
Dissertation Submission Form

LEARNER NUMBER:	517091
NAME:	Bruna Bastos da Rosa
COURSE:	MADR -
DISSERTATION TITLE:	Mediation as an appropriate method for resolving conflicts arising in the workplace due to cultural diversification
SUPERVISOR NAME:	Valentina Gevorgyan
WORD COUNT:	16646
DUE DATE:	05/11/2021
DATE SUBMITTED:	05/11/2021

I certify that:

- This dissertation is all my own work, and no part of this dissertation has been copied from another source: Yes ✓ No ☐
- I understand that this dissertation may be checked for plagiarism by electronic or other means and may be transferred and stored in a database for the purposes of data-matching to help detect plagiarism:
 Yes ✓ No ☐
- This dissertation has not previously been submitted in part or in full for assessment to any other institution: Yes ✓ No ☐
- I consent to the retention of my dissertation (hardcopy) in the library for the purpose of future research:
 Yes ✓ No ☐
- I consent to the inclusion of my dissertation in an electronic database maintained by the library:
 Yes ✓ No ☐

(Note that if no check boxes are selected, this dissertation will be regarded as NOT properly submitted, and may be subject to a late submission penalty)

Name: Bruna Bastos da Rosa

Date: 04/11/2021

Notes:

(insert dissertation here)

“Mediation as an appropriate method for resolving conflicts arising in the workplace due to cultural diversification”

By Bruna Bastos da Rosa

Course: MADR

Supervisor: Valentina Gevorgyan

Independent College Dublin

Dublin

05/11/2021

Table of Contents

Acknowledgements

Abstract

Introduction	1
Background	1
Research Questions	3
Objectives of the Study	4
Dissertation Outline	5
Limitation of the Research	6
Chapter 1. Literature Review	8
1.1 Introduction	8
1.2 Definition of conflict	10
1.2.1 Workplace conflicts and Major conflicts in the workplace	11
1.2.2 The conflicts from cultural diversification in the workplace	15
1.3 Diversity and Conflict Management	17
1.3.1 Enhancing and Modifying Organisational Approaches	20
1.3.2 Conflict resolution	27
1.4 Mediation	28
1.4.1 How mediation can be an advantageous method of conflict resolution	31
1.4.2 The advantages of mediation in workplace disputes due cultural diversification	31
1.4.3 Mediation is a voluntary process	32
1.4.4 Mediation is private and confidential	32
1.4.5 Mediation is both timely and convenient	32
1.4.6 Mediation is procedural assistance of a neutral third party	32
Chapter 2. Research Methodology	34
2.1 Research Design	35
2.2 Research Philosophy	36
2.3 Research Approach	37
2.4 Research Strategies	37
2.5 Sample	38
2.6 Data Collection Method	39
2.7 Data Analysis and Procedure	42
2.8 Time Horizon	42

2.9	Ethical Consideration	43
2.10	Limitations of Methodology	44
Chapter 3.	Presentation of the Data	45
Chapter 4.	Data Analysis and Findings	47
4.1	Nationality	52
4.2	A workplace with cultural diversity	53
4.3	Cultural diversity and conflicts in the workplace.....	53
4.4	Workplace conflict	54
4.5	Conflict in the workplace due to Cultural Diversification and Report.....	54
4.6	Mediation as an alternative means of conflict resolution in the workplace	55
Chapter 5.	Discussion	57
	Conclusions.....	60
	Reflection	63
	References	65
Appendices		
Appendix 1:	Questionnaire	1
	Purpose.....	1
	Confidentiality	1
	Aim.....	1
	Concerns.....	1
	Questionnaire Questions:	2
Appendix 2:	Figures and Graphs	6

Table of Figures and Graphs

Figure 1 - Research Onion – Saunders et al. (2009)	35
Figure 2 - Population, Sample and Individual Cases. (Saunders et al., 2006)	39
Graph 1	6
Graph 2	6
Graph 3	7
Graph 4	7
Graph 5	8
Graph 6	8
Graph 7	9
Graph 8	9
Graph 9	10
Graph 10	10
Graph 11	11
Graph 12	11

Acknowledgements

First of all, I would like to thank God for always providing me opportunities to achieve my dreams, and this master's degree was one of them. It must also be recognized that I would not have been able to complete this dissertation if it were not for the support of the following people; firstly, I would like to thank my family for always encouraging me to never give up on my dreams, and for helping me in times when I was insecure and afraid, you were paramount because when opportunities appeared in my life, I was always confident and ready to face them because you didn't ever restrict my potential when it came to my education. I would also like to thank my friend Alister Mitchell who was my co-advisor and gave me immense support, thank you for your patience, without whom I would not have finished this thesis. I would like to immensely thank my supervisor Valentina Gevorgyan, for all her patience, shared knowledge and past teachings, and I would also like to share my gratitude for all the Independent College lectures, which added so much to my life, with shared knowledge and teachings. I could not fail to thank all my friends who were with me at my side in times of weakness or frustration. You were very important for supporting me and believing I was capable even when I was unsure. Finally, and perhaps most importantly, thank you for always understanding my absences during the preparation of this work.

Abstract

This study shows that organizational practice is an excellent opportunity for competition for work, which creates a climate of conflict and conflicting assessments in its mediation processing. In this study, with the aid of an inferential analysis, the proposed intention will be to explore the effectiveness of the use of mediation as a means of resolving conflicts in the work environment due to cultural diversification. As far as the mediation process is concerned, organizations are developing approaches to prevent problems with the work environment in a diverse culture, but this is by no means a complete response to disagreements.

To develop this research, aiming to achieve the proposed objectives, a questionnaire was developed and applied through Google Forms, collecting data from more than 150 workers in Ireland, all data collected in this survey were exclusive for the use of this research.

The survey collected various information, but the results that pointed out that 92.7% of the participants stated that they had already experienced conflicts in the workplace are worth mentioning, and that 95.3% of the participants believe that mediation can be an effective method for resolving problems. conflicts in the workplace.

As a result, it was identified that the majority of the participants agree that conflicts are commonplace in the workplace, and cultural diversification can become an aggravating factor in the occurrence of a conflict and that mediation can be an appropriate means of resolving conflicts in the workplace.

Keywords: conflict, workplace conflicts, diversification cultural, conflict resolution, mediation.

Introduction

Background

Since God said to Adam “In the sweat of thy face shalt thou eat bread” (Genesis 3.19) humans are subject to work, and over the years of human history and needs, the human being is linked to relationships. Coexistence in society is imperative for the human being, all of us at some point in life must coexist with other people, considering that each human being is unique and motivated by their own perspectives, customs, beliefs and needs, conflicts usually happen through human interactions (Whitchurch, 2019). Over the years, and due to globalization, each day it is more common to encounter employees of different nationalities and cultures working together in the same work environment, and due to the background, customs and beliefs that everyone brings with them, it is common for conflicts to arise due to cultural diversification in the workplace (Stahl et al., 2010). Further, it was also observed in the research the best way to resolve the cultural conflict was by engaging a mediator as this was one of the best strategies that was experienced by most organizations.

It has been observed that in the modern world there was an increase in the diversity and multicultural place that tends to foster innovation and new ideas. This was especially true in the modern workplace where most of the people have come from different backgrounds and they came together working on the same platform to pursue their career and share the goals of the organization (Alfaro et al., 2018). However, it was found that conflict and cultural barriers were raised, and it has affected productivity. It was also found that conflict can occur in the organization when the employees with different backgrounds and priorities have worked together.

As it has been created from the range of personalities, some of whom clash and misunderstood communication that has come under the organizational mismanagement. It was also observed that along with the rise of diversification negative effects have been created due to which work disruptions, decrease in productivity, absenteeism, failure, termination and turnover has been increased, as well as emotional stress that creates a problem and affects the workplace. On that basis, different methods have been adopted in resolving the conflict because the conflict was raised mostly in a diversified environment (Gomez and Bernet, 2019). Further, it was also observed that in such situation's leaders have a main leading role in managing such conflicts where they need to train the employees in resolving the conflict issues.

However, it was one of managements responsibilities to develop skills that were used to promote diversity and conflict management where there was a member who was able to manage the conflict. During this whole tenure in the role, it was a manager's responsibility to manage the conflict in the workplace in which they have implemented to resolve those conflicts that were triggered in the organization (Caputo et al., 2018). Moreover, it was important for the organization to provide conflict resolution training to the employees and provide communication skills training. Further, they need to help staff in developing a positive working relationship and building cooperation and spirit within the team. Further, they need to develop strong communication channels in the organization's research has promoted mediation as it was considered as one of the processes that were used to resolve the conflict through the neutral person that was used to assist the disputants in resolving the conflict. Likewise, dispute parties were able to control the agreements to be reached.

Where human coexistence exists, conflicts exist and they are inevitable, but they must be controlled (Gomez and Bernet, 2019). It has been observed that as a dispute resolution, mediation can be a useful tool to deal with conflicts arising from the work environment. It was also found that this alternative has become more and more popular among companies as a means of conflict resolution.

This research will analyse the effectiveness of the application of mediation in cases of conflicts in the workplace, to suggest an effective way to resolve conflicts and prevent the conflict from escalating.

The specific research question is "Is mediation an appropriate method for resolving conflicts arising in the workplace due to cultural diversification?". The overall aim and goal of the research is to determine the effectiveness of mediation as a method for resolving conflicts in the workplace due to cultural differences.

Research Questions

This research was developed in order to answer the following questions:

- What is the definition of conflict?
- What are the types of conflicts in the workplace?
- What are the most common forms of conflicts that have been raised from cultural diversification in the workplace?
- How do organizations deal with and manage conflicts that have been raised through cultural diversification?

- Are there possibilities for a company to modify and improve its approach to cultural diversification and avoid conflicts?
- Would mediation be an appropriate alternative means of resolving disputes for conflicts arising from cultural diversification in the workplace?

The reasons behind these questions are analyse and interpret how conflicts occur in the workplace, how cultural diversity can influence these conflicts and what would be the best way to resolve the conflict.

Objectives of the Study

The objectives of this research are:

- To identify and conceptualize the main conflicts which form the basis of the most common types of conflict arising from cultural diversification in the workplace.
- To Evaluate how organizations deal with conflict management in cases of diversity and present methods to improve organizations' approaches to the avoidance of conflicts due to cultural diversification.
- Assess the advantages that mediation can present as a method of conflict resolution at work due to cultural diversification.

The present research was dedicated to the analysis of conflicts in the work environment caused by cultural differences, and the investigation of the use of mediation as an alternative means of dispute resolution, although conflict due to cultural diversification can occur in different ways, the origin of conflict is the same in these cases and has become increasingly common in today's work environments with a mix of nationalities.

Dissertation Outline

The first part of this research is the introduction, where all the background behind the research was addressed, the research objective, the questions raised, and the scope and contribution of the research were presented in this chapter.

Chapter One of this research aimed to point out and review the available literature relevant to the topic, the literature presented plays an important role in this work, since it aims to support and make understandable the fundamentals of this research, addressing concepts and structuring the knowledge already available in order to elucidate and support this research. In chapter One, the definition of conflicts, conflicts in the work environment and conflicts due to cultural diversification in the work environment will be addressed, in addition to the analysis of how organizations deal with conflict management and ways to alleviate the existence of conflicts for reasons cultural diversification, the way in which conflict resolution is known and addressed by companies and finally, the assessment of mediation will be presented as suitable for the resolution of conflicts in the work environment due to cultural diversification, also its advantages.

In chapter two, the methodology and methods chosen to design this research will be presented and justified. As the aim of this research is to assess people's perspectives on conflicts in the workplace, specifically due to cultural diversification in the workplace and to analyse mediation as an adequate method for resolving these conflicts, the research was based on the philosophy of interpretivism , and the approach was carried out through the inductive method, since data was collected and the present research was developed based on these data and the chosen strategy for conducting the

research was mixed, so the research has qualitative and quantitative characteristics, using the questionnaire as a means of data collection.

The chapter three will address the presentation and evolution of collected data, in virtue of research being based on observational and behavioural analysis of data collected during a period, it can be said that the cross-sectional method was used. A research was prepared by a survey through a questionnaire that contains 12 open questions, this questionnaire was produced exclusively for this research.

Chapter Four will deal with the research results and the discussion behind this result will be elaborated, in order to facilitate the understanding of the results obtained through the data collection, graphs with results will be developed and made available, during this chapter each answer will be duly analysed from according to the result obtained in the questionnaire.

Chapter Five, will be the last chapter of this work, in which the discussion of the proposed theme will be addressed, presenting the data collected in the literature compared with the results of the research carried out, followed by a conclusion and finally a reflection of my authorship after all research analysis.

