing the cultural norms, people sometimes will be tell things like:

- Mexicans act like that...
- Americans react in this way...
- European people believes that...

Some of this people may not follow the rules for personal or cultural factors, Morris (Michael W. Morris, 2001) asserts that every conflict arise in a human relationship whether this plays a key role or has a moderate or sensitive impact on it.

This is followed by different conflict management styles that in the next chapter will be more specified.

1.1.6 Conflict management styles

In this part of the investigation will be about the different conflict management styles that can be found in any workplace environment with different workers specially in this research will focus on the international co-workers that work in Dublin. There are some cultural elements that may induce stress at work, this could be work overload, some of the expectations imposed on the employee to prevent mistakes or finish some duties in a small amount of time as Pathak claims (Pathak, 2010).

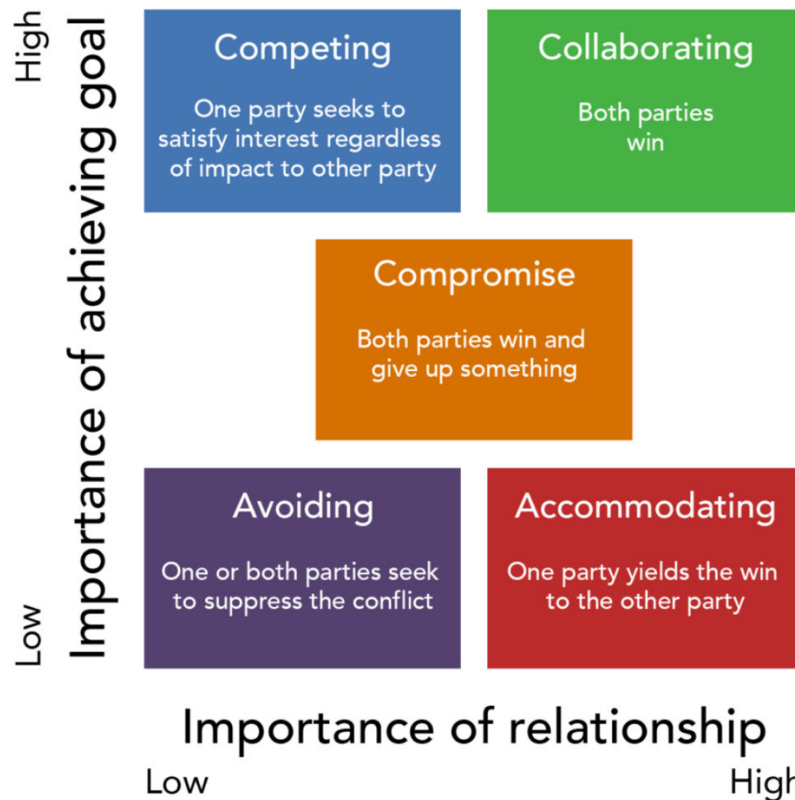


Figure No. 7 : 5 conflict management styles . (Mitevski, 2020)

Conflict is an inevitable aspect of every job, yet it may lead to understaffing, reduced productivity, and emotional problems. That is why Benoliel takes the view that (Benoliel, 2017) the disputes at work must be efficiently handled by the management team on board in order to have success for the company, employees and employers. The misinterpretation from someone is one of the principal reasons of the lack of communication between workers. In other hand according to Drory (Amos Drory, 1997) there are five different types for classify interpersonal styles:

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

Table 1: Five Styles of Conflict Management

Conflict Style	Definition	Objective	Behavior
Avoidance	Withdrawal	Lose-Lose	Physically absent or silent
Accommodating	Acquiescence	Lose-Win	Give in; Do not “make waves”
Competition	Aggression	Win-Lose	Selfish, Argumentative
Compromise	Trade-offs	Win and Lose	“Wheeler-Dealer”
Collaboration	Mutual Satisfaction	Win-Win	Supportive of self and other

Figure No. 8: 5 styles of conflict (Nicolas Hamelin, 2000)

This is a model created by KW Thomas and RH Kilmann based on assertiveness and cooperativeness, these two qualities is where the evaluation is founded (KW Thomas, 2020). The first that will be mention is the *Competition* is usually characterised through one side pursuing its own objectives and aims without regard for the other people involved in the dispute, this style is the most confrontational conflict style, this result will be a “WIN-LOSE” approach, usually is when people needs to take immediate action, this kind of people like to compete with others to be the best at work. One of the advantages will be according to Huan (Lim Jin Huan, 2012) is that if the cause is accurate, it will be chosen over a less effective alternative and the disadvantage will be that one of the parties can show some aggression towards the other party.

Some examples of how we can use the competing style:

AGREE ON USING THIS STYLE	DISSAGREE ON USING THIS STYLE
Softer people must be safeguarded from tough opponents.	Everybody else help and cooperation have been required.
A crisis is approaching and there is no time to debate.	The other people will lose some of their pride.

The second will be the *Avoiding*, this will be when workers maintain apart from others, in other words is when the other party ignore the conflict, even they are not pursuing their own interest but neither helping or facilitating the other party as well to reach their own goals, this kind of people will pretend that there is no conflict or it did not see any having it, this will be a “LOSE-LOSE”. Huan comments that this approach has the benefit of preserving the

connection between bosses and subordinates and the disadvantage will be that does not settle the dispute. (Lim Jin Huan, 2012).

Some examples of how we can use the avoiding style:

AGREE ON USING THIS STYLE	DISSAGREE ON USING THIS STYLE
The problem and the connection are irrelevant to the conflict.	Long-term solutions are required.
The tension is too strong, and both sides need to calm it down.	Personal problems are likely to continue.

In the other side of the picture is the *Collaborating* style that follows the principle of “WIN-WIN” this is typically employed in difficult cases when a unique answer is required. Everyone that use this style will bring the conflict to the table and this one will evaluate everything and will deal with all the parties involved. This kind of people who follows this style are more incline to be honest with both sides of the conflict, usually this people will help others but also they are looking forward to get noticed by the management or boss. Huan (Lim Jin Huan, 2012) propose that the advantage will be that this method ensures that all the parties involve stay satisfied with the final outcome, and the disadvantage will be that this style could take more time that the expected.

Some examples of how we can use the collaborating style:

AGREE ON USING THIS STYLE	DISSAGREE ON USING THIS STYLE
There is sufficient time and energy to resolve the dispute between the parties.	It is unlikely that both sides will be entirely pleased.
There exist the realistic possibility to address all problems.	When no one else cares how things turn out.

The fourth style will be the *Accommodating* in this type of style is when one of the parties collaborate so heavily, in other words this kind of people will do the work even against their principles. It could be that one of the partis is in the middle of the conflict and this person will just let the other party win, knowing that maybe that person might be wrong but this person does not want have any problem at work, in other words will be a “LOSE-WIN”. The biggest

advantage of this style is that the parties can preserve the bond and the disadvantage will be the misinterpretation of this style and this may result in the breakup of the relation even though the parties try to keep it as Huan explain (Lim Jin Huan, 2012).

Some examples of how we can use the accommodating style:

AGREE ON USING THIS STYLE	DISSAGREE ON USING THIS STYLE
One of the most essential objective is to make parties satisfied.	When you are confident in your beliefs.
You really had no actual authority.	If others ideas are inappropriate or incorrect.

And the last one will be *Compromise*, this style is often believe that is the best of all of the styles, yet it is really a “LOSE-LOSE”, for the simple fact that both parties involved must surrender in order to get a common centre, however, neither side is entirely content with the outcome reached and it requires a degree of assertiveness and participation that is balanced. (Mitevski, 2020).

The benefits of this method will be that the disagreement can be solve quickly and still maintaining the relation, on the other hand the disadvantage will be the unexpected outcomes as Huan notes (Lim Jin Huan, 2012).

Some examples of how we can use the compromise style:

AGREE ON USING THIS STYLE	DISSAGREE ON USING THIS STYLE
Both sides are equally powerful.	When you need detailed solutions or explanations.
Cooperation is crucial, however time restrictions prevent meaningful sharing.	When the issue is complicated

Finally this research is to help people who can be in the middle of a conflict, as (Vodosek, 2007) states that language barriers or cultural bias and more contribute to workplace

disputes. This style is to make a choice of measure the value of the purpose of the relevance of the connections in questions in determining how will be manage the dispute at work between employees. Most of the problems Yuan (Yuan, 2010) claims that they must be addressed, since they may lead to poor workplace performance and achievement, as well as the company can find high staff turnover or having a big lack of collaboration, and tension between all the staff.

Furthermore, Saadia Dildar (Dildar, 2017) strongly argues according to her review states that “gender” plays a big role in this style, she notes that male managers are more likely to utilize aggressive, forceful techniques than female supervisors. On the other hand female managers utilize a more accommodating conflict resolution method. Finally It is important to remember that using any style does not guarantee that any dispute will be solved. (Chinyere, 2018).

1.2 Hospitality in Ireland

This research already talk about all the possible conflicts that can emerge towards the relationships employer – employee or staff vs staff, now this part of the review will talk about the hospitality and the importance of the international employees. The hospitality sector in Dublin and the tourism is one of the most diversified and dynamic job sectors over the previous last decade providing one of the biggest part of the Irish economy (Ken Fennell, 2020). The hospitality industry is expected to grow a lot in the coming years. According to the Irish Tourism Industry Confederation is in charge of the new strategy plan for rescuing the hospitality sector which includes one of the largest regional workers. (Confederation, 2021).

The centrepiece of the tourism industry in Ireland is the hospitality sector, more than 20,000 restaurants and bars include this sector, this industry is valued over €6 billion yearly. (Curran, 2021). The COVID-19 that hits on 2020 will be recorded as the worst economical year, the hospitality sector struggled and keep doing it until now that is in the process of recovery thanks to the tourism. Ireland is having a new strategic plan of bringing more tourism to the country and this would mean the hospitality sector such as restaurants and pubs can employs 260,000 people on a yearly sector and for this will mean a big and significant recovery. (Confederation, 2021).

1.2.1 International employees in Ireland

It is expected that this year the hospitality sector in Dublin will find difficulty regards recruiting and maintaining employees. Ireland is part one of the Union European countries, and thanks to the great connectivity that the country has with other countries lots of international people came to Ireland to work mostly to live in one of the three principal cities that Ireland offers:



Dublin



Cork

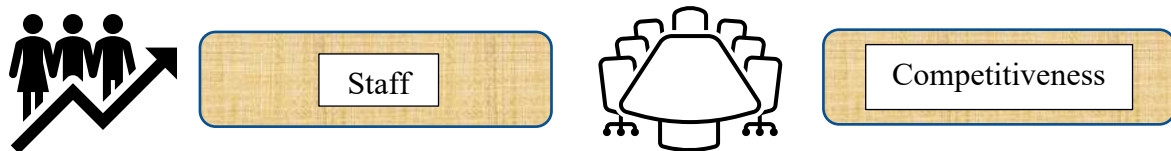


Galway

However, Ireland offers to International people the chance to get a job in most of the sectors, Hospitality is the sector that has more tendency to get the international people interested to join their teams, according to Irish government (Ireland, 2022) hospitality sector contributes significantly to the base employment of Ireland. This sector provides more or less 325,000 employment.

This exchange of culture overseas is highly important to this sector, the Irish Government believes that this combination brings a high tolerance, stable political environment and an excellent cultural exchange to the people form Ireland and the tourism. International workers can be Europeans citizens from other countries or from outside Europe, like Latin-America in general, if the people came from UE they can find a Full-Time job and the external people should came as a student (Mostly came for an English course) this allows them to find a Part-Time job. (Book, 2001)

The Irish Tourism Industry Confederation expect this year and on the future help to create jobs and make labour cost more competitive. According to Kelly (Authority, 2022) Ireland will face this year 2022 two of the most major obstacles towards tourism including hospitality sector which are:



1.2.2 Restaurants and Bars as hospitality sector in Dublin

By fact Ireland is well known in the world as the house of one of the famous beers in the world, the Guinness. One of the biggest reasons why Ireland is visited by thousands of international people is because they want to go and have a drink in a traditional Pub/Bar and listen to music, this we need to stablish is the main reason why the tourism would came back again and again (Ireland, 2022). This is why the hospitality sector in so many ways is very diverse with the employees all over the world, with this on mind the goals and needs will emerge within it.

Now that is already mentioned that the international employees are part of one of the most important sector for the tourism in Ireland. During the 70's the Restaurants Association of Ireland was founded with the purpose of creating a powerful group that can represent the hospitality sector in a national level. (Ireland, 2021). This Association today has over 2,500 members including restaurants, coffee shops, pubs/clubs, and more among its members. This summer 2022 Ireland is expecting to have around 40,000 new vacancies according to a survey that was made with 1,000 hospitality business and 5,000 workers (McQuinn, 2022).

One of the Research directed by Dr. Deirdre Curran (Curran, 2021) stablish that the international workers in 2020 approximately made up around 30%, since that year were predicted the necessity of employ more staff for the hospitality sector in the coming years. The Drinks Industry Group of Ireland contends that there exist 92,000 employees around the country and this sector produce more that €1.25 billion per year.

Definitely the covid hit this sector in 2020 with lots of lost but this year 2022 is expecting to be back with better profits now that the borders are open, with more demand of this sector will mean more money to sustain it and develop more employments and this will conduct a better. (Ireland, 2022). However, with lots of international employees the multiculturalism is vital for the tourism, but it will required a bigger coordination with the needs of the sector (Federation, 2017).

1.2.3 Employees handbook

Furthermore, once the employment in Ireland was discussed, the hospitality sector and with the multicultural environment that they have conflicts may arise. This handbook is complex and powerful, it might motivate and engage the new employee with the company as Guerin and Delo propose (Lisa Guerin, 2005). An employee handbook also could be known as the staff book or employee manual or policy manual. This document contains important knowledge regarded to the policies and procedures that the company has in order to know how to act or react with possible disputes (Advice, 2022).

Every employee should be provided with the handbook in the beginning of the employment, this document is to know the approach that the company had towards conflicts in the workplace and this might be a positive way to keep the harmony at work according to the Terms of Employment Act 1994 (Book, 1994). This handbook should be given throughout the first two months of work for further references if exist any dispute, it must have been read and accepted in writing by all the members of the workplace. This handbook protects the worker against lawsuits and penalties related to labour laws. (Advice, 2022)

The employee handbook will include information of the company, the beliefs and relevant information of the place, the objectives and principles and the policies or procedures that the employers must follow (Information, 2022). Although, the handbook will not replace the face to face engagement with your management team, the main idea with this manual is create a trust between both parties and both should follows what is writing there.

Some of the principles policies that it could be find in the employee handbook are:

- Data protection
- Sick leave and absences
- Bullying and Harassment
- Health and Safety
- Equality
- Hours of work

- Grievance and disciplinary
- Break times and days off
- Use of communications at work
- Confidentiality
- Leave and benefits

1.2.4 Workplace conflict

In this part of the research will be related to the conflicts that might rise in the workplace, taking in consideration that we already establish some of the facts that might arise them. Conflict cannot be avoided in either institution or organization (Abdul Fattah Farea Hussein, 2019). Certainly, after the previous chapters in fact people have seen or been engaged in some kind of conflict at work at some point, it could be actively involved or been a witness of it as Wolfe propose (Wolfe, 2021). Having any kind of dispute in the workplace has a negative impact on employees productivity and reflects on the environment of the place.

There are five causes of it:

- ❖ Leadership conflict
- ❖ Personality conflict
- ❖ Task-based conflict
- ❖ Work style conflict
- ❖ Creative conflict

In this case in order for humans to work effectively in groups, the management team should have had to acquire the capacity to distinguish those who would likely collaborate for a common benefit from those who just are looking for a personal benefit at the cost of the rest of the team as Raines propose (Raines, 2020).

Some of the examples will follow the next figure:

Leadership	Each leader has different styles and they react in different ways.
Personality	Some workers have different perceptions and behaviours depending on the culture background/religion/sexual orientation towards other people
Task-based	They are several task at work that workers do not do and makes you feel they delay the work / There is an ineffective communication / the leaders in turn does not know how to delegate different task
Work style	Some employees work better alone than in teams and viceversa
Creative	Some workers may come up with different ideas to get “better” and they have different reactions towards those ideas / Management team does not like it.

The management team should pay attention for each dispute, these are just some examples about what can happen. However, in other circumstances if the management handle the dispute in a positive way may result in a better outcome for both parties (Umar K. Mohammed, 2008).

1.2 What is Mediation

In addition to the previous information we can establish that in order to have a good atmosphere at work we need to know how to mediate between the employees and the employers. Taking this in consideration Moore (Moore, 2014) suggest that the mediation is a process of dispute settlement in which two parties agree on a third person who has no ability to make any decision, this professional will facilitate the dialogue between the parties in order to collectively work out their differences. What matters most is that both sides trust to the mediator since this person will maintain control over the process and will reveal the issues in an open and transparent way.

At the same time The Law Reform Commission (Commission, 2010) express that the term Mediate comes from the Latin word "Mediare" which literally mean "To be in the middle" In legally terms Ireland has the Mediation Act that was settle in 2017 (Goverment, 2017) and state in the document:

"MEDIATION IS A CONFIDENTIAL, FACILITATIVE AND VOLUNTARY PROCESS IN WHICH THE PARTIES TO A DISPUTE, WITH THE ASSISTANCE OF A MEDIATOR, ATTEMPT TO REACH A MUTUALLY ACCEPTABLE AGREEMENT TO RESOLVE A DISPUTE"

This act explain that should be Confidential, Facilitative and a Voluntary process and this should be clear at all the times for the parties who decide to take a mediation session. Follow by Ury (Roger Fisher, 1991) contends that there can be no negotiation towards a conflict without communication, having a negotiation is the process of speaking back and forth with the parties involve in order to obtain and agreement, the mediator can no assume that the communication or the process will be simple or easy.

1.3.1 Types of mediation

In addition to the information already provided, there are five different styles of mediation, this types are a viable option in order to avoid going to court, this styles can be:

- Facilitative
- Evaluative
- Transformative
- Narrative
- Holistic

The *facilitative mediation* is when the mediator sets up a procedure in order to help the parties involve in archive amicable agreement, in here the mediator will ask questions and will validate the points of view of each party, typically the professional that use this method is a mediator neutral, she/he will not give any advice, recommendation or opinion, she/he will facilitate the parties to reach it. (Brown, 2002)

The *evaluative mediation* in other hand are the ones to make suggestions and will recommend opinions towards, this mediators will use this methos more in court, also is used when financial conflicts are in dispute, as a result this style identify the pros and flaws of each party (Shonk, 2022).

Furthermore, the *transformative mediation* presumes that parties become caught in the conflict cycle because they see themselves as being bound to it, and by it.

will try to support and maintain the facilitative style but also will looking forward to recognize and encouraged both parties point of view. The main point of this style is that will focus the interaction and communication between the parties involved transforming the relationship through the mediation session. This style is mostly used in workplace disputes, often the mediator will reflect, summarise and check the parties by asking open-ended questions. (Zumeta, n.d.)

In the *narrative mediation* the mediator will try to help the parties involve to see the conflict from another point of view, usually called story telling. This style works where the dispute is replaced by a new storyline and will be headed towards a happy ending. The main point is make them obtain a separation from the dispute. (Mike, 2017)

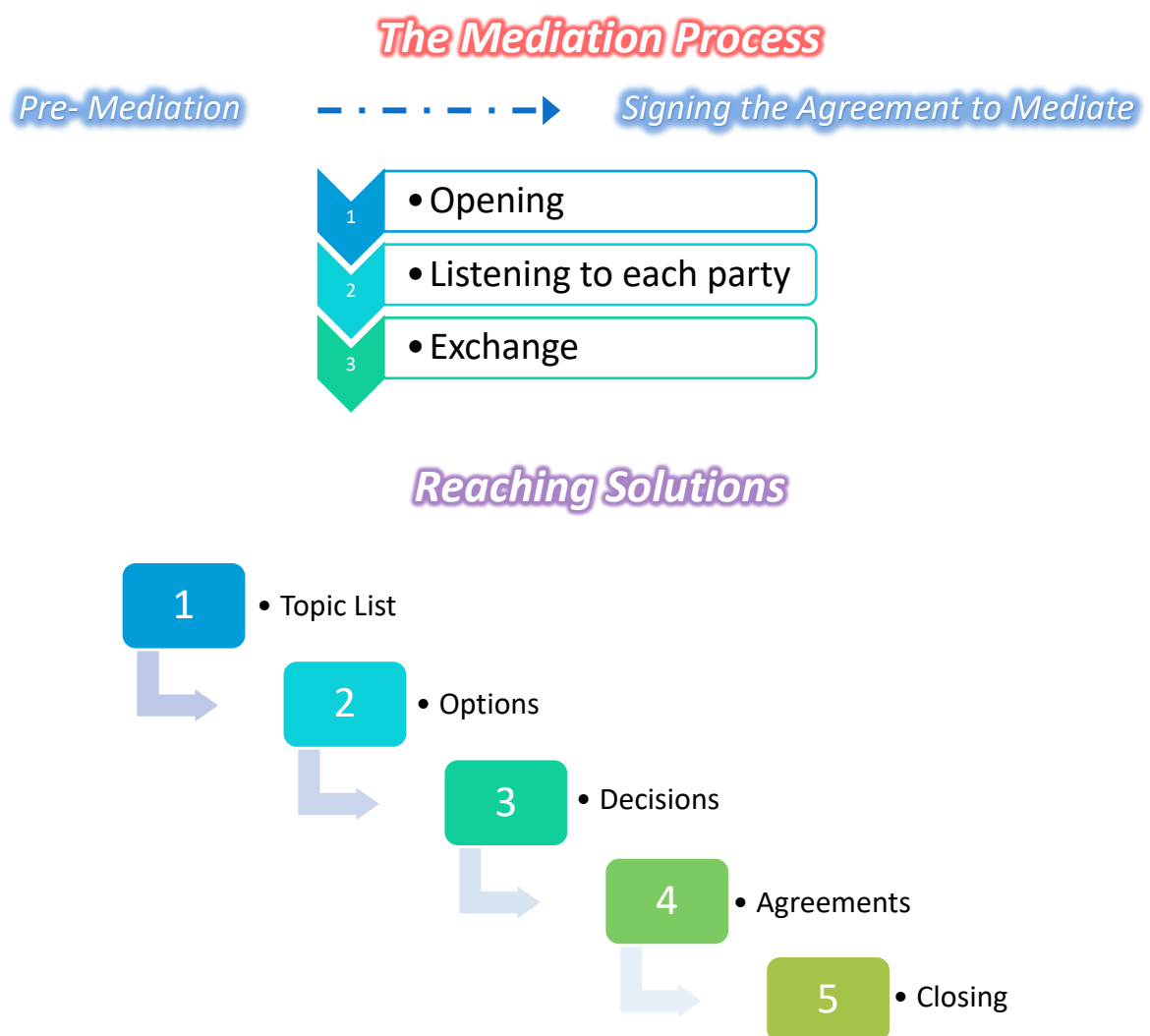
And finally but no less important, *the holistic mediation* which in here is regular used for any family mediation cause of the nature of the relationship will be mostly emotional pain. This mediation is guided by the “love and compassion” which try to provide a win-win strategy in order to solve a family conflict naturally and amicably, as a main goal is look for the benefit of the whole family as Shah states (Shah, 2017).

1.3.2 Mediation as a voluntary, private and confidential process

As a result mediation is formal and a legal process but not a counselling process. Mediation should always be voluntary and private for both parties, nobody cannot be forced to attend a mediation session if this person is in a disagreement, therefore, both parties must agree to establish a mediation (Society, 2017). The parties involve have the right to conclude the session at any time. As well, mediation is also confidential process, both parties cannot use

any disclosures against them in public, like in the workplace or in any court. The Mediation act establish the follow text in order to prevent any physical or phycological injury (Goverment, 2017):

10. (1) Subject to subsection (2) and section 17 , all communications (including oral statements) and all records and notes relating to the mediation shall be confidential and shall not be disclosed in any proceedings before a court or otherwise.