Limitation of the Research

Data collection can be considered as the main limitation for conducting this survey, as the questionnaire was disseminated to people employed in Ireland, which limited data collection to the experience of people in one location.

Another limitation is that, for the conclusion of this research, the answers collected through the questionnaire and that will be presented as a database for this research are based on the perspectives

and experience of each respondent, thus it is not possible to assume that such data are the legitimate and absolute answer to the research topic.

Chapter 1. Literature Review

1.1 Introduction

Nowadays, due to globalization, greater ease of movement between places and accessibility, it is increasingly common to find a work environment with a mix of nationalities and cultures, while it is a great advantage for companies to have this mix of nationalities in their workforce, as it adds value, new knowledge, and is usually well regarded by customers in general. Nevertheless, with the growing cultural diversity in the workplace, conflicts also grow, since the cultural differences, perspectives and way of expressing themselves, singular to each culture, can lead to conflict between people. It is important to emphasize that conflicts in the workplace are common, and conflicts due to cultural diversity are just another type of conflict in the workplace. This research was developed in order to assess the use of mediation as an appropriate tool for resolution of conflicts in the work environment caused by cultural diversification.

Conflicts in the workplace can be exceedingly stressful and, in extreme cases, can lead to the termination of an employee's career. Processes, personality conflicts, control issues, conflicting ideals and cultures or changes are all known as the main potential causes of conflicts in the workplace. It is essential to mention that one of the parties' key psychological needs, such as acknowledgment, gratitude, involvement and mutual respect, was not considered and addressed (Rerke and Sukhostavska, 2018). It is not uncommon for one or both parties to be thrown out of their jobs when problems arise in the workplace because of unresolved conflicts. When a conflict arises in the workplace, a third party is frequently required to help mediate diversity disputes because they are rational in nature (Roberts, 2017). Effective problem management based on

transparent, honest communication that follows a predetermined process is essential for problem-solving and managing challenges. To preserve professional relationships, mediation is seen as an excellent alternative method of conflict resolution.

Conflict is not a foreign concept to human beings. Everyday life is affected with friends, family, and most crucially in the workplace because many times people tend to spend more time in the workplace with their co-workers than in their own home with their family. As a result of this when there is conflict in the workplace, there is a significant amount of frustration and misery on the part of the parties involved in the conflict.

A wide range of cultural and intellectual backgrounds as well as differing viewpoints are employed by businesses today from all over the world to help them succeed in their respective fields (Meadow and Love, 2018). When people have divergent views on the same issues, disagreements are bound to occur.

The resolution of conflicts by alternative means, such as mediation, aims as the first step to identify the source of the conflict, to understand how a problem occurred it is necessary to identify the cause of the dispute. The person responsible for managing the conflict must also guarantee that both parties are on the same page (Watson and Watson, 2017). Getting as much information about each side's viewpoint as possible to continue to ask questions to ensure that everyone engaged understands each other, speaking about needs not being met on both sides, people need to talk about those needs, helping each party understand the other's point of view and ensuring that both reach an agreement to resolve the conflict, working together.

1.2 Definition of conflict

Many different connotations may be assigned to the word "conflict". According to the situation, it may be taken in many ways. In certain cases, the word is used to indicate a difference of opinion between two persons or groups, independent of their status within the organization (Rahim and Noranee, 2018). If they have different opinions, for example, it is possible to say that there is a conflict. However, the concept of the word conflict cannot be limited, conflict has been utilized by different people to convey diverse meanings.

According to the dictionary definition, the term "mind conflict" refers to when someone is caught between two ideas and cannot decide. People who are indecisive about how to act are often caught in mind conflict.

In other cases, the word is used to indicate a difference of opinion between two people or groups, regardless of their status within the organization (Andreoni and Chang, 2019). As a result of confrontations, people are divided into two factions, each of which has a strategy for dealing with the other.

As a powerful process with both positive and negative effects, conflict cannot be eliminated, but it can and should be managed efficiently and on a timely basis. It's possible to have a conflict on a personal or organizational level (Liu and Zhao, 2019). The two forms of disputes are functional and dysfunctional in which disruptive conflicts are ones that are non-progressive and destructive as well as poorly managed, resulting in disagreements, whereas functional conflicts have a constructive outcome. In this concept, conflict is the disturbance of human relationships (Schnabel, 2019). In order to resolve disputes, regardless of whether they are productive or dysfunctional,

dominance, compromise, and integration must be employed as tools, conflict avoidance is another name for these methods.

When the parties involved in a conflict cannot find a solution, disputes must be resolved by a third party, meaning that an independent third party must be able to identify and consider crucial factors and confirm that a dispute exists. But this is not always the case, especially in organizations, where one side can gently avoid rejecting the assertion by asking for additional material to back it up (Rezvani and Barrett, 2019). For those who do not agree, arbitration is an option that can help those who want to pursue their claims despite the opposing party's delaying tactics. Another alternative means of conflict resolution in the workplace is mediation, which is used to jointly resolve disputes and reach a final decision.

1.2.1 Workplace conflicts and Major conflicts in the workplace

Conflict at work is inevitable. When individuals or groups have opposing attitudes, beliefs, values, or needs, a conflict occurs. When it comes to interpersonal interactions at work, conflict is a typical occurrence. Sometimes, the individual is oblivious of the urge and begins to act out unconsciously as a result of this lack of awareness (Almeida and Costa, 2017). Conflict in the workplace is one of the most serious problems that managers and employees face. Identifying conflict before it becomes an issue and resolving it completely is difficult. Ignoring a disagreement does not make it go away, and neither does ignoring it. There may be disagreement between individuals and groups in the workplace, and this can have a negative influence on the organization's bottom line (Assefa, 2019).

Conflicts between teams in the workplace can spread and foster the formation of employee moral coalitions underlying the team. Therefore, they need to be alleviated, otherwise they can be quickly

aggravated by contagion. This dissemination occurs through emotional contagion, which is capable of spreading within the team consciously or unconsciously, by inducing an emotional state and behavioural attitudes. There may also be an escalation of the conflict due to the increase in the intensity of a conflict as a whole (Karen, 2013).

Cultural, gender, and stylistic inequalities are just a few of the things that come up when individuals are working together. It is possible to increase your productivity at work by resolving and avoiding workplace conflict. An organization and our own personal lives both benefit from avoidance or the swift resolution of a workplace conflict.

Inter-organizational conflicts are not uncommon because people who are involved in the conflict are focused on creating a strategy to beat their adversary, both have an influence on the productivity of both individuals and groups. A result of this is that they aren't necessarily working in the best way for the organization, which has a negative influence on the productivity and efficiency of both the person and the group. In any case, the problem should be addressed right away (Walsh and Walsh, 2018). Warfare and dispute are not the same things; conflict simply highlights differences in perspectives, goals, ideas and methods of action. Disputes in the workplace have a negative influence on employee behaviour as well as performance and job satisfaction. Workplace disagreements or differences between individuals and groups of people put the manager in a difficult position. This means that disagreements make it more difficult for an employer to do his or her job effectively. The nature of all conflicts is interpersonal, whether they be between people, inside a group, or among employees. It is possible for external environmental factors like government regulations or group dynamics to generate inter-organizational conflict.

Workers who are involved in a task-related dispute are the first of three forms of workplace conflict. Disputes over resource allocation, processes and rules, managing work expectations, as well as judgements and interpretations of facts, are all examples. As far as the three types of conflict discussed here are concerned, task conflict may appear to be the simplest to resolve of them all. While task conflict appears to be simple at first glance, it often has deeper roots and is more complex than it appears to be (Einarsen and Skogstad, 2018). As an example, a quarrel between co-workers about who should attend an out-of-town conference might be the beginning of something more serious.

When a task disagreement arises, the organization's leaders are often able to help resolve it. Management can take on the role of de facto mediators and focus on understanding the underlying interests influencing the opinions of the various parties involved. As part of active listening, you may ask questions, repeat back what you hear, and ask even more probing inquiries to unearth deeper issues. Assist each party in brainstorming possible ideas as part of the problem-solving process (Ávila and Hartmann, 2018). It's more probable that couples who find answers together will keep to their agreement and get along better in the future than those who have a resolution pushed on them from the outside.

As the second kind of conflict, relationship conflicts are generated by differences in personality, style, taste and even conflict styles. Relationship conflict refers to disagreements that result from personal incompatibilities about individual beliefs, values, or clashes in personalities (Jehn, 1997). People who would never meet in real life are often compelled to work together in groups and must make an effort to work well with one another. So, it's no surprise that workplace disagreement is common.

Relationship conflict is a complex situation in accordance with measurement the sensitivity of the nature of the conflict must be analysed first for its validity. Empirical studies have shown that relationship conflict is negatively related to employee performance and satisfaction (e.g., Jehn & Mannix, 2001). The relationship conflict is a sort of perception clash between the personality and the emotional indulgence between the working groups in collaboration, sometimes this seems significantly habitual and sometimes this seems real and worthwhile in creating tacit knowledge for the organization. The relationship conflict and the factors behind it are considered to be among those factors that help in eliminating the common biases.

Identities and values, the third of our three types of conflict, can be a source of value conflict if they are fundamentally different. Politics and religion are often avoided in the workplace, although conflicts over principles can arise while making work decisions and policies, such as whether to launch an affirmative action program or whether to take on a client with ties to a corrupt regime (Olsen and Bjaalid, 2017). Contrasting values tend to create defensiveness, mistrust, and estrangement. However, it is possible that some people are so determined that they will not engage in transactions which might profit them in other ways. Instead of trying to resolve a values-based disagreement, we aim to go beyond demonization and toward mutual understanding and respect via conversation (Hemphill and Janke, 2018). It's important that co-workers have a good grasp of each other's viewpoint. A "values-neutral" capacity to articulate correctly what the other person believes about the issue is required for this sort of understanding, say Robert Mnookin, Scott Peppet, and Andrew Tulumello in *Beyond Winning: Negotiating to Create Value in Deals and Disputes* (Harvard University Press, 2004).

1.2.2 The conflicts from cultural diversification in the workplace

A company's workforce is made up of many different types of people. Assumptions about employee values and expectations are no longer valid. In order to address people's needs, organizations must be in place to do so. An organization is only as good as its leadership. Anyone who works in an organization knows that people are the most precious resource there is (Komurlu and Arditi, 2017). In addition to being the essential building blocks of an organization, they are also the primary unit of change within the organization.

As Schneider and Barsoux (2003) point out, workplace diversity involves people's perspectives of themselves as well as those around them. Cultural diversity affects people in a variety of ways, both personally and professionally. A problem that affects one person impacts everyone because people like to identify with groups that share cultural commonalities.

When employee communication is poor, the organization will suffer. It's in everyone's interest when there's a lot of cooperation and interaction within the organization (Khosravi and Rezvani, 2020). Diverse human communities and cultures are located in a given region or all over the world, which is known as cultural diversity. Also known as multiculturalism within an organization. It's easy to see the distinctions between people based on their language, clothing and traditions, but there are also significant disparities in the way societies are organized as well as their common morals and how they interact with their surroundings.

What diversity refers to are the attitudes and behaviours that lead to acceptance and tolerance. As a result, the workplace must acknowledge individual variations and progress beyond simple tolerance to embrace the valuable parts of diversity that exist inside each individual (Väyrynen, 2019).

Globalization, changing demographics in the labour market, and a better understanding and acceptance of individual differences have all contributed to workplace diversity becoming a hotly debated topic among business leaders and managers. This has led to an increase in the importance of managing diversity across both public and private sector organizations (Wu and Zhao, 2018). Patrick and Kumar (2012) say it's the need to tap into all employees' creative, cultural, and communicative skills and use them to better organizational policies, products or services and customer experiences.

There are policies and procedures for dealing with issues of cultural diversity in the workplace that ensure no one is negatively affected and that the positive features are welcomed while the problematic ones are dealt with in an effective way, this is called cultural diversity management. There are several factors to consider while managing cultural diversity, such as assessing an organisation's current culture and beliefs in order to find positive features and making required improvements to those traits that may hinder cultural diversity in the past, present, and future (Anca and Vazquez 2007).

While cultural homogeneity is still a consideration, cultural diversity management involves selecting employees based on their qualifications, experience, and potential value to an organization, independent of their cultural background (Kammerhoff and Lauenstein, 2019). When it comes to managing cultural diversity in the workplace, it is important to understand the following: the reasons for managing workplace diversity, the benefits of managing workplace diversity, the challenges of managing workplace cultural diversity as well as the recommendations for managing workplace cultural diversity.