1.3.3 Mediation as a tool to solve conflicts at work

Mediation may be putting on practice in any stage during a conflict at work as long as both parties agree on have a session following the process. This mediation session may also help the workplace restore the relationships btw the parties involve. Having a mediation at work could save lots of money, is a legal and formal process but the cost is lower than if the parties choose to go to court. It is important recall that a mediation might help the parties to come together and discover their own outcomes.

Both parties are asked to listen to the other side of the story and they need to remain as honest as possible and try to be able to have a healthy discussion as Symington propose (Symington, 2021). In order to have a correct mediation, needs to be clear that the third person that lead the session needs to have a good communication skills, be neutral and impartial during the conduction of the process (Group, 2017).

The communication skills needs to be particularly employ for the mediator who play this role, this person needs to have ability to comprehend both sides realities from their different points of view. This person also needs to know how to manage the interaction between the parties at any moment to ensure that the session remains engaged for everybody and satisfied with the result. The mediator also needs to be good at listen to others trying the parties to reformulate or reframe the problems that arise and help the parties to get a better solution to solve the conflict at work always reminding neutral and impartial in all the process, the mediator cannot let their own bias arise to the session.

CHAPTER II

RESEARCH METHODS

2.- RESEARCH METHODS

2.1 Introduction

This chapter will contend the research methodology of the study to list all of the phases in this study procedure. Research methodology according to Saunders (Mark Saunders, 2016) refers to the different techniques to identify, select, organise and analyse all the data that comes around about a specific theme. For the purpose of this research the “Research Onion” model has been chosen.

This method was created by Marc Saunders, Philip Lewis and Adrian Thornhill. This will entail choosing on an appropriate research strategy, related methodologies and philosophies, as well as the data gathering and analysis procedures. Saunders observes that a Research methodology might be simply described as the method and procedure through which information is gathered in a study. (Mark Saunders, 2016).

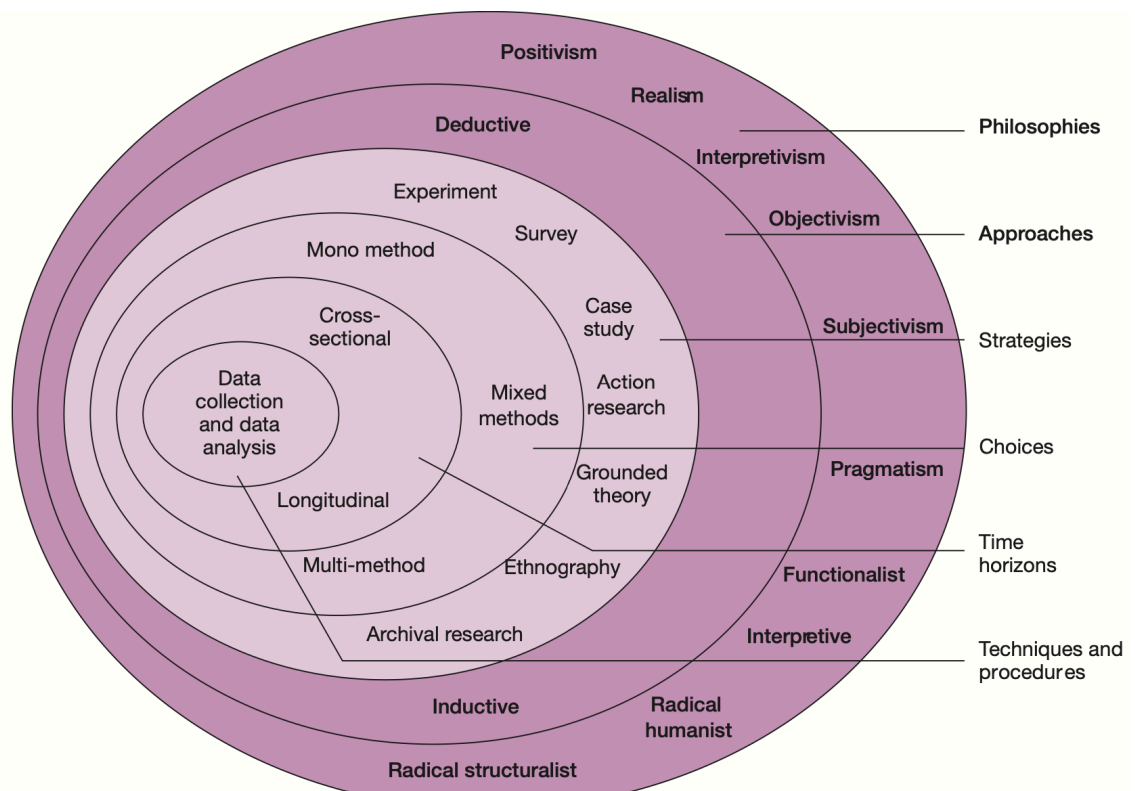


Figure No. 9 : The Research Onion (Saunders, Thornhill & Lewis, 2016.)

The book “Research Methods for business students” contends that the majority of individuals structure their study around a query or an issue that has to be addressed following the layers of the onion. Which in this case each one of the layers will be important to peel one by one in this case as follows on the figure 9.

2.2 Philosophies

In this apart will refers to the first layer of the onion which is a term that relates to philosophical experiences. There are five different philosophies which are positivism, critical realism, interpretivism, postmodernism and pragmatism. (Mark Saunders, 2016). This study was carried out with the help of the interpretivism philosophy, with this in mind the inductive technique was selected for this research project since the study pretends to investigate and observe participants experiences and ideas working with international co-workers in Ireland in the hospitality sector. Human individuals and their social surroundings, according to interpretivism, cannot be investigated in the same sense that physical phenomena can.

The purpose of this research will focus on the people working in the hospitality sector and with this understand in more detail the perceptions of social-work situations, as well as to learn how international workers cope with various job realities. Sanders (Mark Saunders, 2016) observes that interpretive approach investigators try to account for this complexity by acquiring data that is relevant to the survey participants. The relevance of language, culture, and history is emphasised by interpretivists, which they represent a certain set of events and behaviours among people who came together at a certain point in time.

2.3 Approach

Research approaches according to Creswell (John W. Creswell, 2018) involve data collection techniques and processes which include everything from general assumptions to particular data collecting, evaluation, and interpretation methodologies. There exist two different approaches deductive and inductive. The

aim with an deductive approach is when a hypothesis is logically deduced from a series of assumptions, with the conclusion being true if all of the premises are accurate.

Deduction begins with the broad and culminates with the particular (Mark Saunders, 2016). On the other hand we have the inductive approach where the conclusion is evaluated to be supported by the data collected, however there is a breach in the logic argumentation between the outcome and the premises observed. There is no one strategy that is superior than the others. Furthermore, and inductive methodology is chosen to be use for this research exploring the study objectives by using current theories and spotting patterns.

2.4 Strategy

A research strategy may be characterized as a plan for a researcher to solve the study purpose. Sanders (Mark Saunders, 2016) notes that a strategy is a plan of intervention for achieving a specific objective. This methodology will be guided by the research question and objectives, as well as background and current information, resource availability, and time limitations, as well as the research philosophy that supports it. Listed below are some data collection techniques:

- ❖ Experiments
- ❖ Surveys
- ❖ Case Study
- ❖ Ethnography
- ❖ Action Research
- ❖ Grounded Theory
- ❖ Documentary Research
- ❖ Narrative Inquiry

For descriptive and exploratory research, any approach may be used. Some of them are more aligned to the inductive approach, while others are better suited to the deductive approach. However, allocating techniques to one method or the other is

frequently oversimplified. The most essential thing is that whichever technique is adopted, the researcher will be able to answer specific questions and keep track of the objectives.

The Survey strategy is frequently linked to a deductive research method. It is a prominent and widely used method in business and management research. This survey will be seeking for any international people who has been working in the hospitality sector and had experienced any conflict at work in Dublin.

As Sanders (Mark Saunders, 2016) suggest that most people see the survey technique as authoritative, and it is quite simple to explain and comprehend. A surveys is intended to determine how a population thinks or acts in response to a specific issue in this research wants to know What are the factors that cause workplace conflicts for international employees working in the hospitality sector in Dublin.

2.5 Choice of method

The research methodology as Dawson (Dawson, 2009) refers to the whole strategy to researching the subject and involves considerations such as research restrictions, challenges, and ethical decisions. There are three different methods, Quantitative, Qualitative and mixed methods. Each method has their own set of strengths and limitations, in other words each method has their own advantages and disadvantages. The mixed method is to investigate perceptions, do a quantitative study of public data followed by qualitative research approaches.

The current dissertation employs mixed methodologies, with quantitative and qualitative approaches regarded and appropriate for the study goals and objectives. The approach employed is a survey in which with twenty two number of questions. This survey will keep participants focused on the context in which each topic was asked. The questionnaire was divided into three portions. The structure of the questions as carefully arranged to prevent inciting the volunteers responses.

Furthermore, it aims to raise participant awareness and prevent any misunderstandings doing the survey.

There exist two different terms to how the information should be collected, this two ideas are focused on the qualitative data: this two beliefs are realistic or Interpretivist research, in both cases are also known as etic or emic approaches.

The etic viewpoint is the interpretation of the view from an outsider and the data obtained is not influenced by the researcher. The research will be quantifies without being interfered with the facts during the research. In other hand we have the interpretivism that will followed by the emic research. In order to find the facts or the information that the researcher wanted to find must be through the interaction with the people that will participate in the research. (Smith, 2015)

2.6 Time horizon

The survey method is often used in cross-sectional investigations. They might be attempting to characterize a phenomenon's occurrence or to demonstrate how issues in multiple companies are connected. As an example, make a survey with the ground theories or research studies are examples of approaches. In other hand we have the longitudinal research methodologies include action research and large-scale experiments.

However cross-sectional study is the research that this investigation choose. It will have a combination of closed – ended and open – ended questions. As the book “Introduction to Research methods” states that with this method, you can find out how many individuals uses a product and what they think about it together on the same form. (Dawson, 2009)

2.7 Population and Sampling

Sometimes there may be a limited number of persons in a study population for certain research projects, in which case sometimes may be able to contact everyone and that people will be the called the “Target”, this is a technique well known as a census. (John W. Creswell, 2018) In this research specifically the population that is going to answer the survey will be international people that are currently working in the hospitality industry in Dublin, this includes any kind of restaurant or bar. Which the population refers to the whole group of people from which a sample will be drawn.

Have a full sample of the population that works in this hospitality area will be just a portion of it. In this research the sample obtained via survey on “SurveyMonkey” was with 107 international workers in the hospitality area in Dublin.

However, this research will no assume that the whole population will participate in the survey as the survey might no contact all the employees working in such area, in this case is just a sample of the people working to make it theoretical possible. Sanders claims that when compared to a census, sampling allows for greater overall accuracy and with this in mind this sample of the population must make it possible for this research to respond to the research question. (Mark Saunders, 2016).

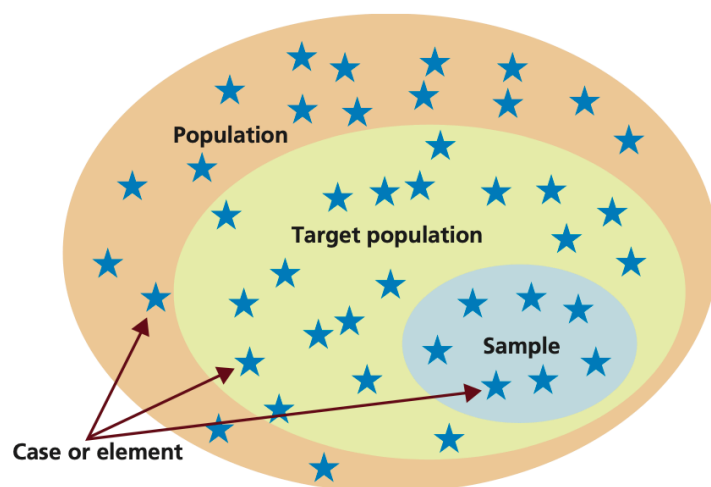


Figure No. 10 :Population, target population, sample and individual cases
(Saunders, Thornhill & Lewis, 2016.)

The technique of picking a representative group of the population known as a sample is known as sampling. (Biswajit Das, n.d.) There are two different types of sampling techniques:

- Probability or random sampling: This one suggests that each item in the population has an equal chance of being included in the sample. This sort of sample has a high degree of bias-freeness, but it may also be the most energy-intensive sample for a given amount of sampling error and timeframe.
- Non-probability sampling: This method is often associated with qualitative and case study research designs, is typically used to limited data, and is used to investigate a real-life occurrence.

2.8 Ethical considerations

The ethical norms that regulate the behaviour in this research will regard to the rights of others who become the topic of this work or are impacted by it are referred to as ethics. Saunders concedes that the behaviour of an individual will be impacted by broad social standards. (Mark Saunders, 2016). All study involving human participants is likely to be reviewed and authorized by a code of ethical practice, particularly when the subjects are young or vulnerable.

This research will inform each participant about the research, clicking by their own choice an informed consent in the survey to keep answering it, will remind the anonymity and confidentiality at all times, this research will not cause any harm or get any benefit from it, and each survey will be private.

The privacy and confidentiality of the participants are ethical issues in data gathering, which is why the survey is anonymous and the responses cannot be linked to a person identity.

Furthermore, in terms of data privacy, it will be important to examine the following legal issues for persons and organizations based on the Principles of the Data Protection Regulation Act 1988 (Department of enterprise, 2018) as it will be presented:

- Obtain and process personal data lawfully, fairly and in a transparent manner
- Keep it only for one or more specified and explicit lawful purpose(s)
- Process it only in ways compatible with the purpose of which it was given initially
- Keep data accurate, relevant and not excessive
- Retain it no longer than is necessary for the specified purpose or purposes
- Keep personal data safe and secure.

CHAPTER III

1. PRESENTATION OF THE DATA

3.1 Sources and Data collected

The main purpose of this research is related to the area of dispute resolution, this research was made in order to pass a Master's degree which is part of the program form Independent College Dublin. In order to reach an answer to the objectives proposed this study use surveys.

The platform used was via SurveyMonkey application, this app it is just a platform for capturing data and transform the answers into people-driven data. The survey was based on twenty-two questions which will be presented with graphics and represented with some percentages depending on the question.

This method allowed to make an estimation of the data collected. 107 people was reached and will support this research study because the survey will give credibility thanks to the response of this participants, believing they answer each question with truthfulness. In consequence this research will be able to show probably managers from hospitality sector and employees working in the same area how they can prevent conflicts in the workplace or, if they have how they can handle based on the theory of the conflict, management conflicts, different approaches that exist and hoe mediation can be useful to solve some kind of disputes in order to get a better place to work and keep a good work environment.

The following 107 people responded to the survey, this part of the research will explains the purpose and reason for each question made. The twenty-two questions collected different kind of data. A few questions will show qualitive data and others will collect quantitative information.

As a result, tables and different graphics will be use only to display the data collected giving the number of respondents and the percentage. In other hand the open questions will be

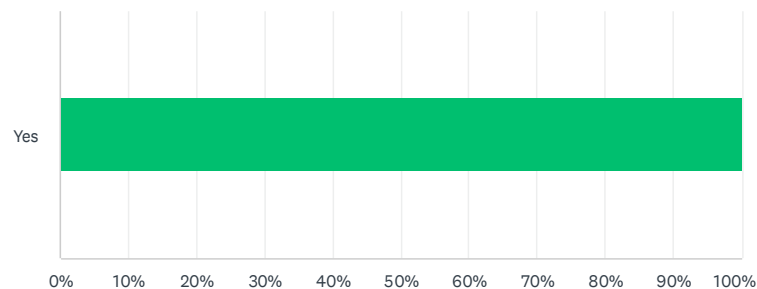
grouped together so might be easy for the readers to observe the information collected, with this on mind whoever read this research can understand the viewpoint of this research.

3.2 The survey Questionnaire

Question 1

Q1 Are you willing to participate voluntarily in this academic research?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	100.00% 107
TOTAL	107

Figure 11: Participation voluntary in the research

The objective of this question is to demonstrate that each participant was willing to do participate voluntarily to the purpose of this research, which helped to keep and order of the veracity of the data collected.

Question 2

Where are you from?

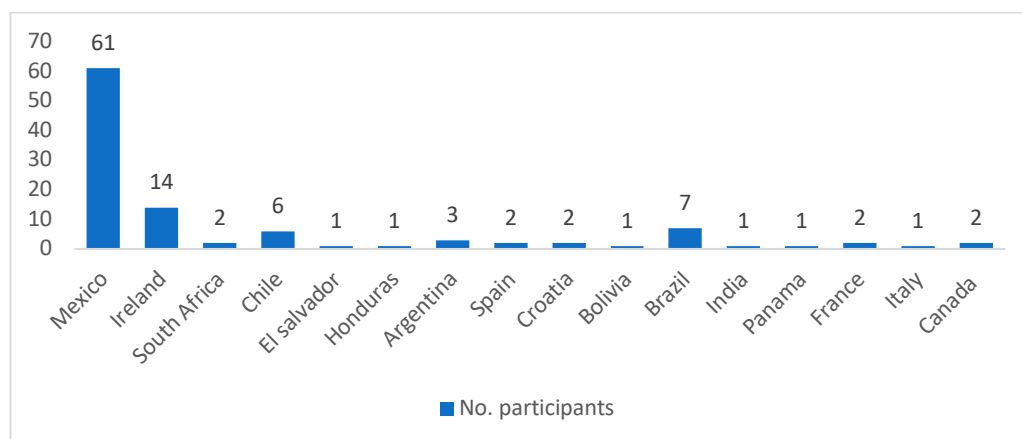


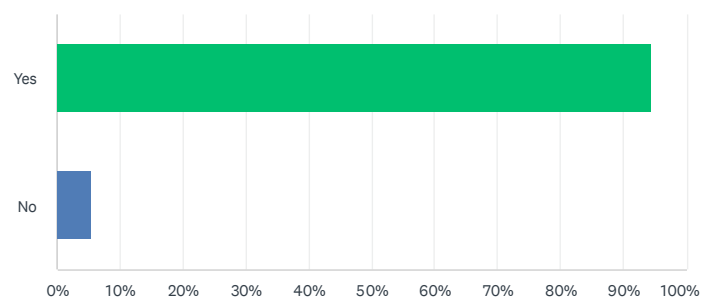
Figure 12: Nationality of the participants

The purpose of this question was to know where the participants are from, the research is focusing on known how many nationalities respond the survey, this will help the research how the culture is a factor or might influence conflicts at the workplace. This data will be really useful in this research because will support the idea of having a multicultural environment at work might be a factor to have disputes at work.

Question 3

Q3 Are you currently working in the hospitality sector (Such as a Restaurant or any Bar/Pub?)

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	94.39%	101
No	5.61%	6
Total Respondents: 107		

Figure 13: Knowledge of participants working in hospitality

One of the importance of this answer is knowing who is currently working in the hospitality area such as restaurants, Bar/ Pubs, or any work of this kind and this graphic show the results with a simple question using a Yes and No as the only options given to the participants.

Question 4

Q4 Do you work with international co-workers? Any other nationality that is not yours.

Answered: 106 Skipped: 1

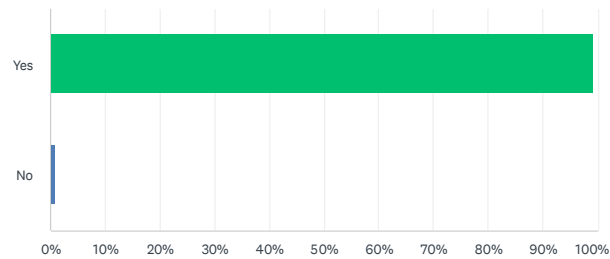


Figure 14: Multicultural work environment

The objective of this question is to know how many of the participants work with a multicultural environment at work, this research is trying to observe if several workplaces have this kind of workers.

Question 5

Q5 Have you ever had any conflict at work due to the international environment?

Answered: 107 Skipped: 0

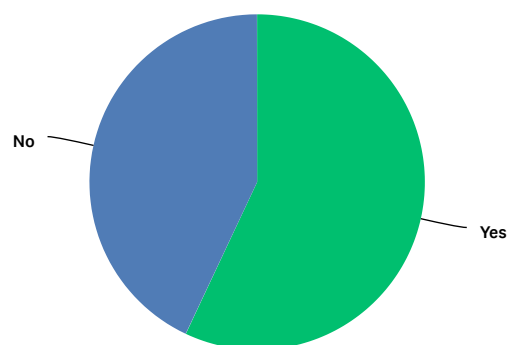


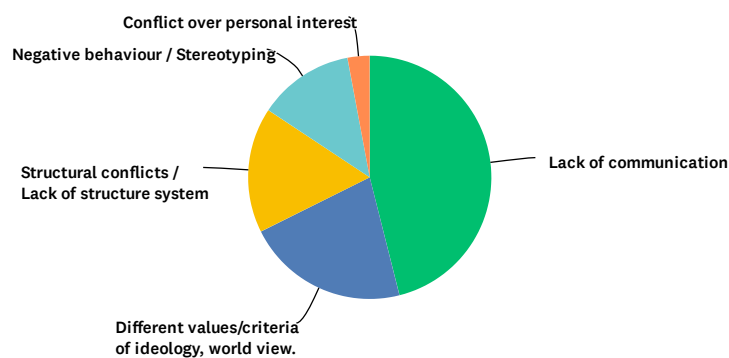
Figure 15: Experience of having conflict at work

Having experienced conflicts at the workplace is an essential question, this will bring the aspect of how many people had had already problems at work, the answers to this question will show a range of people that had observe or lived this in consequence with a conflict. The participants just had two options that will help to support this research with two simple answers: Yes or No.

Question 6

Q6 Which of the following causes of conflict have you ever experienced at work?

Answered: 102 Skipped: 5



ANSWER CHOICES	RESPONSES	
Lack of communication	46.08%	47
Different values/criteria of ideology, world view.	21.57%	22
Structural conflicts / Lack of structure system	16.67%	17
Negative behaviour / Stereotyping	12.75%	13
Conflict over personal interest	2.94%	3
TOTAL		102

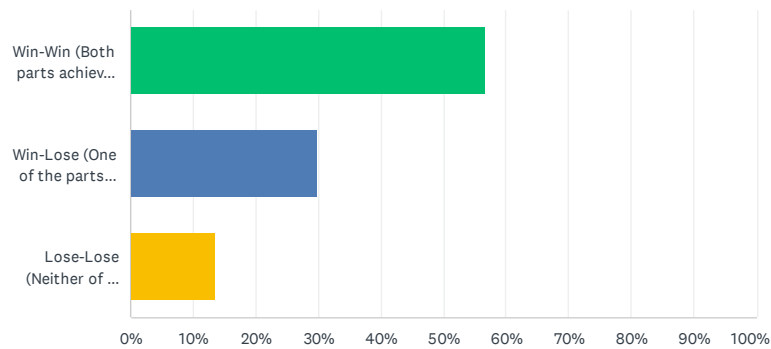
Figure 16: Causes of conflict experienced at work

This question will looking forward to find the possible causes of conflict at work, the research give them five different options such as: Lack of communication, Different values / Ideology, word point of view, possible structural conflicts, Negative behaviour and finally conflicts over personal interest, this options will give the participants the option to choose wherever option they had already experienced at work.

Question 7

Q7 Friedrich Glasl's model of conflict escalation suggest 3 different ways of solving a conflict. Which of the following do you think had the resolution of your last conflict?