1.3 Diversity and Conflict Management

Workplace diversity difficulties can only be effectively addressed when employees are upfront about social diversity challenges. This is difficult to achieve, especially in a large group, but is vital to finding a solution. However, naming the problem is not enough. It is possible for managers to take courses in conflict resolution, diversity, and conflict management, and to perform exercises with their team to go through situations and discuss personal difficulties (Eiden and Juresa, 2021).

Managers should familiarize themselves with all applicable worker protection legislation in order to ensure that employees' rights are not violated. A racially derogatory phrase is not just offensive; it also constitutes discrimination against the worker. As a result, the corporation could be sued, resulting in unfavourable publicity and expensive legal expenditures. A company's performance is often negatively impacted by conflicts (Bagshaw, 2004). Because the major objective of organizational leadership is to establish mechanisms for addressing challenges that may limit an organization's performance so that it can provide value to its owners and fulfil its objectives as a company. Conflict prevention is a useful strategy for the managers of an organization.

An organization's membership is made up of people from a wide range of socio-economic and cultural backgrounds. When people are separated by these differences in diversity, cultural conflicts can arise as a result. In other words, managers and leaders in companies with a diverse workforce face huge obstacles in their quest for effective strategies for recruiting and retaining the best qualified personnel.

They become more apparent as more organizations strive to expand their competitive edge by engaging in global operations (Kolawole, 2019). Workplace conflicts are more likely to occur

when there is a greater diversity of workers. However, when organizations implement successful techniques for dealing with this variety, they benefit from a more imaginative and creative staff.

Multiple studies undertaken by researchers and academics have found that diverse perspectives are essential for organizational performance. On the other hand, diversity in the workforce is also described as a hindrance. According to a variety of sources and research, there are various possible methods that employees can and have applied to improve workplace advantages and to increase the number of culturally diverse employees in the business (Mor Barak, 2000). Numerous studies have demonstrated that workplace diversity has an impact on organizations. The cultural diversity at work is one of the most important areas of interest for research investigations, as an organization's total performance is heavily influenced by the performance of the people who work there. Studies have shown that diversity in the workforce improves employee morale and productivity employees are encouraged to participate and get involved. When it comes to a diverse workforce, employers tend to place a larger focus on attitudes of the staff or employees that have been learned via personal experience (Hadfield and Chapman, 2019).

A range of literature was reviewed in this diversity management essay, including literature on cultural and racial differences in the workplace and inclusion. It is also considered as a crucial topic of interest for all levels of management due to the influence workforce diversity has on the organization's function. It turns out that culture is seen as an intangible asset or source that is difficult to imitate (Herring, 2009). Making decisions and coordinating efforts are required to develop diversity management in order to facilitate the main process of providing a core advantage for the organization's performance. Within and outside the organization, value is created through collaboration with suppliers or business partners (Kamukwamba, 2017). There is a positive

association between organizational success and workplace cultural diversity, according to the literature analysed for this study's research. There are, nevertheless, many unanswered questions.

Investigating the link between managers' opinions on cultural diversity and their effect on cultural diversity management might be useful. However, further research must continue since there is a reason for a lack of equity in terms of diversity in the workplace. It is crucial to understand the link between negative and positive effects of cultural diversity in respect to the numerous cultures represented in the organization (Amaram, 2017).

1.3.1 Enhancing and Modifying Organisational Approaches

If an organizational structure represents just one culture, the conflict of cultures will be passed down to future generations. Such situations demand structural modifications to make the system more sensitive to cultural norms of others. Since it helps attract the best and brightest employees, today's corporate culture is considered one of the most important selling points for a company. People in the organization are expected to contribute to the company's corporate culture (Afzal-Khan, 2013). A business's culture is formed by individual performances, organizational traditions, and a common history. As a result of employee performance influencing corporate culture, a culture where cultural variety impacts the organization, individual behaviour, and groups are formed. Individual diversity, or worker diversity, can consequently have a significant impact on the overall success of a firm or organization (Thompson, 2020). For workplace diversity and inclusion, factors such as race and sex are all crucial to consider. In the authors' opinion, diversity and equality are intertwined in an organization's employees.

On the other hand, when the topic of "workforce diversity" is raised, people tend to talk about how things are different from each other. Phenomena such as experience, beliefs and knowledge are considered to play a role in the creation of organizational culture (Rasmussen & Jones, 2018). Divergent ideas, attitudes and aims lead to conflict. As Barki and Hartwick (2004) describe it, conflict occurs when "interdependent parties have negative emotional reactions to perceived disagreements and interference with their goals". "Perceived incompatibilities or different perspectives among the individuals affected" is how Jehn and Bendersky (2003) characterize it. As a result of conflict, an organization's effectiveness may be harmed, and employees may be terminated. Contrary to popular belief, research reveals that not all confrontations are harmful to

the participants. When conflicts occur, new ideas are generated, creativity is stimulated, and change is sparked.

Conflicts may also serve as a warning sign for problems. To avoid resource wastage, degradation of group cohesion, the formation of an unpleasant working environment, risks to psychological well-being, and a rise in hostility and aggressive behaviours in an organization, it is necessary to act when conflict in an organization becomes unfavourable, however. According to Nahavandi and Malakzadeh, conflict reduction or prevention may use a behavioural or attitudinal approach. It is possible to reduce and avoid behavioural conflict by enforcing rules and regulations, separating employees or providing them clear instructions. Other tactics include the use of an external opponent, increasing financial resources and rewarding teamwork. For example, having a common enemy, rotating employees, increasing resources, team building, and growing the organization are all ways for resolving attitude disputes.

According to Nahavandi, managers may create conflict by bringing change, increasing task ambiguity, and encouraging interdependence or competitiveness. As Robbins and Langton (2001) describe it, conflict management is the use of resolution and stimulation techniques to achieve the ideal level of conflict. To their credit, they did identify problem-solving techniques (in-person meetings), as well as resource growth, avoidance, and modifying the structural variable, which entails changing the formal organizational structure and conflicting parties' interaction patterns through job design and transfer, among other things. On the list of stimulating methods were the use of threats as part of communication, the appointment of a devil's advocate, and organizational rearrangement.

Consider using measures or tactics, such as appealing to subordinate goals, boosting resources and changing individuals to successfully settle and manage conflict (Papadonikolaki and Van, 2019). According to them, managers can use a variety of conflict management tactics during talks, including avoiding, appeasing, competing, compromising, and cooperating. In addition, managers should strive to create a conflict-positive organization that embraces diversity, empowers people, and strives for a win-win solution to conflict. Workplace self-categorization and categorization are directly influenced by organizational variety. Self-categorization refers to a method for mentally classifying employees according to certain behavioural traits. Prior to their unobserved behaviour traits, the organization's membership is divided into two categories: demographic and unobserved characteristics (Beniflah and Veloz, 2021). For an organization's people to feel valued, a good workplace culture makes use of their differences. Several experts in the field believe that diversity and inclusion in the workplace may be enhanced, as well as the overall performance of a group within an organization. But when variety is not acknowledged or respected in the workplace, group cohesion suffers owing to a lack of homogeneity, according to research.

According to the authors, an organization's workplace will not be productive and competent unless the diverse staff has a unified character (MacCurtain & Mkamwa, 2010). If the corporate culture of a business, on the other hand, satisfies the needs of its diverse workforce, the company obtains a tremendous competitive edge and reaps a host of benefits and advantages. Diversity and inclusion of the workforce is one of the most significant elements in enhancing organizational performance using creative techniques and the investigation of new possibilities and ideas, according to the study's findings. Workplace diversity is one of the most important aspects of organizational management that has been ignored by organizations in recent decades, and this is a serious

problem. There is a serious dearth of literature on the subject (Deshmukh, 2021). Diversity and inclusion and their impact on corporate culture are no longer topics that can be ignored by organizations, according to experts. In order to educate managers, a few diversity-related training programs have been developed. Staff members' heterogeneity and organizational performance will be enhanced by utilizing workforce diversity (Shaukat and Yousaf, 2017). This type of training is beneficial to individuals because it enables them to adapt to their own culture, as well as the culture of the organization's. Individuals are more likely to adapt to one another and the organization's culture as a result of this process. Special emphasis must be made to diversity and inclusion in the workplace, since it is directly related or associated with job satisfaction and performance amongst employees. " (Beaver & Hutchings, 2005).

Businesses operating in a global economy are more likely to use global sourcing to hire people of various races, ethnicities or sexual orientations, which increases the diversity of their workforce (López and Kepner, 2020).

In addition, the customer base is getting more and more diverse, and this trend is likely to continue. The human resources department of a business has a key role to play in retaining excellent employees. Employee relations (HRM) is a critical competency in every organization that wants to handle employee-related challenges effectively. Problems like motivating employees and making them more satisfied with their jobs are common. Other challenges include helping an organization get top talent through selection and recruitment (Scherrer, 2017).

As a result, HRM must identify connections between elements that lead to poor employee performance, such as low work satisfaction. Negative workplace confrontations have been linked

to low job satisfaction, according to Lee (2008). Training and development, as well as resolving conflicts within an organization, are all activities that HRM participates in as a key competency for an organization. Improves communication between an organization and its workers as well as employees with other employees. Both positive and bad outcomes result from these confrontations. Conflicts may be a catalyst for growth in a company. According to Bacal (1998), a successful organizational conflict entails offering workers the opportunity to learn together and developing procedures to foster employee collaboration. According to Collins and Rourke (2005), disputes may offer employees the opportunity to create strategies for coping with similar conflicts in the future. While workplace disagreements may be the result of a lack of communication, they may also be a way for employees to become aware of and/or understand the many elements that could contribute to future conflicts.

Those with this expertise are able to build honest and open communication channels inside their organizations as a result of it (Lee, 2008). Difficulty thinking and seeing things from many angles may lead to well-thought-out ideas that can help an organization achieve greater levels of performance. Plethora of things impact an organization's success. A few of these qualities include staff satisfaction and morale, as well as employee turnover rates, productivity, and burnout rates. It has been shown that these qualities are directly connected to workplace disagreements, according to Bacal (1998). Indeed, workplace diversity is one of the most common causes of workplace conflict due to disparities in professional abilities and cultural backgrounds. An efficient management of workforce diversity may increase productivity, encourage employee engagement and reduce absenteeism, turnover, and turnover rates. To resolve any issues that negatively influence employee productivity, HRM plays a crucial role. (Anand and Vohra, 2020).

If there are unpleasant arguments, diversity can lead to disagreements, which in turn affect employee productivity by lowering morale at work.

Contrarily, an organization will reap the benefits of constructive conflict caused by inequalities. Good workplace diversity conflicts may increase an organization's performance, and Google is a great example of how this can happen. Having a diverse workforce allows Google to solve problems more effectively and enhance customer relations management (CRM) as a result (Watson and Watson, 2017). Therefore, it is plausible to assume that a competent management of organizational conflicts, which includes discussion and debate on different concepts linked to differences in skill and creative levels, has favourable outcomes. By using a diverse workforce's creativity and invention to achieve market dominance, Google, for example, has earned a competitive edge. It is the goal of workplace conflict management to ensure that conflicts do not adversely affect an organization's success. High staff turnover is one of the negative effects of workplace conflict. Many organizations utilize labour turnover as a performance measure. To determine whether a worker will remain committed to the organization's work (Roberts, 2017). Employees leave their jobs for a variety of reasons, both voluntarily and involuntary. A voluntary turnover occurs when people quit their positions voluntarily, rather than because they are unhappy with their jobs.

Due to unanticipated events, employees are driven from their employment by an unplanned turnover. This includes low income, a feeling of being exploited, conflicts with co-workers, and a lack of work-life balance (Cao and Jiang, 2020). Labour turnover can be managed in certain circumstances, while in others it is unavoidable. An effective conflict management system, for example, can regulate and avoid employee turnover if workplace disagreements are the cause of

the turnover. When this does not happen, the impacts of high employee turnover due to workplace conflict have serious short- and long-term consequences for an organization's success (Abramson, 2020). As McClure (2004) points out, excessive staff turnover in organizations leads to increased recruitment costs, as well as the training of new workers to fill the gap left by departing workers. A company that wants to leverage cost competitiveness as a competitive advantage should manage turnover as soon as possible. In order to deal with it effectively, organizations must address the underlying reasons, such as workplace conflicts. In order to prevent organizational disagreements, the most effective method is to develop techniques for preventing them from occurring (Meadow and Porter, 2018). When it comes to conflicts, on the other hand, they serve as a warning indication of future difficulties that might negatively impact employee productivity, such as a lack of motivation.