Answered: 104 Skipped: 3



ANSWER CHOICES	RESPONSES	
Win-Win (Both parts achieved an agreement)	56.73%	59
Win-Lose (One of the parts in the conflict felt like winning and the other felt like losing)	29.81%	31
Lose-Lose (Neither of you reached an agreement)	13.46%	14
Total Respondents: 104		

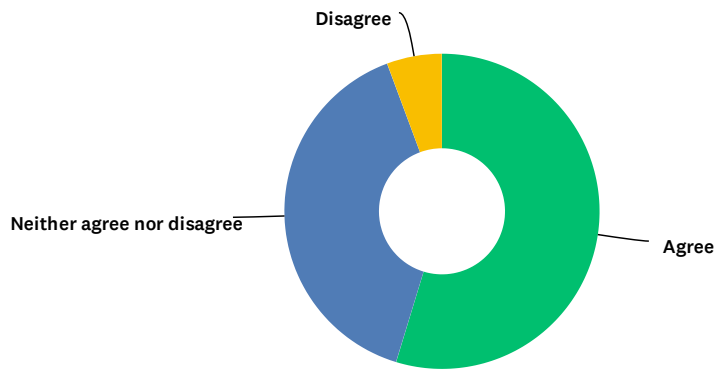
Figure 17: Friedrich Glasl's model 3 ways of solving conflict

This question will explain the participant about the three different ways that Frederick Glasl propose of how to solve a conflict, might be with three different options, Win-Win where both parties archived an agreement, Win-Lose One of the parties felt like winning and the other losing or Lose-Lose in this case neither could reach an agreement. The objective of this question also will help to support the whole investigation, will ask the participants to choose one of the options in base of the last experience of having a conflict at work.

Question 8

Q8 Do you believe that having international co-workers influences your engagement with your team?

Answered: 106 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree	54.72%	58
Neither agree nor disagree	39.62%	42
Disagree	5.66%	6
TOTAL		106

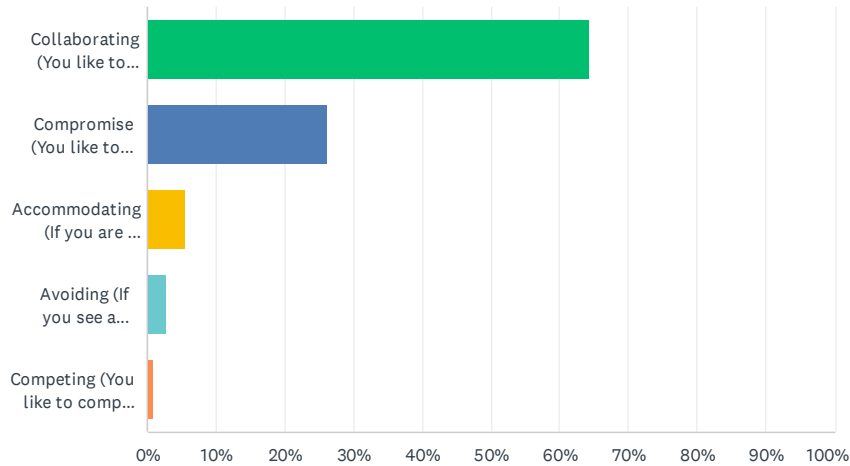
Figure 18: International co-workers influence at work

This question is looking forward to ask the participants of this research to answer about a close question but with an inductive purpose that is engage them with their believes of working with a multicultural co-workers influences in their performance with the rest of the team, answering with three simple options: Agree, Neither agree or disagree or disagree.

Question 9

Q9 There exist 5 different management styles at work, which of the following goes more with your personality at work?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Collaborating (You like to help others but also you like to get noticed)	64.49%	69
Compromise (You like to help others but you are not seeking to get noticed)	26.17%	28
Accommodating (If you are in the middle of a conflict you just let the other person win, knowing that maybe that person might be wrong but you do not want any problem at work)	5.61%	6
Avoiding (If you see a conflict at work you seem to avoid it and pretend that you don't know what happened)	2.80%	3
Competing (You like to compete with others to be the best at work)	0.93%	1
TOTAL		107

Figure 19: 5 management styles at work

This question is related to ask the participants about the 5 different management styles that can be found at work and propose to them to choose which one of the options will be more accurate with their personality.

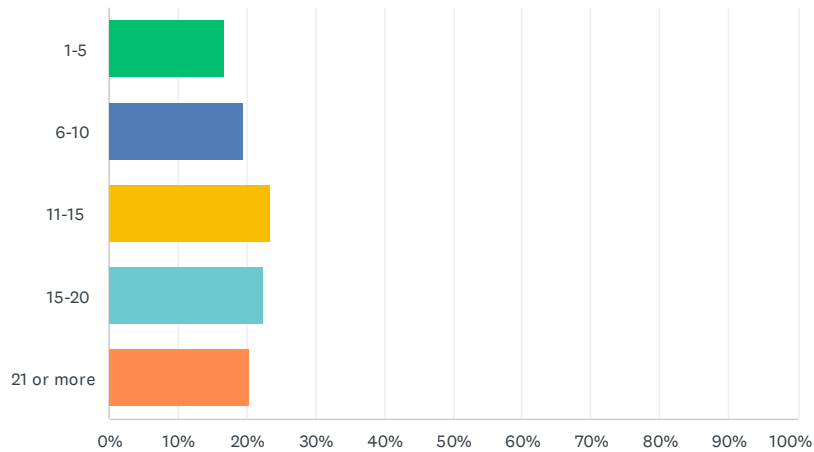
The options were:

- ◆ Collaborating
- ◆ Compromising
- ◆ Accommodating
- ◆ Avoiding
- ◆ Competing

Question 10

Q10 How many co-workers approx. work with you?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-5	16.82%	18
6-10	19.63%	21
11-15	23.36%	25
15-20	22.43%	24
21 or more	20.56%	22
Total Respondents: 107		

Figure 20: Number of workers in the workplace

The objective of this question is to know how many people is working in the workplace of the participant, this will allows us to know with how many people the participant interact at work.

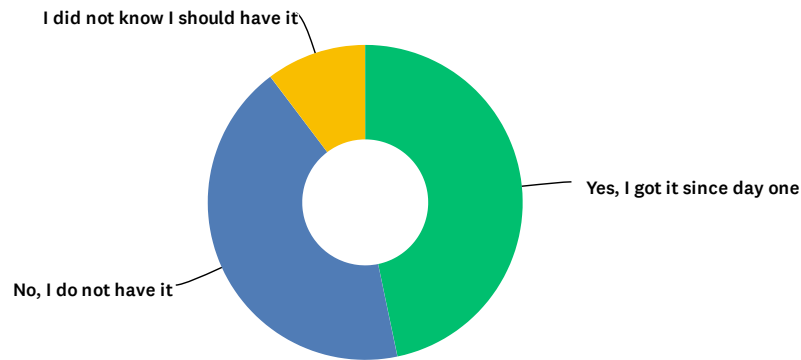
The options were:

- Between 1 - 5 workers
- Between 6 - 10 workers
- Between 11 – 15 workers
- Between 15-20 workers
- Between 21 or more workers

Question 11

Q11 On your first day of employment, did the company provide you with an "Employee Handbook"?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I got it since day one	46.73%	50
No, I do not have it	42.99%	46
I did not know I should have it	10.28%	11
TOTAL		107

Figure 21: knowledge of the Employee handbook

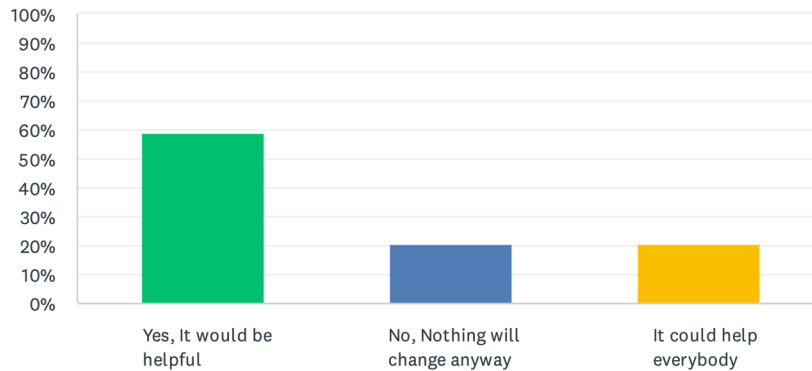
In this question the research is looking forward to know the percentage of the people that knows about the existence of the "Employee handbook", the research is looking to know how many of this participants known about it and the importance of it. This question is trying to recollect the information of the participants having three answers :

- Yes they have it
- No they do not have it
- They did not know they need it

Question 12

Q12 The "Employee handbook" is a very strong document that your company should give to you to know the rules and know the norms at your work and show the steps to follow if you have a conflict at work knowing that do you think it would help your work environment?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, It would be helpful	58.88%	63
No, Nothing will change anyway	20.56%	22
It could help everybody	20.56%	22
TOTAL		107

Figure 22: Knowledge of the Employee Handbook 2

This question of the research will inform the participant about the importance of the employee handbook and the purpose of this at the workplace, here the different opinions will be polemic because can reveal the malfunction of the way of how the hospitality sector is been acting regardless this document.

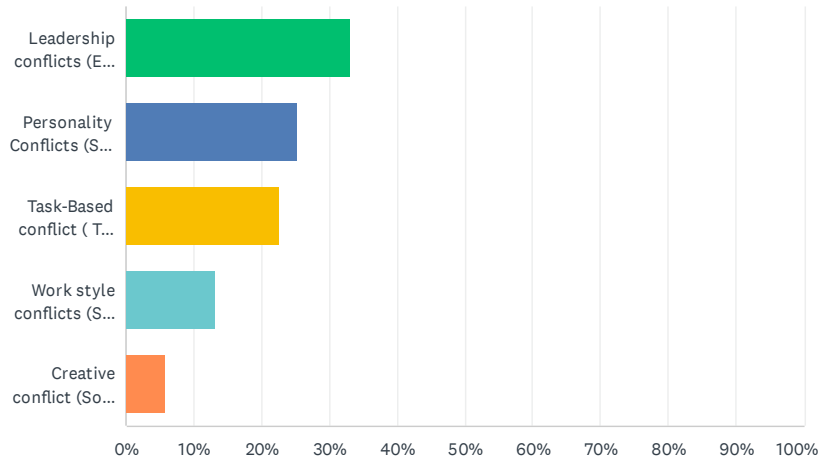
The options were:

- Yes, it will be helpful
- No, Nothing will change anyway
- It could help everybody

Question 13

Q13 There exist 5 types of workplace conflicts. Which ones happened in your work?

Answered: 106 Skipped: 1



ANSWER CHOICES	RESPONSES	
Leadership conflicts (Each leader has different leadership styles and they react in different ways.	33.02%	35
Personality Conflicts (Some workers have different perceptions and behaviour depending on the culture background/ religion/ sexual orientation towards other people)	25.47%	27
Task-Based conflict (They are several tasks at work that workers do not do and you feel they delay the work or there is an ineffective communication or the leader, in turn, does not know how to delegate different tasks)	22.64%	24
Work style conflicts (Some people work better alone than in teams and viceversa)	13.21%	14
Creative conflict (Some employees may come up with different ideas to get "better" and they have different reactions towards those ideas/ Management does not like it)	5.66%	6
TOTAL		106

Figure 23: 5 types of workplace conflicts

The experience of having several types of conflict at workplace can sound dramatic but is not, each style has a different role that each participant might experience, the way of how each one choose an answer could be a tendency of conflicts in the hospitality sector. This question will try to identify which is the most common:

The options were:

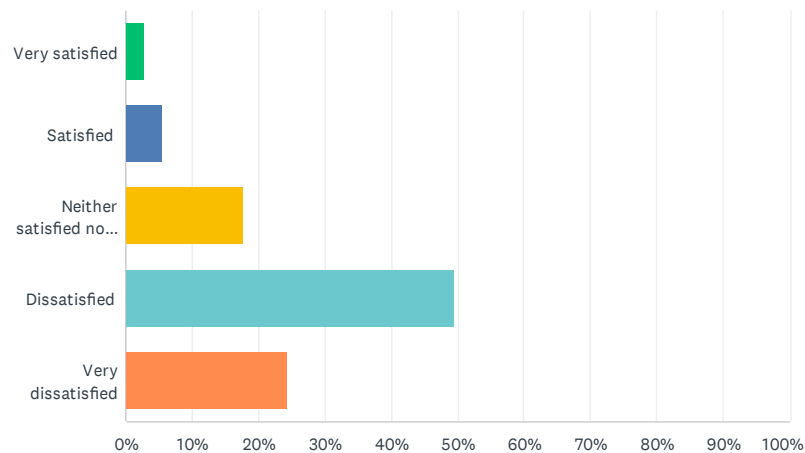
- Leadership conflicts
- Personality Conflicts
- Task-Based conflict

- Work style conflict
- Creative conflict

Question 14

Q14 When there is a conflict at work and you seem to not like the outcome or you feel none of the management team fixed it, how does that make you feel?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	2.80%	3
Satisfied	5.61%	6
Neither satisfied nor dissatisfied	17.76%	19
Dissatisfied	49.53%	53
Very dissatisfied	24.30%	26
TOTAL		107

Figure 24: Feels of satisfaction towards the outcome of the conflict

This question is looking forward to the honest answer of the participants, giving them four option where they needed to decide how they feel after experienced a conflict at work where they can be involve or not but the outcome can affect them directly or indirectly whit the following options:

- ◆ Very satisfied
- ◆ Satisfied

- ◆ Neither satisfied nor dissatisfied
- ◆ Dissatisfied
- ◆ Very dissatisfied

Question 15

Q15 Can you explain a little bit more in detail, how the outcome makes you feel, and what would you think could help to fix the problem?

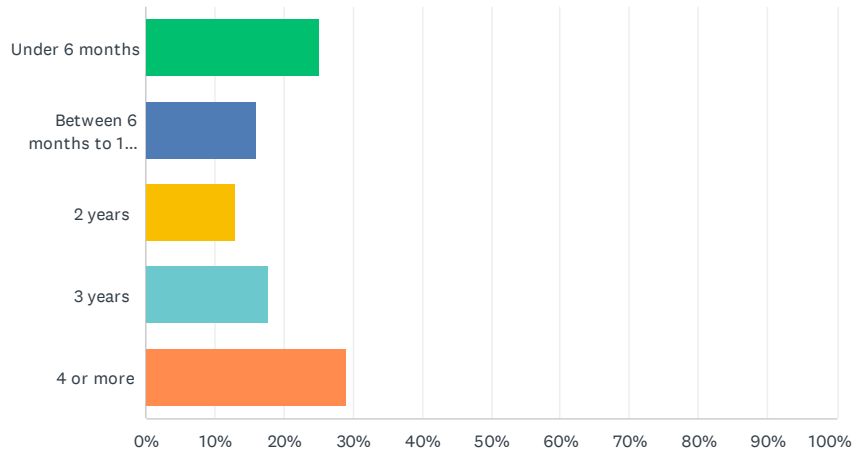


The objective of this question was in qualitative data in order to know the feelings of the participants to share thoughts in terms of their experiences and the outcomes towards them. As an open question this research expect a variety of different answers with each one with a different outcome. With this on mind this answers might help and assist the researcher in comprehending factor that were not considering when this survey was created.

Question 16

Q16 For how long have you been working in the hospitality sector in Dublin?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Under 6 months	25.23%	27
Between 6 months to 1 year	15.89%	17
2 years	13.08%	14
3 years	17.76%	19
4 or more	28.97%	31
Total Respondents: 107		

Figure 25: Duration of working in hospitality sector

The time working in hospitality sector is another factor that this research is looking forward to know, The opinion from one or another participant might change but depends on the time working there could change the opinions towards the job, or might witnesses more conflicts there. Obtain this data can give another general view of each participant with the time experience, this times will give the research support of the time frame of employees working in the hospitality sector in Dublin.

The options were:

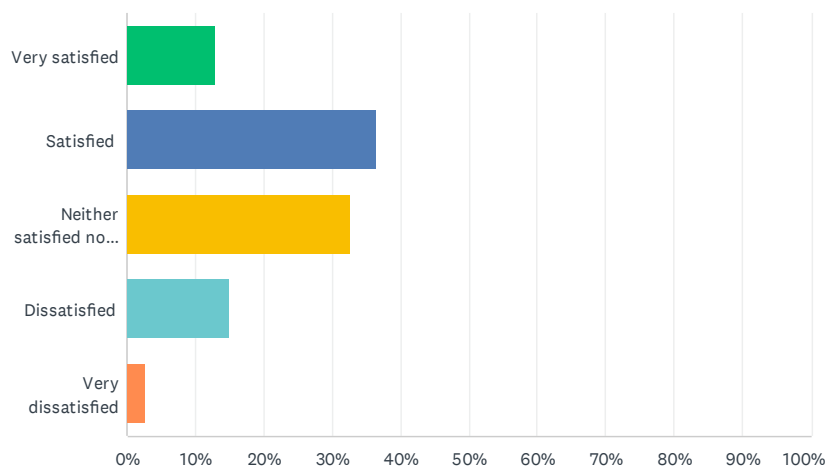
- ❖ Less than 6 months working
- ❖ Between 6 months – 1 year working

- ❖ 2 years working
- ❖ 3 years working
- ❖ 4 or more years working

Question 17

Q17 How do you feel with your Management team?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	13.08%	14
Satisfied	36.45%	39
Neither satisfied nor dissatisfied	32.71%	35
Dissatisfied	14.95%	16
Very dissatisfied	2.80%	3
TOTAL		107

Figure 26: Feelings towards the management team

Differences between the management team could also play an important role for this research, The feelings that each participant might have it is totally different depending on the engagement in the conflict, people tend to feel satisfaction when they feel the outcome made them winners and vice-versa.

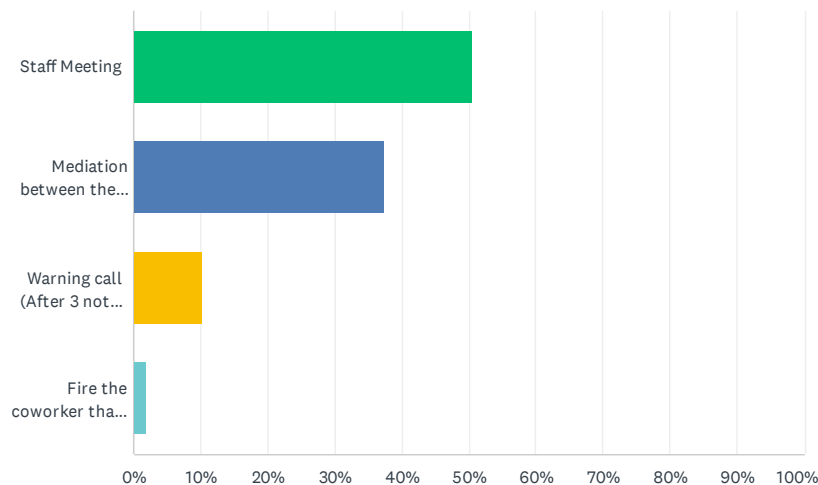
The options were:

- ◆ Very satisfied
- ◆ Satisfied
- ◆ Neither satisfied nor dissatisfied
- ◆ Dissatisfied
- ◆ Very dissatisfied

Question 18

Q18 What will be the action that you would recommend to your management team when there is a conflict at work?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Staff Meeting	50.47%	54
Mediation between the affected coworkers	37.38%	40
Warning call (After 3 notice will be fire)	10.28%	11
Fire the coworker that causes the conflict	1.87%	2
TOTAL		107

Figure 27: Recommendations of actions to the management team

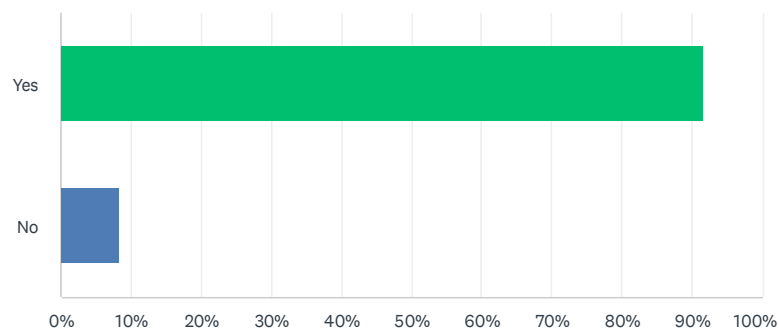
Participants were asked to decide between four different options which one they think will work more in their workplace to give a suggestion to their management. In the four actions to follow we can find:

- Staff meeting
- Mediation between the parties involved
- Warning call (After 3 warnings the person will be fired)
- Fire the co-worker that causes conflict

Question 19

Q19 Do you know what is mediation?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	91.59%	98
No	8.41%	9
TOTAL		107

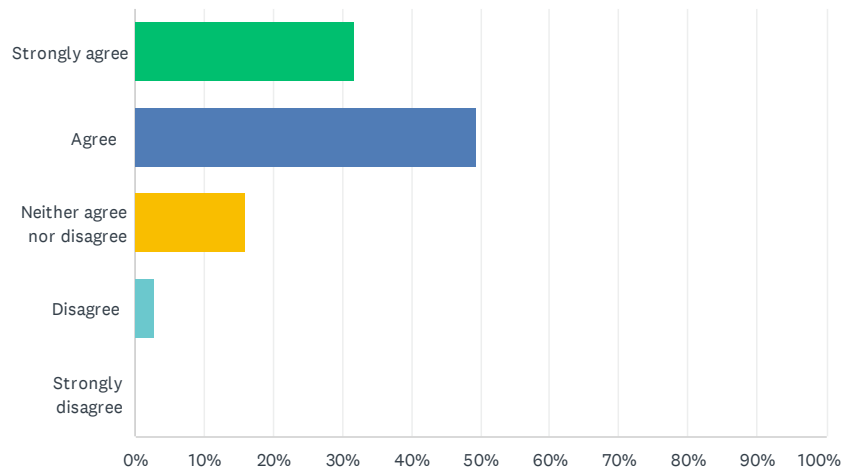
Figure 28: Knowledge of what is mediation

The purpose and objective to this question is if the participants knows about the meaning about the word mediation and what does that help in their performance in the workplace. This question is important because it will support the hypothesis if the employees known the benefits of using mediation as a tool when they experience any dispute at work, by just giving the participants to choose between Yes or No.

Question 20

Q20 According to C.Moore Mediation is a process, for resolving disputes, where an intermediary helps conflicting parties who have a conversation to jointly resolve their conflicts. Knowing the concept, would you think a mediation session could help when you have conflicts at work?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	31.78%	34
Agree	49.53%	53
Neither agree nor disagree	15.89%	17
Disagree	2.80%	3
Strongly disagree	0.00%	0
TOTAL		107

Figure 29: Mediation concept according to C. Moore

This question will give the definition of the word “Mediation” that C. Moore propose. The question itself propose to have a better understand about the definition and with that on mind the objective is to know if the participants agree or disagree with the purpose of having a mediation session at work will help in order to solve conflicts.