Success in arbitration, mediation, and reconciliation creates opportunities for strong bonds to form between work teams and individuals. This is because good employee connections are the foundation of a high-performing team's productivity and somewhat destructive workplace disagreements may help foster that (Meadow and Porter, 2018). When people live in harmony with each other they are more likely than not to be indifferent to the world around them. They are also more likely to respond to calls for change and innovation. It follows that conflict should not only be tolerated, but rather encouraged, as long as there is just enough disagreement to keep the group self-critical and inventive while still maintaining the group's vitality (Mckenna, 2015). Interactionists describe conflict as functional or constructive when it helps the group accomplish its goals and improves performance. Since conflict in the workplace is inevitable and acceptable,

it's an indication of excellent management. Conflict within specific limits is required for productivity (Assefa, 2019).

Those organizations that don't encourage confrontation are more likely to suffer from stagnated thinking and bad judgments. A conflict may be too high and require a decrease, but it may also be too low and demand an intensification, according to the interactionists (Shen and Slovak, 2018).

The radical approach holds that organization is one of the key battlegrounds. Here, the power disparity between managers and employees is brought into sharp focus by focusing on the owners of the means of production (managers). Many factors, including professional values, limited resources, career development and special privileges, can lead to conflict. When it comes to organizational conflict, a radical perspective on capitalism sees it as a natural outcome of exploitative labour arrangements in capitalist economies (Zhang and Cao, 2018).

1.3.2 Conflict resolution

Assembling a consensus and increasing collaboration amongst opposing groups is the act of resolving disagreements between the parties concerned. Disagreements between contesting parties can be resolved through conflict resolution. Concerning the causes of a disagreement and how to prevent it from occurring again, it's important to evaluate it from the viewpoint of the circumstances that lead to it (Sajjad and Wang, 2019). At all levels, conflict has the ability to develop and be managed in various ways, positively or negatively. If there is a conflict in the workplace for example, it is recommended that managers should first identify themselves as the causes before creating a method to resolve it. Different approaches may be needed to adequately deal with conflict in different settings, the means of conflict resolution is profoundly important and must be taken into consideration when the issue is conflict.

Conflict resolution is a method to resolve a disagreement that may otherwise lead to violence and/or damaged relationships between individuals, as a consequence of this definition. Diminishing or eliminating disagreement before it damages relationships is always the best option. Either a rational or an emotional approach can be used to resolve a conflict (Chen and Peng, 2018). Conflicts may be harmful or helpful, depending on how they are handled (Richman and White, 2019).

If conflicts are handled effectively, appropriately addressed, or averted at the right moment, they can be positive for an organization. A person who tries to stay out of conflict does not have to listen, even if they disagree with them. On the contrary, virtually every issue in which there is a dispute should be explained, as it may otherwise be the basis of further conflict.

Conflict should whenever possible be approached with a constructive attitude, realizing that it occurs because of its importance, and striving to prevent conflict in the future. However, conflict should not be disregarded in order to obtain beneficial outcomes

1.4 Mediation

Mediation is the process of intervening between two parties in resolving any conflicts between them. Borisoff and Victor (1998) describe mediation as a “form of alternative dispute resolution that is often sought when disputing parties are unable to resolve their differences on their own.” Mediation is one of the most important characteristics of successful methods to resolve problems when ideas, values, and beliefs clash and a conflict is triggered. Most conflicts result from miscommunications and misunderstandings and with the help of mediation the process helps in

identifying the misconception and misunderstanding. Conflict is also caused by people's thoughts, not by actual events or events in the world (Lee and Won, 2017).

Mediation has a fundamental importance in ethical and cultural change, in awareness, so that people are masters of their destinies, empowered and invested in self-management and peaceful solution of their own conflicts, with self-determination (Muzskat, 2003).

Also, mediation is an excellent tool for conflict resolution, as it humanizes the existence of conflict and its attempt at resolution. Mediation assumes a fundamental role, as it manages to change mindset, perspectives, and the paradigm of how to deal with conflict, through the replacement of a culture aimed at resolving conflicts in litigation, by a culture of peace and harmony (Cunha and Lopes, 2012).

When compared to conflict situations, disputes provide a lesser threat, yet nonetheless have major effects. This is especially true when it comes to making personal decisions about things. In their daily lives, people want to make decisions on their own and do not want anybody else to make those decisions for them.

Differences of opinion are a common cause of conflict. The effect of this is that disagreements can force people to look at problems and concerns from numerous angles rather than simply their own one. Therefore, conflicts aren't always harmful; they can sometimes spawn fresh ideas and perspectives. In a world where everything is always changing, these new ideas have the potential to help people grow and improve themselves. Employees are surrounded by conflict in every area of existence, one of them may be company operations, which are incredibly important in today's globalized environment (Zartman, 2019). Commercial contracts, for example, might lead to

conflict between the parties to the contract. So, the likelihood of a conflict goes up considerably. The disagreement and dispute in commercial contracts and explain whether they are unavoidable. employees look at ways to resolve disputes in business contracts, and compare and contrast them (Verrept, 2019). Finally, employees give an example of a dispute and show how to resolve it.

In mediation, a dispute is resolved through actual meetings on a path agreed between them. The mediator accompanies the participants of the meetings in the necessary conversations between them and supports them by identifying problems and methods to solve them. The mediator does not make judgments, as in a courtroom, nor does he or she announce benefits, as a mediator does. In short, the conclusion of the mediation process does not require that the assembled parties come to an agreement or that any form of restraint, such as honour or conviction, be removed. Rather, mediation is a meeting of disputing parties who take responsibility for their problems and resolve them. It is an interaction in which the interlocutors propose agreements to solve the problem. It aims to open a debate and start working. The mediation process is not an exchange of views, as there are specific objectives to resolve the existing conflict and find alternative ways to resolve the issues. Furthermore, the mediation process is strictly private and secret. This means that the mediation process is restricted to the parties, and matters discussed during mediation cannot be opened by the parties outside the mediation. The other thing is that mediation does not limit the meetings you can go to, because mediation is a voluntary process and it is only up to the parties to decide whether they want to participate in mediation or not, any party involved in a mediation process can withdraw from the mediation at any time, without justification.

1.4.1 How mediation can be an advantageous method of conflict resolution

Litigation takes more time than mediation. Both sides must agree on a mutually acceptable solution for the dispute to be resolved in a timely manner. An impartial mediator helps conflicting parties reach a mutually beneficial agreement in a private and confidential setting (Han, 2017). The entire process, from requesting mediation to achieving a settlement, usually takes no more than a few days. Litigation, in contrast to mediation, is a protracted procedure. There are many legal issues that the court must examine in addition to the lengthy procedure (Combs and Crook, 2019). The average civil lawsuit in a regular court takes many years to resolve. A quick resolution to their problems can be achieved by choosing mediation.

The cost of the mediation process is also lower than that of the lawsuit process. As a result of the shorter time required to resolve a dispute, mediation has a lower cost (Magee and Gordon, 2017). There were enormous legal expenditures associated with the lengthy trial that took place in the traditional courtroom setting.

Parties get a more mutually satisfying conclusion through mediation as well (Vucetich and Burnham, 2018). With the mediator's help, both parties in a dispute will be able to express their concerns about their respective benefits from the issue. A compromise will be achieved on a resolution, which means there is less of a chance that the agreement will not be followed.

1.4.2 The advantages of mediation in workplace disputes due cultural diversification

It's not uncommon for people considering mediation as a means of resolving a conflict to ask what the process can do for them in the process. Even though no conflict resolution technique can guarantee precise outcomes, mediation has a few advantages.

1.4.3 Mediation is a voluntary process

Because it offers a better chance of achieving an agreement than litigation or other procedures involving third-party decision makers, parties choose mediation over litigation. Creating new ideas cannot be forced on people (Lee and Won, 2017). The utilization of this alternative dispute resolution mechanism is not mandatory for any party. These possibilities include formal grievances and appropriate legal remedies if the parties are unable to reach an agreement in mediation.

1.4.4 Mediation is private and confidential

Individuals can explore ideas and modify their perspectives in a secure setting without having to worry about losing face in front of their classmates or co-workers through the use of mediation. During a mediation, the parties meet in a private, neutral location with an impartial third-party to discuss their problem and seek a resolution that fulfils both sides' criteria and interests (Einarsen and Skogstad, 2018). If both parties desire it and consent, or if it ethically violates the pre-set confidentiality limitations, nothing said in the session will be shared with anyone.

1.4.5 Mediation is both timely and convenient

Scheduling and holding a mediation session can be done in only a few days instead of weeks or months. In the event of a dispute escalation, this can be crucial in preventing unnecessary delays in finding mutually accepted settlements (Shen and Slovak, 2018).

1.4.6 Mediation is procedural assistance of a neutral third party

By acting as a facilitator and providing structure, focus, and communication aid to the parties, the mediator's goal is to help them develop their own satisfactory, practical solutions (Zartman, 2019). His or her role is to provide objective, unbiased advice from the standpoint of someone who has no other stake in the resolution of a conflict other than their own.

Chapter 2. Research Methodology

This study regarding its epistemology, was developed following an inductive empirical approach and presents a mix of quantitative and qualitative research. The aim of the study was to analyse and exemplify existing conflicts in the workplace and assess the use of mediation as an adequate conflict resolution tool. A questionnaire was developed with the sole and exclusive purpose of seeking answers that met the objectives of this research. And the result of the questionnaire was presented as the final basis for this research, based on the evaluation of the answers to that questionnaire.

This research would take a step forward in a form of alternative conflict resolution, through the assessment of the different factors of conflict in the work environment. Throughout this chapter, all the methodological choices that supported this research will be presented and explained, such as appropriate philosophies and approaches, design, among others.

The procedure was chosen as support to identify and analyse the resolution according to the range of conflicts that arise due to cultural diversification within the organization that requires the analysis of the factors that usually cause these conflicts, how companies behave in these conflicts, as well as an analysis of an alternative for resolving these conflicts, such as the use of mediation. The questionnaire elaborated had the function of reaching the clarification of such questions, the result of the questionnaire was analysed simultaneously with the literature review presented.

The methodology would seek to express a systematic approach to finding the research procedure to answer the proposed study question, since this study has a significant role in resolving the conflict that arises in the work environment. This research aims to study the conflicts arising from

cultural differences in the work environment, following a scientific approach to conflict resolution, analysing the use of mediation as an alternative tool for conflict resolution in these cases.

2.1 Research Design

Research methodology generally strives to help extract knowledge that helps in evaluating research protocols and helps in explaining research questions and provides a structural framework for the processing that is needed to designate approaches that are required on a scientific basis (Saunders et al., 2009) (see figure below). This research was carried out considering the research onion model, developed by Saunders.

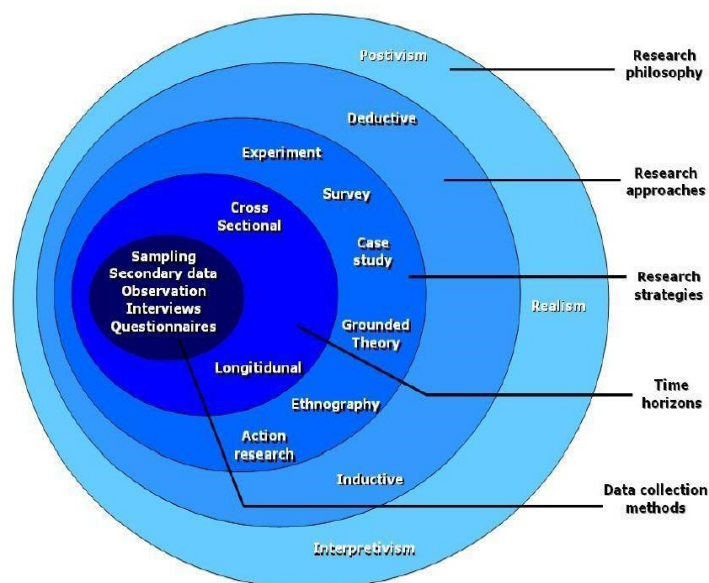


Figure 1 - Research Onion – Saunders et al. (2009)

The research methodology also helps to find the research objective that could help frame the research process structurally, adapting a specific protocol that could have helped in adapting approaches to resolve the conflict arising in the workplace (Mohajan, 2018). For each survey, the

chosen method contains several different techniques and procedures that could help frame the methodology, and in this study, the methodology would strive to adapt the protocols that would help in evaluating the proposed questions of the research objectives.

In this chapter, each theme related to this section will be presented and analysed, according to the research onion model, being also presented the justification of the methods that were chosen to develop this research.

2.2 Research Philosophy

Philosophies of research methodology is a proposed way of answering the research question, Lewis and Thornhill (2012) explain research philosophy as: “An over-arching term related to the development of knowledge and the nature of that knowledge”. taking into account that the present work is based on the interpretivism philosophies , since that the work aims to analyses the conflicts arising from cultural diversity in the work environment and the application of mediation as an alternative means of resolving these conflicts, considering that the research data collection base will be directed to workers in general, it is necessary that the approach be carried out taking into account the different points of view, perspectives and opinions of the participants. The philosophy of this research would help to assess a relationship with the participants considered in the research (Abutabenjeh and Jaradat, 2018).

The methodological approach of this research would not only respond based on existing knowledge but would also rekindle a structural relationship with the participants investigated in the questionnaire. The philosophy of this study will seek to respond based on epistemological

thought processing, as it helps to respond based on existing knowledge that contains significant information about the conflict within the organization.

2.3 Research Approach

The approach to dealing with a research article can be either inductive or deductive. Considering that the present research aims to analyse the subjectivity of the theme presented, through the junction of primary and secondary research, the inductive approach and what fits with the research objective.

The possible outcome of the result in the inductive approach identifies the key factors that make the inductive approach valid in this study because this holds a significant position in terms of making the objectivity of the research more reliable (Makaric and Puljak, 2020). This research would help in developing the hypothesis of the research that adds credibility in conflict management because the issue and the cultural diversification requires an inductive technique in developing a relationship of conflict resolution in the organization.

The inductive approach of the study also helps in identifying the related concerns of the organizations that hold a significant position in implementing the distinctive approach and their adaptation according to the condition available.

2.4 Research Strategies

The research strategy can be classified into qualitative, quantitative, case studies or action-oriented research, the present study chose to use two research strategy methods, qualitative and quantitative. The research strategy defined for this research is qualitative and quantitative in mixed model research.

The quantitative research strategy will be carried out through a survey in the form of a questionnaire. The survey is among one of the important strategies in research methodology because strategy helps in striving by adding the credibility of the data collection. The strategy would help in making a significant impact concerning the validity of the research by adopting a relevant survey method that supports the research question of the study (Säfsen and Gustavsson, 2020). The strategies help in adapting the approach that contains tacit knowledge in collecting the data from open or closed-ended questionnaires.

Regarding the qualitative collection, this was carried out through research on the subject in books and academic articles (literature review).

2.5 Sample

Sampling becomes necessary for this type of study since it is through sampling that the research question and objectives are answered. According to Saunders et al (2007) “Whatever your research question(s) and objectives you will need to consider whether you need to use sampling. Occasionally, it may be possible to collect and analyse data from every possible case or group member; this is termed a census. However, for many research questions and objectives, it will be impossible for you either to collect or to analyse all the potential data available to you owing to restrictions of time, money and often access. Sampling techniques enable you to reduce the amount of data you need to collect by considering only data from a subgroup rather than all possible cases or elements (figures 3).”

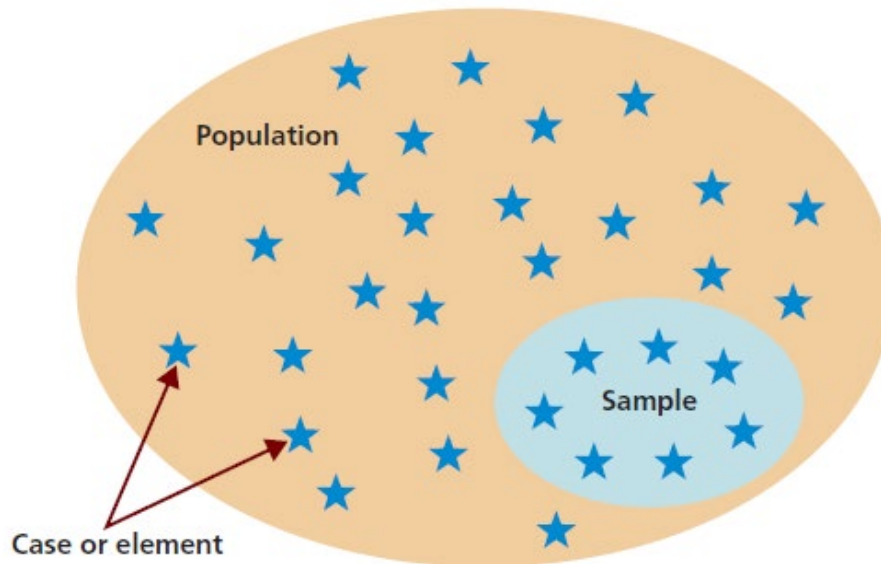


Figure 2 - Population, Sample and Individual Cases. (Saunders et al., 2006)

The aim of this study is to explore conflicts in the workplace arising from cultural diversity and the use of medication as an alternative means of these conflicts, taking this into account, the target sample of this study was randomly chosen among employees of different expertise who work in companies that have cultural diversity in their workforce, in a way that would help to keep the data under the cultural diversity aspects of the organization.

2.6 Data Collection Method

This research was developed through the collection of data acquired through both, primary and secondary source material. The collection and analysis technique will be coordinated and explained throughout this chapter.

The questionnaire used in this research can be considered as a mixed quanti-quali research method since the questions developed and used in the questionnaire were designed specifically and solely to support the research question.

The participants involved in the research were randomly chosen, without preference of gender, age or culture, the only requirement to answer the questionnaire was to be working, due to research being in conflicts in the work environment. The participants involved in the research were randomly chosen, without preference of gender, age or culture, the only requirement to answer the questionnaire was to be working, due to research being in conflicts in the work environment.

In addition, the questionnaire was designed in order to understand whether the participants have already experienced conflict in the workplace, whether cultural diversification is considered a recurrent conflict and whether the level of knowledge of the participants regarding the use of mediation and its effective application as an alternative means of conflict resolution in the workplace.

The questionnaire mentioned above, created specifically for this survey, was generated on the platform called Google Forms, contained a total of 12 questions and was distributed by email and made available on some social networks (Facebook, LinkedIn and WhatsApp). The following information was provided as the initial paragraph of the questionnaire and explained the reasons for the research and its objectives:

Purpose: This research has an academic purpose only. There is no direct benefit from answering the questionnaire, but your participation will have an importance in the development and further understanding of the topic.

Confidentiality: Any answers provided will be sent to a link at Google Forms, and the data collected will be stored online in an electronic format protected by a password. Information such as name, email address or IP address will not be collected by the platform. As a result of this, all responses are completely anonymous, and no identification is required.

Aim: This research and the main objective is to understand the dynamics of conflict and its social bias in understanding human relationships for conflict resolution and in the mediation process, including forgiveness as personal development.

Concerns: In case you have any doubts or concerns in relation to this research, you are welcome to contact the research candidate Bruna Bastos (brunabastoscf@hotmail.com) who is a registered student at Independent College Dublin undertaking the degree of Master of Arts in Dispute Resolution.

In case you feel that this research has not been able to maintain ethical principles, please contact Independent College Dublin at the contacts below:

Independent College Dublin at Block B, The Steelworks, Foley St, Dublin 1, or by email: info@independentcolleges.ie

Proceeding with the questionnaire, you are automatically indicating that:

You have READ and AGREED with the above information.

You agree to participate in this research VOLUNTARILY.

You are 18 years or over.

Thank you for your time and for assisting me in the completion of my master's degree.

2.7 Data Analysis and Procedure

Data analysis it is a significant step for carrying out the research, since the correct analysis of the data collected, it is essential for the truth to be obtained as a result of the research. The collected data helped to make and form a relationship with the technique that would help to reflect the reliability of the data, and once the reliability of the data was formed, it would be easier to form the relationship with conflict management within the organization specifically in diverse cultures.

This study sought to use two different types of techniques for data collection quantitative and qualitative. The collection of qualitative data was essential for the study of the answers to the questionnaire applied based on literature review research. Quantitative data collection was through the analysis of responses collected from the questionnaire.

The data collected by the questionnaire was performed using google forms and was downloaded in excel and is available in the appendix of this research. For better visualization of the results obtained through the questionnaire, charts were created to illustrate and facilitate the understanding of the results obtained. In conclusion, after all collection and its respective analysis, it is important to clarify that the result provided was in accordance with the perspective of the sample.

2.8 Time Horizon

The time horizon is considered an important aspect of the methodology that only revolves for a single data collection and becomes a key factor to make a relationship with the issue of conflicts that needed to be resolved through the structured questionnaire (Zhang and Lv, 2019).

This study would seek a specific approach in a generalized view of conflict resolution in the workplace through the use of mediation, in cases of cultural diversification, in this study, the

longitudinal technique, as a time horizon would be used and would help to make with the data collected from different departments to broadly reflect opinion in making a relationship with conflict resolution (Shubina, 2018).

This study would make a unique data collection that would help to have a significant impact on addressing conflict resolution that could have varied significantly in terms of one aspect of cultural diversity (Clarke and Visser, 2019). The time horizon in this study would have significant importance that would help to reflect the generalized view of conflict management in the organization when there is a diverse culture available in the organization.

2.9 Ethical Consideration

Research ethics calls for the confidentiality of the research and it also enhances in keeping the procedural protocols and declarant of the research. Ethics holds significant importance with respect to keeping the secrecy of data and the profile of the respondents under confidentiality.

The research ethics in this study plays an important role in maintaining the privacy profile of the respondents because the data needed to be collected within the organization so it would be required to maintain privacy and guard all the information collected to make it confidential.

The present study was carried out within the ethical and moral parameters required and honestly guided with a specific academic objective. The research carried out for the elaboration of this work, through a questionnaire, does not present confidential or personal information. All participants involved in the research were initially informed about the content of the present work and consented by answering the questionnaire. It is also worth adding that the answers obtained

through this study will only be used to support this dissertation and will not be published on any other platform.

2.10 Limitations of Methodology

Research limitation plays an important role in research limitation because each organization is unique and necessary to inculcate tacit and explicit knowledge (Hughes and Barlo, 2021).

The present work will approach a theme that is considered extensive, and little discussed in the literature, making it possible that some information relevant to the approached theme may have been left unmentioned. In addition, the data collected behind the questionnaire presented the personal perspectives and points of view of the participants, which influenced the result of the survey. Considering the globalized world and the immense cultural diversity present in different sectors in the workplace, it is possible that the data collection presented in this work is not enough to be significant.

Chapter 3. Presentation of the Data

In this chapter, the presentation of the collected data will be addressed. This study is classified as a cross-sectional study and is established in an observational, behavioural way, which aims to analyse and evolve the data collected over a certain period in a sample population of a subset.

All the information was collected in the cross-sectional study and comes from different people who work in an environment considered to be multicultural, it is worth mentioning that the participants in this research are from different sectors, and do not carry out the same activities. Also, during the investigation, the primary variants of the present did not change.

The study used in this research, already mentioned above as cross-sectional, was coherent, concrete and was developed using a qualitative and quantitative approach, following a transversal and descriptive line.

The survey consisted of twelve questions, exclusively produced for this research, was made available on the Google Forms platform and was distributed to participants through social media such as Facebook, WhatsApp and LinkedIn.

All questions contained in the questionnaires were open questions and the purpose of the questionnaire was to collect the experience and perspectives of the participants in relation to conflicts in the workplace due to cultural diversification, the questionnaire was developed and distributed with a focus on participants who considered their workplace as multicultural, therefore, the quality of the data collected coincides with the line of reasoning at the conclusion of the present research.

By participating in the research, the participants were informed about the objective and aims of the research, as well as the necessary information about the ethics and moral issues of data protection provided by the participants when answering the questionnaire.

The first part of the questionnaire consisted of general questions, intending to analyse whether the participant met the essential requirements to elucidate the research, such as be working and considering their workplace as multicultural. The rest of the questions were intended to validate the existence of conflicts in the workplace and assess the effectiveness of mediation as an alternative means of resolving disputes according to the perspectives of the participants.

In order to elucidate the questions, the concept of cultural diversification and mediation was made available, so that all participants were able to understand the purpose of the questions.

To facilitate the analysis of the data collected through the questionnaires, graphs were illustrated and will be presented together with the result of the data collection.

Chapter 4. Data Analysis and Findings

In this chapter, the data collected from the participant's responses to the questionnaire will be presented and evolved. In this part of the research, the main objective is to define and measure the participants' knowledge about conflicts in the workplace, due to cultural diversification and to identify how the use of mediation as a means of conflict resolution can be appropriate for cases of conflict in the work environment due to cultural diversity.