The options were:

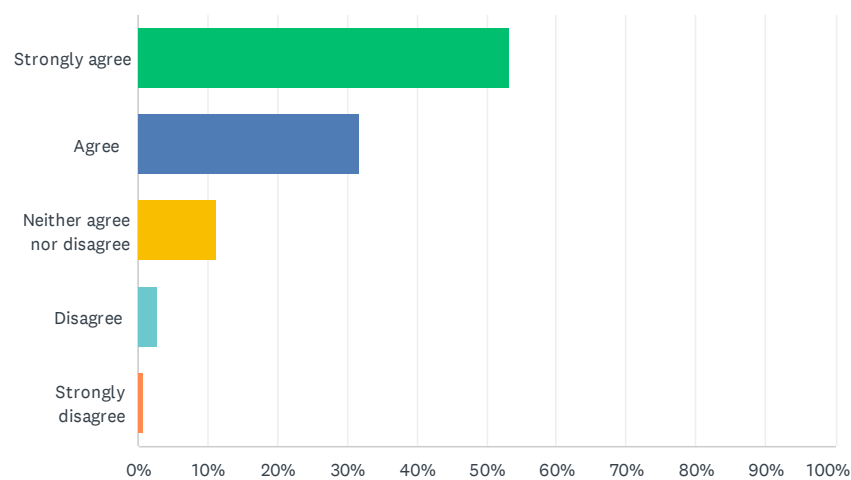
- ❖ Strongly agree
- ❖ Agree

- ❖ Neither agree or disagree
- ❖ Disagree
- ❖ Strongly disagree

Question 21

Q21 Do you think a Mediator should remain impartial and neutral with the conflict? Meaning the mediator should no take any side or give any preference to any of the parties?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	53.27%	57
Agree	31.78%	34
Neither agree nor disagree	11.21%	12
Disagree	2.80%	3
Strongly disagree	0.93%	1
TOTAL		107

Figure 30: Impartiality and neutrality in a mediator

The objective to this question is to ask the participants if they think a mediator should remain neutral and impartial during the mediation session and not take any side to any side of the story.

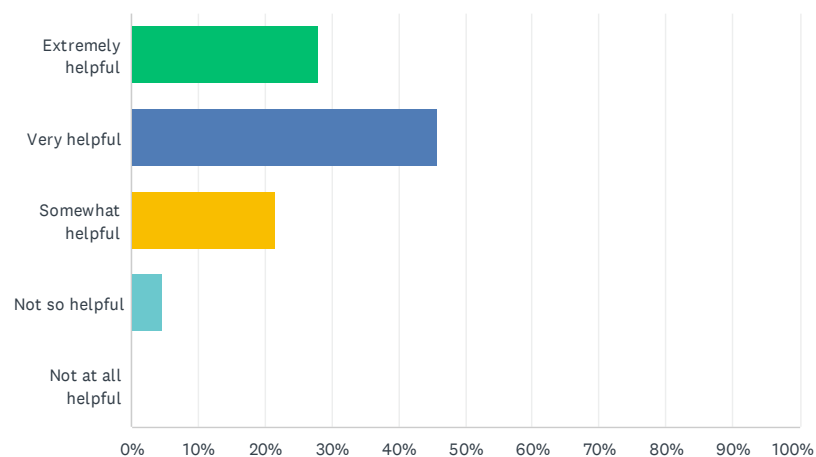
The options were:

- ❖ Strongly agree
- ❖ Agree
- ❖ Neither agree or disagree
- ❖ Disagree
- ❖ Strongly disagree

Question 22

Q22 Now that you know a bit more about mediation, would you suggest this action to your management team to solve conflicts at work?

Answered: 107 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely helpful	28.04%	30
Very helpful	45.79%	49
Somewhat helpful	21.50%	23
Not so helpful	4.67%	5
Not at all helpful	0.00%	0
TOTAL		107

Figure 31: Mediation as a tool to help solve conflicts at work

This last question will close leading the participants to get engage with the topic as one of the important tools to have and use at their workplace. The information gathered from this

question will help to determinate how the participants engage with the topic and how they might propose to their workplace after this survey.

The options were:

- Extremely helpful
- Very helpful
- Somewhat helpful
- Not so helpful
- Not at all helpful

CHAPTER IV

2. ANALYSIS OF THE DATA

4.1 Data Analytics

This chapter will talk about the data obtained through the survey, which this obtains 107 actively participants. There is a mix of questions some of them were qualitative data and others got the quantitative data. Twenty two questions with the main purpose of try to understand the different points of view that information will be crucial in this research to get the analysis.

With the data obtained this research will looking forward to solve the research question and the objectives. It also will allow to discover another important factors to be considered, As a result all the data obtained will add veracity to this research with the topic:

Workplace conflict resolution in the hospitality sector: The use of mediation as a tool to solve conflicts at work with international employees in Dublin.

The interpretation that will be used in order to get this result is the researcher interpretation with the data obtained through the surveys. The researcher will attempt to maintain adequate relation with the information and will try to maintain the objectivity at all times. As it is already stipulated in the method research this study will show two different types of results: Qualitative and Quantitative.

Most of the questions were quantitative data that will be show the conclusions with numbers and percentages of the participants. In other hand the two of the questions were qualitative, this questions will evaluate their ideas of the participants analysing their answers one by one. This will be with the help of the emic research, the researcher will interpretate the data observing the participants experience.

4.2 Findings and Discussion

Question 1: Are you willing to participate voluntarily in this academic research?

This research reach a total number of 107 participants that voluntarily accepted engage with this research in order to help the researcher. The information obtained in this graphic was 100% of a currency which this data obtained will remain confidential and carry on with the veracity of the answers.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	107
TOTAL		107

Question 2: Where are you from?

For this research was important get this information of where the participants came from in order to corroborate the multicultural and international environment of work in the hospitality sector is experienced in Dublin this 2022. Where with the data obtained we found that 61 participants were form Mexico, 14 from Ireland, 7 from Brazil, 6 from Chile, 3 from Argentina, 2 from South Africa, 2 from Spain, 2 from Croatia, 2 from France, 2 from Canada, 1 from El Salvador, 1 from Honduras, 1 from Bolivia, 1 from India, 1 from Panama and 1 from Italy giving a total of 107 responses. With this data this research corroborate the theory about the multiculturalism that the hospitality sector is living now a days in Dublin.

Question 3: Are you currently working in the hospitality sector (Restaurant / Bar / Pub?)

This data obtained show 101 participants currently working in this hospitality area whereas 6 people are not currently working giving to this research a high percentage of the participants working. 94.39% are working now and just a lower percentage such as 5.61% is currently no working.

ANSWER CHOICES	RESPONSES	
Yes	94.39%	101
No	5.61%	6
Total Respondents: 107		

Question 4: Do you work with international co-workers? Any other nationality that is not yours?

According to this question the main objective was to corroborate once again how many employees are working with more that 1 other culture, resulting in a 99.06% as a YES and just 1 of them is not giving it just the 0.94% of as a No answer.

ANSWER CHOICES	RESPONSES	
Yes	99.06%	105
No	0.94%	1
TOTAL		106

Question 5: Have you ever had any conflict at work due to the international environment?

This question is one of the principal ones, the sample of the people that participate in this research demonstrate once again that most of the international co-workers have had experimented some kind of conflict at their workplace due the international environment giving the data of 57.01% as a YES and 42.99% as a NO.

ANSWER CHOICES	RESPONSES	
Yes	57.01%	61
No	42.99%	46
TOTAL		107

Question 6: Which of the following causes of conflict have you ever experienced at work?

The objective of this question was in order to know the causes of conflict at their workplace and with this question this research proves that the first objective of this research can be confirmed. The first objective was about to identify the most common conflicts and the results are the following ones:

Lack of communication is on first place with 47 participants giving 46.06% of the population as the most cause of conflict, followed by Different Values / ideology with 22 participants

giving the 21.57% as second place, on third we have the Structural conflicts with 17 participants and giving the 16.67% of percentage, the forth place is for Negative behaviour with 13 participants and giving the 12.75% percentage and the last one but no less important the conflict over personal interest with only 3 participants and meaning the 2.94% of the population.

Question 7: Friedrich Glasl's model of conflict escalation suggest 3 different ways of solving a conflict. Which of the following do you think had the resolution of your last conflict?

This question show based on the experienced of the participants of the last conflict that they had at work were the highest answer was a WIN – WIN situation , meaning that both parties were happy with the outcome showing this with the 56.73% percentage, another 29.81% represents the WIN – LOSE outcome which one of the parties was happy with the result and the other not that much, finally with 13.46% reflect with the LOSE-LOSE outcome neither of the parties were happy with the solution given.

Question 8: Do you believe that having international co-workers influences your engagement with your team?

This question definitely show us how having a multicultural environment at work can influence in our performance at the engagement with the rest of the team where 54.72% of the population AGREE on that idea, other 39.62% NEITHER AGREE NOR DISAGREE and last 5.66% completely DISAGREE on this point of view.

Question 9: There exist 5 different management styles at work, which of the following goes more with your personality at work?

The objective of this question was try to investigate according with the 5 different styles that you can find at any job and the population needed it to choose only the one that convinces them more as the close one to their own style, also this question was to let the participate know the different types of styles that exist and try to plan a seed on them, if one of them

take this knowledge for them maybe this will help this person and can be interesting for others in order to understand better the team at work.

Most of the participants choose the Collaborating style as the most popular with 64.49%, the second most voted was the Compromising style with 26.17%, on third place we find the Accommodating style with 5.61%, in the fourth place is the Avoiding style with only 2.80% and finally Competing style with 0.93%, basically from 107 participants only 1 person like to compete to be the best at work, The cultural environment show us as Mayer propose (Mayer, 2012) that each person might interpreted the things different accordingly to the background and this will have an impact on how they handle their behaviour in a dispute.

Question 10: How many co-workers approx. work with you?

This question reflects how many people is working with the participant at this moment, this is important to know because is not the same work with only one more co-worker than twenty at the same time. The data collected was that most of the population work between 11 or 15 people with 23.36%, the second is between 15-20 people with the 22.43%, on third place is between 21 or more people with the 20.56%, on the fourth pace we kind find the people work between 6-10 with the 19.63% and last between 1-5 people. As was expected in the hospitality sector usually the team for a medium / regular place is between 10-20 people working in the same place where most of the hospitality now has international employees that also helps their place due the lots of tourism that after covid Ireland start to recover slowly but this will increase according to the predictions already explained in the literature review.

Question 11: On your first day of employment, did the company provide you with an "Employee Handbook?"

This is a relevant question that under the knowledge provided at Independent College Dublin in one of the classes in specific "Theory and Practice of workplace DR" where the teacher at the moment explain to us the importance of having an employee handbook and by surprise half of the class did not know about the existence, this is just a background of why this question was relevant. This research was looking to know if the participants know about it

and if not make them ask to their management team about it. With the survey and with the 107 participants the data show that 46.73% answer to YES, 42.99% percentage of the people choose NO and only the 10.28% did not know about this document.

Question 12: The "Employee handbook" is a very strong document that your company should give to you to know the rules and know the norms at your work and show the steps to follow if you have a conflict at work knowing that do you think it would help your work environment?

This question try to tell the participant a bit more of background of the "Employee Handbook" and their importance at work, this question act as a support of the previous question but giving more knowledge to the participant about it. Same as a couple of questions before this will help the following investigations to know if the hospitality sector could increase more the culture of giving the handbook to the new staff when they hire new staff to their workplace. From the survey the data show that 58.88% find this book HELPFUL, and unprecedently in equal percentage people choose NO, NOTHING WILL CHANGE and THIS MIGHT HELP with 20.56% each one.

Question 13: There exist 5 types of workplace conflicts. Which ones happened in your work?

The objective with this question was to know the experiences of each participant giving them the option to choose between the five types of workplace conflicts, the own experiences as the emic approach suggest that depends on the interaction with the co-workers in this case they will determinate their own truth. According to the participants on the first place we have the Leadership conflicts with 33.02% of the population, on the second place the personality conflicts with 24.47%, on the third place the data shows that the Task-Based conflict take this place with 22.64%, on fourth place is the Work styles conflicts with 13.21% and the last place is for Creative conflicts with 5.66%.

The two highest problems are between the management and the several personalities that the hospitality sector might find, this also can take as a positive point of whoever read this

research can take a minute and check with their staff which is the predominance of the conflicts in their workplace.

Question 14: When there is a conflict at work and you seem to not like the outcome or you feel none of the management team fixed it, how does that make you feel?

The main objective of this question was based to know how the employees had felt after the outcome towards a conflict at work were we can divided on three factors, 8.41% felt satisfied with the outcome, 17.76% does not care about the result they do not want to get attached or related to the conflict and no surprisingly 73.83% felt very disappointed with the outcome. Here can be a very important data to the managers and they might do a change to try to lower this percentage in the future.