Respondents agreed to participate in the survey as contact persons received 151 survey documents. Also, the respondents are impartial as they would expect the survey questionnaire to be to maintain their credibility while answering the questions of the study.

This chapter addresses the participants' view of conflicts in the workplace, and how they behave in the face of a conflict, as well as analysing the participants' opinions regarding the use of mediation as a means of conflict resolution.

The measurement results and audit findings of these surveys are presented through the inferential analysis. The inferential analysis is based on systematic responses that are based on questions to be answered and, based on these questions, the positions that are taken and to be concluded were expressed. The complexities of survey and coding respondents were taken into account. Survey responses for each question have been recorded in the inferential analysis of the study.

The survey is inducted and intends to specify the basic concerns through answering basic questions related with the conflict resolution and the questions were asked about the experience and witnesses of a diversified workplace. These factors were identified and implied in the survey in the questionnaire and shaded to distinguish between multiple incorporated items in which conflict,

diversified culture, witness, reporting, mediation and awareness regarding the implication of the mediation is incorporated. The outcome of the analysis would be helpful in providing benefits that were judged to conflict exists between people or have potential for organisation were then explored further to identify those things that added value to the varying issues like reporting and value of mediation.

As informed in the previous chapter of this research, the questionnaire was answered by professionals of different nationalities and cultures.

In the review, the points of concerns and the respondent's point of view were gathered and analysed and these points were then compared with the benefits of the conflict and mediated solution in a diversified cultural environment and identified in the survey and summarised. Where appropriate, questions relating to mediated decisions taken by the respondent's idea in conflict resolution. 'This enabled this study to be solved by taking a side and a conclusive idea of the respondents relevant to both 'clarity of procedure/quality of process' and 'conflict in workplace and reporting and its extent of reporting as well. The mediation course was particularly suited to complex and varied problematic conflicts and the positive purpose of many problems between staff would have an impact on working relationships.

According to the analysis of the data collected and that will be presented in this chapter, it will be possible to reflect on how conflicts due to cultural diversification are seen by the participants and their perceptions regarding the management of this type of conflict.

The twelve questions were as follows:

- 1- What is your birthplace?

EU (Union European)

Non-European (From outside the European Union)

2- Do you work in the European Union?

Yes

No

I do not work (if you do not, you do not need to answer this questionnaire)

3 - Would you consider your workplace a place with cultural diversity? (Cultural diversity is when differences in race, ethnicity, language, nationality, religion and sexual orientation are represented within a community)

Yes

No

4 - Do you believe that cultural diversity, even if unwittingly, can be motivate or aggravate conflict?

Yes

No

5 - Have you experienced or witnessed any conflict in your workplace?

Yes

No

6 - Have you experienced or witnessed any conflict in your workplace due to cultural diversification?

Yes

No

7 - If your answer to item 6 was “yes” then when the conflict occurred did you report yours to a superior?

Yes

No

8 - If you answered “yes” to item 7 then when you reported the conflict to your superior, then was the conflict resolved?

Yes

No

There was not even an attempt to resolve

9 - If you experienced or witnessed a conflict in the workplace then was mediation suggested by your company as a method to resolve the conflict?

Yes

No

10 - If the answer to item 9 was “Yes”, did the mediation help to resolve the conflict?

Yes

No

11- Are you aware of what mediation is and how it takes place?

Yes

No

Considering that your answer to item above was “no”

Considering that your answer to item above was “no”: Mediation is a tool used to resolve conflicts, in which a third party, which is called a mediator, acts as a facilitator of the discussions between the parties. The mediator has, as a rule, to be impartial and neutral throughout the mediation process, they are not there to make a decision. As stated earlier, the mediator acts only as a facilitator, leading the process and promoting constructive dialogue, and reflection of the situation, thus enabling both parties to have a better understanding of the conflict, with the intention that the parties, alone, in a cooperative way, can seek and reach an amicable resolution to the conflict

12 - After reading the above paragraph, if a conflict occurred in your workplace, do you believe that the use of the mediation could have helped in resolving the conflict?

Yes

No

4.1 Nationality

As mentioned above, the questionnaire was intended for workers in Ireland, due to limited accessibility to people from different places, but this limitation does not interfere

in the result sought by this research, since Ireland presents a great mix of nationalities in its society, thus reflecting in the work environment, which tend to have to be composed of people from different backgrounds and places.

It is also worth noting that trying to collect the individual nationality of each participant would be unfeasible and would not bring significant difference in the research result, so the questionnaire produced specifically for this study contained only two options regarding nationality, and the options contained in the questionnaire were whether the participant was European or not.

As for nationality, of the 151 participants, 58.9% of the participants were European and 41.1% were non-European. Thus, it is possible to assume that the respondents of this research were composed of a mix of nationality, thus reaching the intention of data collection through the questionnaire.

Also, to ensure that the respondents to the questionnaire were eligible and had the necessary experience to produce the data for this survey, it was also asked if respondents worked within the European Union, 99.3% of respondents reported that they worked in the European Union.

Therefore, the data produced in the first two questions of the questionnaire was essential for validating the opinion of the survey participants, with the status of the respondents being valid for the construction of the proposed thought.

4.2 A workplace with cultural diversity

As already mentioned, since Ireland is a country composed of people from different locations, it is assumed that the workplace was also composed of a mix of nationality, to collect data accurately, participants were asked if they considered their workplace in an environment with cultural diversity, so that there is no doubt about the understanding of the concept of cultural diversification, participants were introduced to cultural diversity as "when differences in race, ethnicity, language, nationality, religion and sexual orientation are represented within a community"

As expected, of the 151 survey participants, 99.3% of respondents said they consider their workplace as culturally diverse.

Thus, at this stage of the questionnaire, in view of the collected data, is possible to affirm that the research participants are able to give their opinion about the length of this research, as they live in a multicultural work environment.

4.3 Cultural diversity and conflicts in the workplace

In order to elucidate foundations for the analysis of this research, participants were asked if they believed that cultural diversity could even if unwittingly, can be motivated or aggravate the conflict. According to the responses collected, 92.1% of the participants believe that working with people of different nationalities is conducive to the occurrence of conflicts in the workplace.

4.4 Workplace conflict

After introducing the theme cultural diversity and conflict in the workplace to the participants, the participants were asked if they had already participated in or witnessed a conflict in the workplace and, as already mentioned in this research, it was corroborated that conflicts in the workplace are more common than people imagine, as 92.7% of the participants responded that they had already experienced or witnessed the occurrence of conflict in the work environment.

This question was raised in order to support the need to study a method to resolve conflicts in the workplace, which is the basis of this study, which despite focusing on conflicts related to cultural diversity, aims to assess the problem from this one of its roots.

4.5 Conflict in the workplace due to Cultural Diversification and Report

The next stage of the questionnaire was aimed at filtering conflicts in the workplace in general for conflict due to cultural diversity.

Respondents were asked if they had ever experienced or witnessed any conflict in the workplace due to cultural diversity, the number of respondents who answered yes dropped to just 82.1%.

Although the number has dropped compared to the number of experiences with conflict in the workplace in general, the number of candidates who have already experienced conflicts due to cultural diversity can be considered high.

In addition to measuring the experience of the occurrence of conflict in the work environment due to cultural diversity, another necessary aspect evaluated was reporting to the company's superiors when conflicts occurred, thus, the participants who answered "yes" to the previous question were

also asked if, after experiencing or witnessing such conflicts, they reported the occurrence of this conflict to their superiors, and for 82.1% of the participants, only 39.1% of the participants responded that the conflict was reported to their top.

Another point that needed to be analysed to better understand the company's dynamics when dealing with this type of conflict, the participants who answered "yes" to the previous question were also asked if the conflict was resolved when presented to their superiors, despite 47, 7% of participants stated that when the conflict was resolved when it was reported, the number was higher concerning non-resolution of the conflict, even if reported to superiors, with 18.5% responding that despite the attempt to intervene, the conflict was not resolved, and 33.8% of the participants stated that even taking the occurrence of the conflict to the knowledge of their superiors, there was not even an attempt to resolve it on their part.

4.6 Mediation as an alternative means of conflict resolution in the workplace

In the last block of questions, in order to elucidate and assess the use of mediation, participants were asked if mediation had already been suggested as a form of conflict resolution and only 22.8% of respondents declared "yes", that mediation was already an option proposed by your company as an alternative means of conflict resolution in your workplace.

In addition, of the participants who answered "yes" to the previous question, 81.6% said that in cases where mediation was used as a conflict resolution tool in the workplace, the conflict was resolved. Although it was clear that mediation is still an option little used by companies as a method of conflict resolution, it was shown that when used, it is efficient.

Finally, to analyse the perspectives of all participants on mediation, regardless of whether or not this method has already been proposed by their company as a form of conflict resolution, the participants were asked if they knew how mediation worked and 44% of the participants said they did not know how mediation worked, already counting on the negative response of the participants, a brief concept about the mediation process was provided *"Mediation is a tool used to resolve conflicts, in which a third party, which we call a mediator, acts as a facilitator of the discussions between the parties. The mediator has, as a rule, to be impartial and neutral throughout the mediation process, they are not there to make a decision. As stated earlier, the mediator acts only as a facilitator, leading the process and promoting constructive dialogue, and reflection of the situation, thus enabling both parties to have a better understanding of the conflict, with the intention that the parties, alone, in a cooperative way, can seek and reach an amicable resolution to the conflict"* and, finally, it was questioned whether, after reading the concept of mediation process, the participants believed that mediation could have helped in the resolution of conflicts already experienced or witnessed by the participants, 95.3% of the participants answered "yes", that they believe that mediation could have helped to resolve the conflict.

Chapter 5. Discussion

In this chapter will be present the critical analysis of all the information collected during the development of this research related to the purpose of evaluating mediation as an appropriate method for resolving conflicts due to cultural diversification in the work environment. By investigating the results of this research, it is possible to verify that the data collected are completely solid with the literature, consequently demonstrating the effectiveness of mediation in cases of conflicts related to this research.

The element of conflict in professional relationships is very important. The working environment or behaviour of professionals is often quite different from the usual culturally formed behaviour. Conflicts in work relationships can range from minor disagreements between co-workers to hostility and authoritarian brutality; they can be overt or covert, intentional or unintentional, but all disputes are characterised by bad experience. Anytime people work together for a prolonged amount of time, conflict is inevitable and being able to perceive, address, and ultimately resolve conflict is critical since unresolved conflict can have undesired outcomes such as reduced morale or increased turnover (Zheng and Wu, 2018).

Most of respondents acknowledged that in the constant existence of conflicts in the workplace, most respondents report having already experienced conflicts in the workplace, thus corroborating the literature presented.

Furthermore, following the line of knowledge presented in the literature, participants also agreed that different cultures, even if unintentionally, can be an aggravating factor in the occurrence of conflicts in the workplace, this finding in line with the argument presented by Esty (1995), where

the author states that negative attitudes and behaviours can be barriers to organizational diversity because they can harm work relationships and harm morale and work productivity.

The survey results also pointed out that, although conflict is commonplace in the workplace, companies often do not pay proper attention to the occurrence of conflict and end up neglecting the attempt to resolve the conflict and do not offer support in resolving the dispute. As mentioned in the literary research, today's companies must always be willing to work out conflicts in the best way possible for everyone and must adapt and provide a good environment with cultural diversity for all their employees. The overall results of this study revealed a number of implications for administrators and managers. The results of the study recommend that the importance and positive effects of hierarchical reporting in the form of witnessing from previous experiences, mediation, a trusting environment, and conflict can encourage people to promote proactive methods to improve compliance, accountability, and control objectives by representatives. The study's findings can help organisations create a trusting environment by emphasising authoritative fairness and strong fight management to rebuild flexible structure for such diversified structure of the organisation's benevolent relationships in the workplace. At work, conflict management has become more important than ever before (Shen and Slovak, 2018). Harmony in the environment can be considered essential for the well-being of human beings, having a harmonious work environment is a scenario in which everyone wins, with conflict being an unavoidable day-to-day situation and it is essential that companies know how to manage conflicts in the best possible way, where everyone involved is the same winning.

Another issue that was highlighted during the study is that the mediation is still an option little explored by companies as an alternative means of conflict resolution, only 22.8% of the

participants said that mediation has already been suggested as a method of conflict resolution by their companies, thus proving that although mediation is effective and has numerous advantages compared to lawsuits, it has not yet become a solid option for resolving conflicts in the workplace.

Although the lack of knowledge about the mediation process was notable during data collection for this research, after a brief conceptualization of mediation, most participants responded that they believe that mediation can be effective in resolving conflicts in the workplace, corroborating once again with the literature presented. According to Bingham, research suggests that the use of mediation in organizational conflicts has more effective results than non-intervention by parts of the organization, or involving a person deciding for the parties, such as going to court or through the arbitration process (Bingham, 2004).

Finally, given the numerous advantages marked by mediation, it is possible emphasize in this chapter that mediation is effective as strategy for resolving extrajudicial disputes, which is the objective of this research topic.

Conclusions

The study concludes that the use of mediation as a means of conflict resolution can prove to be a crucial aid to the continuation of a peaceful and fruitful independent working environment after a conflict has occurred. When integrity, peace building and an environment of trust are prioritized in mediation, this has a positive impact on the perspective and practice of the employees and allows for a good performance of coexistence with the organization's diverse culture. Organizations that emphasize these concepts can increase rep confidence, business correspondence, a knowledgeable understanding and consideration of the work environment. In this way, associations will feel inspired and encouraged to overcome future challenges, and hierarchical development and support opportunities can be further improved. This study attempted to create a quantitative relationship between conflict and mediation through a combination of employee engagement and corporate speculation. Since associations are indispensable resources for force efforts, they must be scrutinized and evaluated accordingly. To keep employees happy and improve, effective and proactive systems can be put in place across the organization. Combining the importance of mediation justice, reconciliation, and a trust-based environment, this new work confirmed a full understanding and provided important new lessons to improve mediation information underway in associations, following an experience and systematic approach within the organization.

This study attempts to analyse strategies for monitoring individual and joint conflicts in organisations by comparing and formulating the code of conduct in a diversified culture of different organisations. As mentioned earlier, fighting is a normal phenomenon for any organisation and according to some analysts such as Bloisi (2007) and Amazon (1996), it can never be eliminated, nor should it be, because if fighting goes wrong, it can be interrupted and lead to

unfortunate consequences such as antagonism, problems, malice, relationship breakdown and even disillusionment in the organisation. Again, internal conflicts, if successful, can foster innovation, growth and change, and the creation of better relationships between employees. Therefore, it is so important for an organization to strive to resolve existing conflicts as best as possible.

Several peaceful methods have been developed to resolve conflicts and manage the two effects described in this article. In general, negotiation or amicable settlement is the most recognized and effective method to resolve conflicts in the face of such a diverse culture of an organization composed of different cultures, and mediation as an alternative means of conflict resolution manages to incorporate these two methods in a single process, since the mediating parties are open to negotiate according to their will and any outcome arising from mediation is always mutually agreed between the parties. Based on this approach, this study implores and identifies a structured proportion and reveals a humane approach to resolve the conflict with the help of mediation.

An important element of ethnically distinct orders is the occupation of similar space by conflicts. Kelman (1996:104) found a correlation between the degree of restriction and the degree of dependence on issues in the organisation. One solution may be for mediators to use their ideas to assist the parties in finding agreements that are acceptable to all parties. It is probably important to develop a different logic of identity that links exclusive ethnic structures with more important community ties and worker's loyalties. In all organisations, social orders or societies, people tend to be independent and cooperative in various forms and combinations. Hofstede's work shows that it occurs in many social orders and cultural communitarianism means forcing people into intentional relationships that depend on a high degree of trust between people, and that are in the transition zone between conflict and mediation on the one hand and the state on the other.

The controversies that have dominated the conflict and mediation issues in the organisation since 1990s, according to Kelman (1996:104), illustrate the relationship between the level of case strength and the dependency of the encounters in nature of the conflict. Such complex issues require great effort on both sides of conflict and mediation. The changing ties between the mediator in question are therefore of striking importance to the subjective matter of the issue which has needed to be resolved.

Reflection

The research was designed to analyse the appropriation of the use of the media as an alternative means of resolving conflicts in the workplace, caused by the cultural diversification of the parties. After all the knowledge acquired in this Master's, my work on this thesis only reinforced my view that I am on the right path.

Currently living in Dublin for around 4 years, I started to experience a completely different reality from my whole life, which is dealing and living with people of different nationalities and cultures. I find myself always surrounded by different points of view and perspectives and I find this fascinating. I am grateful for all the knowledge this experience of living abroad has added to my life and the way I see the world now.

During all this time I've been living in Dublin, I've worked in different places, with different types of people and witnessed several conflicts generated in the professional sphere by cultural differences, differences in the way of judging right or wrong, the tone of voice, differences that are sometimes transparent in the garments and in the judgments of the other's choices among countless others.

Conducting this study helped to clarify some doubts that I had with me throughout my experiences and helped me to form an opinion on the use of mediation in conflicts in the workplace.

After experiencing and being part of such conflicts and developing all this research, I realized more than ever that mediation, despite not being popular yet, brings numerous advantages and can be considered an appropriate tool to help resolve conflicts in the work due to cultural diversification.

The justification for believing in mediation as an appropriate method is that in most cases of conflicts due to cultural diversification are caused by lack of understanding of the parties, in listening and being heard, often the parties involved in these conflicts just need to stop listening to the other party just to respond, and starting to listen to understand, and the dynamism that mediation brings with it is exactly, in my opinion, what the parties involved in these conflicts need.

The way the mediation process is conducted helps the parties to open their minds and ears to a frank conversation, being guided by a trained professional who will give all the support the parties need to communicate in the best way and reach an agreement. Mediation in these cases is not only appropriate as it has numerous advantages such as being quick, economical, independent in my view, mediation in these specific cases of conflict is necessary as it allows the parties to understand each other, thus avoiding the escalation of the conflict and enabling the restoration of the relationship between the parties, which may have been broken during the conflict, which is essential for the coexistence not only of the parties involved in the conflict but of the entire team in the workplace.

The subject of this dissertation is essential these days, as mediation, although effective, is still not so well known and popular, and presenting and spreading the benefits of mediation could increasingly help companies to resolve conflicts within the organization, without major losses or negative effects. I am proud of the research I carried out and all the knowledge I gained during the preparation of this work, I will certainly approach and share this subject in different ways in the future, with the intention of making the use of this little-used conflict resolution tool more popular every day.

References

- Amaram, V., Das, S., Leung, A., Reddy, A., Lanting, L. and Natarajan, R., 2017. Role of Long Non-Coding RNA Alive in Response to Angiotensin II in Vascular Smooth Muscle Cells. *The FASEB Journal*, 31, pp.757-8."
- Abutabenjeh, S. and Jaradat, R., 2018. Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Teaching Public Administration*, 36(3), pp.237-258.
- Abramson, H., 2020. Problem-Solving Advocacy in Mediations: A Model of Client Representation. In *Beyond the Courtroom* (pp. 33-63). Academic Studies Press.
- Afzal-Khan, F., 2013. Feminist mediations: The sacred and the secular in the work of three Pakistani female singers. *Performing Islam*, 2(1), pp.67-88.
- Alfaro, M.E., Faircloth, B.C., Harrington, R.C., Sorenson, L., Friedman, M., Thacker, C.E., Oliveros, C.H., Černý, D. and Near, T.J., 2018. Explosive diversification of marine fishes at the Cretaceous–Palaeogene boundary. *Nature Ecology & Evolution*, 2(4), pp.688-696.
- Almeida, J., Costa, C. and da Silva, F.N., 2017. A framework for conflict analysis in spatial planning for tourism. *Tourism Management Perspectives*, 24, pp.94-106.
- Anand, A. and Vohra, V., 2020. The impact of organisation work environment on job satisfaction, affective commitment, work-family conflict and intention to leave: a study of SMEs in India. *International Journal of Entrepreneurship and Small Business*, 41(2), pp.173-196.

- Andreoni, A. and Chang, H.J., 2019. The political economy of industrial policy: Structural interdependencies, policy alignment and conflict management. *Structural Change and Economic Dynamics*, 48, pp.136-150.
- Armstrong, C., Flood, P.C., Guthrie, J.P., Liu, W., MacCurtain, S. and Mkamwa, T., 2010. The impact of diversity and equality management on firm performance: Beyond high performance work systems. *Human Resource Management*, 49(6), pp.977-998.
- Appiah-Thompson, C., 2020. The Mitigation of Electoral Violence and Conflict Management in Africa.
- Assefa, H., 2019. *Mediation of Civil Wars: Approaches and Strategies--the Sudan Conflict*. Routledge.
- Bacal, R., 1998. *Conflict prevention in the workplace: using cooperative communication*. Bacal & Associates.
- Bagshaw, D., 2004, April. The workplace mirrors the world. In *Adelaide International Workplace Conflict Conference*.
- Barki, H. and Hartwick, J., 2004. Conceptualizing the construct of interpersonal conflict. *International journal of conflict management*.
- Beaver, G. and Hutchings, K., 2005. Training and developing an age diverse workforce in SMEs: The need for a strategic approach. *Education+ Training*.

- Benítez-Ávila, C., Hartmann, A., Dewulf, G. and Henseler, J., 2018. Interplay of relational and contractual governance in public-private partnerships: The mediating role of relational norms, trust and partners' contribution. *International journal of project management*, 36(3), pp.429-443.
- Beniflah, J. and Veloz, J., 2021. Building a multicultural organisation: A conceptual model for organisational change in the 21st century. *Journal of Cultural Marketing Strategy*, 5(2), pp.153-168.
- Borisoff, D. and Victor, D. A. (1998). *Conflict Management: A Communication Skills Approach*. 2nd ed., Boston, MA: Allyn and Bacon.
- Cao, X., Jiang, M. and Ran, G., 2020. Parental self-efficacy and comforting behaviour of the firstborn children in different situations: the mediating role of sibling relationships. *Early Child Development and Care*, pp.1-13.
- Caputo, A., Ayoko, O.B. and Amoo, N., 2018. The moderating role of cultural intelligence in the relationship between cultural orientations and conflict management styles. *Journal of Business Research*, 89, pp.10-20.
- Clarke, E. and Visser, J., 2019. Pragmatic research methodology in education: possibilities and pitfalls. *International Journal of Research & Method in Education*, 42(5), pp.455-469.

- Chen, Y., Peng, Y., Xu, H. and O'Brien, W.H., 2018. Age differences in stress and coping: Problem-focused strategies mediate the relationship between age and positive affect. *The International Journal of Aging and Human Development*, 86(4), pp.347-363.
- Combs, J.G., Crook, T.R. and Rauch, A., 2019. Meta-analytic research in management: Contemporary approaches, unresolved controversies, and rising standards. *Journal of Management Studies*, 56(1), pp.1-18.
- Cvitanovic, C., Howden, M., Colvin, R.M., Norström, A., Meadow, A.M. and Addison, P.F.E., 2019. Maximising the benefits of participatory climate adaptation research by understanding and managing the associated challenges and risks. *Environmental science & policy*, 94, pp.20-31.
- Czaban, W., Rasmussen, J., Laursen, B.B., Vidkjær, N.H., Sapkota, R., Nicolaisen, M. and Fomsgaard, I.S., 2018. Multiple effects of secondary metabolites on amino acid cycling in white clover rhizosphere. *Soil Biology and Biochemistry*, 123, pp.54-63.
- de Anca, C. and Vazquez, A., 2007. Personality and Diversity Management. In *Managing Diversity in the Global Organization* (pp. 97-110). Palgrave Macmillan, London.
- Deshmukh, S., 2021. *Organisation Behaviour*.

- Derek Farnsworth, Jennifer L. Clark, Kelli Green, Mayra López, Allen Wysocki, and Karl Kepner², 2020. Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools. University of Florida.
- De Bono, E., 2018. Conflicts: A better way to resolve them. Random House.
- Eiden, A., Juresa, Y., Göbel, J.C., Teutsch, R., Klaeger, K. and Gries, K., 2021. Integrating Digitisation, Monitoring And Self-Organisation Skills Into Integrated Design Engineering Education. In DS 110: Proceedings of the 23rd International Conference on Engineering and Product Design Education (E&PDE 2021), VIA Design, VIA University in Herning, Denmark. 9th-10th September 2021.
- Einarsen, S., Skogstad, A., Rørvik, E., Lande, Å.B. and Nielsen, M.B., 2018. Climate for conflict management, exposure to workplace bullying and work engagement: a moderated mediation analysis. *The International Journal of Human Resource Management*, 29(3), pp.549-570.
- Esty, K., R. Griffin, and M. Schorr-Hirsh. 1995. Workplace diversity. A manager's guide to solving problems and turning diversity into a competitive advantage. Avon, MA: Adams Media Corporation.
- Fidahic, M., Nujic, D., Runjic, R., Civljak, M., Markotic, F., Makaric, Z.L. and Puljak, L., 2020. Research methodology and characteristics of journal articles with original data, preprint articles and registered clinical trial protocols about COVID-19. *BMC medical research methodology*, 20(1), pp.1-9.