Question 15: Can you explain a little bit more in detail, how the outcome makes you feel, and what would you think could help to fix the problem?

This was an open question and in consequence we have 82 answers where the participants feel ok sharing their thoughts about explaining more in detail the conflict and giving some suggestions to try to fix the problem. This will be a thematic analysis of the question because of the nature of the data.

The thematic analysis was proposed by Virginia Braun and Victoria Clarke, and this possibly can give a deep and rich description of data that is also complicated more when wanted to be show in a graphic. The researcher will try to identify what are the top topics with the data obtained with their own fundamental judgment. This question in particular was identified as an inductive way “Bottom up” (Virginia Braun, 2021).

Therefore, with that information and the cross data the research divided in three different ways, participants shown indifference towards the outcome with 15 participants, 24 participants shown a negative result of how the conflict made them feel and finally 43 participants shown a positive outcome towards the dispute in the workplace and most of them suggest as the primarily key to get better with the communication with all the staff.

Some of the responses were:

Positive	Negative	Indifference
More communication between co-workers and management is essential to fix any work related	It's not nice to work in an environment where no one cares about having a good team.	I don't like conflicts, so I feel better when everything is fixed.
A mediator who listens both parties and try to find a win-win solution	I like the international environment in my work but I felt sometimes the old team is not willing to help the new staff, lots of personality issues for the background of the culture of each one.	I don't know
The manager must first stop everything and pay attention to what is happening. checking with both parties what happened and why such a situation happened	Frustrated and not heard. We have different cultures and point soft view, I think respect is the main reason why problems arise, i would say respect and patience.	No comments
We can fix it with a team meeting talking about what it was wrong and how we can do it to fix it to don't happen again.	Most of the times the team keep talking about the issue for days, but as a "gossip", nothing that will help to fix it.	Management tends to fix problems for a short period, and the outcome of course is that after a short period the same problem happens again.
Taking staff's opinion into consideration as well.	Such unlikely outcomes might make me feel useless in some moments.	Not listened too. Not valued. Disrespected. Disappointed.
Communication is key, you may not always like the outcome or decision after a conflict in work but at least you feel like your problem has been taken seriously.	Frustrating as the problem is not resolved and will continue	I easy going whatever happens I'm good

Question 16: For how long have you been working in the hospitality sector in Dublin?

This question had a reason to know how the participants were engaged during conflicts at work, people might experience different types of conflict towards the time that they had been working in any hospitality sector. Where the findings for this question were people working less than 6 months represent the 25.23% , between 6 months and 1 year is followed by the 15.89%, in third place we found that 13.08% had worked more than 2 years, on the fourth place the data showed that 17.76% had worked for at least 3 years and the last one 28.97% of the population had worked 28.97%. By surprise this data is collected the researched was expecting higher the number between 2 years or less but with the data we can confirm that most of the responders had worked more than 4 years in the hospitality sector in Dublin.

Question 17: How do you feel with your Management team?

How many times everybody had witnessed conflicts between the management team and nobody can do anything because there are in another level of hierarchy, this question came in order to know the feelings of each participant, it has been taken in consideration previous questions. This question even though were five answers we will concentrate the data in just three, in the first place and with 49.53% people feels very satisfied with the management at work, in second place we find that 32.71% does not feel satisfied and the last place with 17.75% people feels very dissatisfied.

Question 18: What will be the action that you would recommend to your management team when there is a conflict at work?

This question brings an positive insight regardless the engagement of the participants and the good will to share their experiences and how they think with the response of four different possible outcomes which one will be best for their workplace conflict, with the highest percentage of 50.47% participants chose that having a Staff meeting will help the environment at work, where 37.38% believes that mediation between the parties affected will work with them, in third place we have that 10.28% suggest a warning call to the parties and just 1.87% thinks they should fire the employee that causes conflict.

Question 19: Do you know what is mediation?

The objective of this question was to get the statistic of how many people knows about mediation as a solution when a dispute emerge in the workplace, the data collected here was that 91.59% knows about the term of mediation and the 8.41% does not know about it. This is the beginning of the support for the next question in the survey. With this data the research can be supported by the fact of most of the population knows about the term “Mediation” and this can be used as a tool to put on practice at work whenever they experience any conflict.

Question 20: According to C.Moore Mediation is a process, for resolving disputes, where an intermediary helps conflicting parties who have a conversation to jointly resolve their conflicts. Knowing the concept, would you think a mediation session could help when you have conflicts at work?

The aim of this question was in order to get the participant more knowledge about the question 19. By surprise a hight number or participants knows or had an idea of what consist mediation. This give the participant a central a strong definition about it and again this research look to plant a seed in each participant to get new concepts and they can bring them up in any conflict not only at work this work for the life in fact. This data collected shows that 81.31% of the population AGREES on use mediation as a tool when they experience conflict at work, on the other side 15.89% remain in the middle neither agree or disagree and just 2.80% disagree in this question. This question support the last objective that propose to evaluate the benefits of having a mediation as a tool.

Question 21: Do you think a Mediator should remain impartial and neutral with the conflict? Meaning the mediator should not take any side or give any preference to any of the parties?

On the literature review was already explain the point of why the mediator should remain impartial and neutral during the process and why this professional should not bring any BIAS into the session as well. Talking about the hospitality sector we had been proving that mostly

of the problems are because of the lack of communication towards the management and staff in general. The information obtain shows that 85.08% agree about the mediator should be impartial and neutral, for other side 11.21% neither agree or disagree and just 3.43% disagree on this question.

CHAPTER V

3. CONCLUSION

The conclusion to this work is not that simple, this research already establish that in any point of our daily life, conflict is part of us, part of how we deal with the human life every day and it is impossible to avoid even in any company. Some Industries understand the importance of not avoid conflict this will create a great strategy which will minimize and prevent any conflict or disagreement if the company try it to implement different solutions in this case we take “Mediation” as the best tool to use in the hospitality sector in Dublin in order to prevent and manage the best way possible.

The management for any company about hospitality sector at all levels of the hierarchy should be trained on the fundamentals of mediation and cultural organization with a focus on dispute resolution. This research it grateful for all the 107 participants that support this research, thanks to them all the data obtained can be in some way be interpreted with graphics and the discussion.

Observing the collected data this research can prove the 3 objectives in order to respond the research question:

What are the factors that cause workplace conflicts for international employees working in the hospitality sector in Dublin?

With all the data collected we can establish that this research was able to check the research question getting all the literature involve and supported by the survey with all that engagement. This research was able to identify several factors that cause conflict at the workplace in the hospitality sector. The principal factor is the Lack of communication, if there is a gap in this communication management – staff or vice versa. The principal goal that any workplace should have is to find out how all the personal working can performance the best work possible. This companies should try to get low rates in conflicts in the workplace and if they find one try to fix it using the tools already giving in here.

Ireland use Mediation as one of the principles type of alternative dispute resolution, The biggest characteristic of this method is to have a third person which will be and remain neutral and impartial during all the process. Both parties must be there voluntary and they know that at any time they can leave the session. However, this research find out that the lack of communication causes speculation in so many ways that leads to the conflict. Even though most of the participants agrees on having a mediation session could help to get a solution at work, one of the research limitation could be that the hospitality sector is no probably that they hire a professional mediator instead they will chose a member of the management to help with the process, this is not wrong but the person that they decided to play that role should as was previously explained in the literature review. This person should be able to supervise the interaction during the mediation and needs as a require be a good listener with the people involve to reach out a good outcome making rephrase whatever is been told in the session always trying to maintain the calm in the room and if everything goes well they should arise with an agreement. All questions in the survey were writing to be able to check the objectives and obtain the answer of the research question.

The **first objective** was also prove with the survey in the question no. 6. The research was able to verify and find out the causes of conflict thanks to the people that participate with the survey. The research find out that the principal cause is the **Lack of communication** and this causes speculation.

The **second objective** was able to be prove with the question no. 18 finding the approaches that most employees suggest to the management when they experience conflict at work. The population decided that a Staff meeting will be need it in order to solve the conflict as the primary source, where the second option was mention take the parties that were on conflict and a mediation can be the solution to get a good outcome for both.

As a recommendation for the next investigation towards this topic could be that in some point ask first about the mediation and the knowledge about this, maybe with that new hypothesis instead of choosing or suggest a staff meeting they can see that a mediation between the parties as first option instead of the second as the data collected today results.

And the **third objective** was also prove with the question no.19, no. 20 and no. 21 where the participants respond that the mediation with 91.59% agree on knowing the “mediation” definition and with 81.31% agree on the use the mediation as a tool when they have conflicts at work, saying that the 85.08% agrees also in the mediator been impartial and neutral.

In this sense, the findings and the analysis the data also introduces key ideas, some of them suppressively where not expected with such results like the question no. 9, been living in another country and been immerse in the Irish culture, As a researcher I was expecting that the “Competing style” will have more percentage and no the results that the survey collected were basically just one person choose this option from 107 participants. That means that the principal management style at work was Collaborating with 64.49% meaning 69/107 responses.

This research was looking to promote the use “Mediation” as a main method for solving conflict resolution in hospitality sector in Dublin as the primary tool and promote the positive influence that using this cab brin to the workplace in any sector. Hoping that any one that read this research can understand that employees and employers should be able to solve conflicts before they cannot control them and create and maintain an amazing workplace.

5.1 Reflexion

As a reflexion a positive result was obtain with this research, The challenge of doing a Masters in another Country means a lot but doing it in another Language was the top of the cream. First as the importance of the Literature review to make the readers understand our chosen topic. The difficulties that I experiences towards finding the correct topic of my research and the research question plus the objectives was definitely not easy. I am grateful for the guidance of my supervisor Paul, he plays so good his role as a supervisor.

Having to sustain my research with more than 50 references was something that I was not expecting at all. But now it is clear why I need all this background to understand even better the roots of my research. The satisfaction that I have now looking all the work that this Masters require is unmeasurable. Was also great to see so many authors with different perspectives that I can recall in the biography and supported my ideas. One of the big challenges was managing my time to do it but not impossible.

Another was to find people that can answer my survey, I posted I different social media and honestly I was expecting a bit more but unfortunately just be able to reach 107 participants, there is not a bad number no, but since I post it in so many areas I was expecting a bit more. I wish I could have invest more time with the survey so I can get more information about the feeling of the employees and make a deeper research. But was such a nice results of the data that I am happy with the outcome of this research.

CHAPTER VI

6. BIBLIOGRAPHY

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6.1 Appendix

Form A: Application for Ethical Approval	
Undergraduate/Taught Postgraduate Research	
This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor is the proposal has already been accepted.	
Please save this file as STUDENT NUMBER_AEA_FormA.docx	
Title of Project	Workplace conflict resolution in the hospitality sector: The use of mediation as a tool to solve conflicts at work with international employees in Dublin.
Name of Learner	Gabriela Velasco Fabela
Student Number	51711745
Name of Supervisor/Tutor	Paul A. Crowther

Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
2	Will you tell participants that their participation is voluntary?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4	If the research is observational, will you ask participants for their consent to being observed.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
6	Will you give participants the option of not answering any question they do not want to answer?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10	If your study involves people less than 16 years, will you ensure that <u>active</u> consent is obtained from parents/guardians <u>and</u> that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Item	Question	Yes	No	NA
12	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Will your project involve deliberately misleading participants in any way?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
15	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
16	Does your project involve work with animals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
17	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
19	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
20	Does your study involve an external agency (e.g. for recruitment)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
21	Do your participants fall into any of the following special groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	<i>(except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)</i>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	

<p>If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. You will need to fill in Form B Ethical Approval and submit it to the Research & Ethics Committee instead of this form.</p> <p>There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.</p>	
<p>I consider that this project has no significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).</p>	<input checked="" type="checkbox"/>
Name of Learner	Gabriela Velasco Fabela
Student Number	51711745
Date	20-May-22
<p>I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.</p>	<input checked="" type="checkbox"/>
Name of Supervisor/Lecturer	Paul A. Crowther
Date	19/05/2022