- Gomez, L.E. and Bernet, P., 2019. Diversity improves performance and outcomes. *Journal of the National Medical Association*, 111(4), pp.383-392.
- Gyebi, K., 2018. The Impact of Multicultural Working Environment on Employees at Workplaces.
- Hadfield, M., Chapman, C., Curryer, I., Barrett, P., Authority, I.L.E., Joyce, B., Calhoun, E. and Hopkins, D., 3 3.1 Leading, Managing and Developing People: The Learning Organisation from Learning Departments: Ian Terrell and Kathryn Terrell. *Learning to Lead in the Secondary School*, 15, pp.43-56.
- Hemphill, M.A., Janke, E.M., Gordon, B. and Farrar, H., 2018. Restorative youth sports: An applied model for resolving conflicts and building positive relationships. *Journal of Youth Development*, 13(3), pp.76-96.
- Hughes, M. and Barlo, S., 2021. Yarning with country: An indigenist research methodology. *Qualitative Inquiry*, 27(3-4), pp.353-363.
- Jehn, K.A., 1997. A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative science quarterly*, pp.530-557.
- Jung, H.S. and Yoon, H.H., 2018. Improving frontline service employees' innovative behaviour using conflict management in the hospitality industry: The mediating role of engagement. *Tourism Management*, 69, pp.498-507.

- Kammerhoff, J., Lauenstein, O. and Schütz, A., 2019. Leading toward harmony—Different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance. *European Management Journal*, 37(2), pp.210-221.
- Kamukwamba, M., 2017. Sources of Conflict in a Bi-national Organisation: A Case Study of Tanzania Zambia Railway Authority (TAZARA). *China-USA Business Review*, p.22.
- Karen J, Sonja R, Karsten J, Lindred G. Conflict contagion: a temporal perspective on the development of conflict within teams. *International Journal of Conflict Management*, 2013, 24(4): 485-516.
- Khosravi, P., Rezvani, A. and Ashkanasy, N.M., 2020. Emotional intelligence: A preventive strategy to manage destructive influence of conflict in large scale projects. *International Journal of Project Management*, 38(1), pp.36-46.
- Kolawole, I.O., 2019. Effects of Industrial Conflicts on Employees' Performance in a Private Sector Organisation (A case of Ikeja Electricity Distribution Company Plc).
- Komurlu, R. and Arditi, D., 2017. The role of general conditions relative to claims and disputes in building construction contracts. *New Arch-International Journal of Contemporary Architecture*, 4(2), pp.27-36.
- Lee, C., Won, J.W., Jang, W., Jung, W., Han, S.H. and Kwak, Y.H., 2017. Social conflict management framework for project viability: Case studies from Korean megaprojects. *International Journal of Project Management*, 35(8), pp.1683-1696.

- Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z. and Amina, S., 2019. Influence of transformational leadership on employees' innovative work behaviour in sustainable organizations: Test of mediation and moderation processes. *Sustainability*, 11(6), p.1594.
- Liu, L. and Zhao, X., 2019. Research on the measuring method and structure mining of organisation conflict. *International Journal of Information Technology and Management*, 18(1), pp.16-31.
- Magee, C., Gordon, R., Robinson, L., Caputi, P. and Oades, L., 2017. Workplace bullying and absenteeism: The mediating roles of poor health and work engagement. *Human Resource Management Journal*, 27(3), pp.319-334.
- Malekzadeh, A.R. and Nahavandi, A., 1990. Making mergers work by managing cultures. *Journal of Business Strategy*.
- McClure, S.M., Botvinick, M.M., Yeung, N., Greene, J.D. and Cohen, J.D., 2007. Conflict monitoring in cognition-emotion competition. *Handbook of emotion regulation*, pp.204-226.
- McKenna, K., 2015. *Corporate social responsibility and natural resource conflict*. Routledge.
- Menkel-Meadow, C.J., Porter-Love, L., Kupfer-Schneider, A. and Moffitt, M., 2018. *Dispute resolution: Beyond the adversarial model*. Aspen Publishers.
- Mohajan, H.K., 2018. Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*, 7(1), pp.23-48.

- Mor Barak, M.E., 2000. The inclusive workplace: An ecosystems approach to diversity management. *Social work*, 45(4), pp.339-353.
- Muzskat, M., 2003. CONFLICT MEDIATION: PEACEFUL AND PREVENTING VIOLENCE. SAO PAULO: Summus Editorial
- Olsen, E., Bjaalid, G. and Mikkelsen, A., 2017. Work climate and the mediating role of workplace bullying related to job performance, job satisfaction, and work ability: A study among hospital nurses. *Journal of advanced nursing*, 73(11), pp.2709-2719.
- Papadonikolaki, E., van Oel, C. and Kagioglou, M., 2019. Organising and Managing boundaries: A structuration view of collaboration with Building Information Modelling (BIM). *International journal of project management*, 37(3), pp.378-394.
- Patrick, H.A. and Kumar, V.R., 2012. Managing workplace diversity: Issues and challenges. *Sage Open*, 2(2), p.2158244012444615.
- Rai, A. and Agarwal, U.A., 2018. A review of literature on mediators and moderators of workplace bullying: Agenda for future research. *Management Research Review*.
- Raines, S.S., 2019. Conflict management for managers: Resolving workplace, client, and policy disputes. Rowman & Littlefield.
- Rahim, A.R.A., Noranee, S., Othman, A.K., Shabudin, A. and Anis, A., 2018. Organisation restructuring: The influence of interpersonal conflict, anomie, and trust in management on counterproductive work behaviour. *International Journal of Management and Sustainability*, 7(2), pp.83-92.

- Rerke, V.I., Sukhostavska, Y.V., Krasheninnikova, N.A., Khvataeva, N.P., Sakharova, N.S. and Rogozhnikova, R.A., 2018. Ethno mediation in international conflicts prevention in conditions of polyethnic educational environment. *RevistaEspacios*, 39(20).
- Rezvani, A., Barrett, R. and Khosravi, P., 2019. Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management: An International Journal*.
- Richman, R., White, O.F. and Wilkinson, M.H., 2019. *Intergovernmental mediation: Negotiations in local government disputes*. Routledge.
- Roberts, M., 2017. *Mediation in family disputes: Principles of practice*. Routledge.
- Robert H. Mnookin, Scott R. Peppet, Andrew S. Tulumello, 2000. *Beyond Winning: Negotiating to Create Value in Deals and Disputes*. Harvard University Press
- Säfsten, K. and Gustavsson, M., 2020. *Research methodology: for engineers and other problem-solvers*.
- Sahay, A., 2016. Peeling Saunder's research onion. *Research Gate, Art*, pp.1-5.
- Sandra Dean Collins, James S. O'Rourke. 2005. *Managing Conflict and Workplace Relationships*. Mason, Ohio.
- Saunders, M., Lewis, P. and Thornhill, A, 2007. *Research Methods for Business Students*. 4th ed. Harlow: Financial Times Prentice Hall

- Standaert, C.J., Schofferman, J.A. and Herring, S.A., 2009. Expert opinion and controversies in musculoskeletal and sports medicine: conflict of interest. *Archives of physical medicine and rehabilitation*, 90(10), pp.1647-1651.
- Schneider, S.C., Schneider, S.C. and Barsoux, J.L., 2003. *Managing across cultures*. Pearson Education.
- Schnabel, T., 2019. The Singapore convention on mediation: a framework for the cross-border recognition and enforcement of mediated settlements. *Pepp. Disp. Resol. LJ*, 19, p.1.
- Shaukat, R., Yousaf, A. and Sanders, K., 2017. Examining the linkages between relationship conflict, performance and turnover intentions: Role of job burnout as a mediator. *International Journal of Conflict Management*.
- Shaukat, R., Yousaf, A. and Sanders, K., 2017. Examining the linkages between relationship conflict, performance and turnover intentions: Role of job burnout as a mediator. *International Journal of Conflict Management*.
- Scherrer, C.P., 2017. *Ethnicity, Nationalism and Violence: Conflict management, human rights, and multilateral regimes*. Routledge.
- Shen, S., Slovak, P. and Jung, M.F., 2018, February. " Stop. I See a Conflict Happening." A Robot Mediator for Young Children's Interpersonal Conflict Resolution. In *Proceedings of the 2018 ACM/IEEE International Conference on Human-Robot Interaction* (pp. 69-77).

- Stahl, G.K., Maznevski, M.L., Voigt, A. and Jonsen, K., 2010. Unravelling the effects of cultural diversity in teams: A meta-analysis of research on multicultural workgroups. *Journal of international business studies*, 41(4), pp.690-709.
- Spector, P.E. and Bruk-Lee, V., 2008. Conflict, health, and well-being.
- Tasheva, S. and Hillman, A.J., 2019. Integrating diversity at different levels: Multilevel human capital, social capital, and demographic diversity and their implications for team effectiveness. *Academy of Management Review*, 44(4), pp.746-765.
- Väyrynen, R., 2019. From conflict resolution to conflict transformation: a critical review. *The new agenda for peace research*, pp.135-160.
- Verrept, H., 2019. What are the roles of intercultural mediators in health care and what is the evidence on their contributions and effectiveness in improving accessibility and quality of care for refugees and migrants in the WHO European Region? World Health Organization. Regional Office for Europe.
- Vodenko, K.V., Rodionova, V.I., Shvachkina, L.A. and Shubina, M.M., 2018. Russian National Model for The Regulation of Social and Economic Activities: Research Methodology and Social Reality. *Quality-Access to Success*, 19.
- Vucetich, J.A., Burnham, D., Macdonald, E.A., Bruskotter, J.T., Marchini, S., Zimmermann, A. and Macdonald, D.W., 2018. Just conservation: What is it and should we pursue it? *Biological Conservation*, 221, pp.23-33.

- Wang, Z., Dang, S., Shaham, S., Zhang, Z. and Lv, Z., 2019. Basic research methodology in wireless communications: The first course for research-based graduate students. *IEEE Access*, 7, pp.86678-86696.
- Walsh, D., Walsh, D. and Finotello, 2018. Territorial self-government as a conflict management tool. Basingstoke: Palgrave Macmillan.
- Watson, N.T., Watson, K.L. and Stanley, C.A., 2017. Conflict management and dialogue in higher education: A global perspective. IAP.
- Wehr, P. and Boulding, K.E., 2019. Conflict regulation. Routledge.
- Whitchurch, C., 2019. From a diversifying workforce to the rise of the itinerant academic. *Higher Education*, 77(4), pp.679-694.
- Wu, G., Zhao, X., Zuo, J. and Zillante, G., 2018. Effects of contractual flexibility on conflict and project success in megaprojects. *International Journal of Conflict Management*.
- Zartman, I.W., 2019. Need, creed and greed in intrastate conflict. In I William Zartman: A Pioneer in Conflict Management and Area Studies (pp. 95-117). Springer, Cham.
- Zhang, M., Liang, B., Wang, S., Perc, M., Du, W. and Cao, X., 2018. Analysis of flight conflicts in the Chinese air route network. *Chaos, Solitons & Fractals*, 112, pp.97-102.
- Zheng, J. and Wu, G., 2018. Work-family conflict, perceived organizational support and professional commitment: A mediation mechanism for Chinese project professionals. *International journal of environmental research and public health*, 15(2), p.344

Appendices

Appendix 1: Questionnaire

Purpose

This research has an academic purpose only. There is no direct benefit from answering the questionnaire, but your participation will have an importance in the development and further understanding of the topic.

Confidentiality

Any answers provided will be sent to a link at Google Forms, and the data collected will be stored online in an electronic format protected by a password. Information such as name, email address or IP address will not be collected by the platform. As a result of this, all responses are completely anonymous, and no identification is required.

Aim

This research and the main objectives are to understand the dynamics of conflict and its social bias in understanding human relationships for conflict resolution and in the mediation process, including forgiveness as personal development.

Concerns

In case you have any doubts or concerns in relation to this research, you are welcome to contact the research the research candidate Bruna Bastos (brunabastoscf@hotmail.com) who is a registered student at Independent College Dublin undertaking the degree of Master of Arts in Dispute Resolution.

In case you feel that this research has not been able to maintain ethical principles, please contact Independent College Dublin at the contacts below:

Independent College Dublin at Block B, The Steelworks, Foley St, Dublin 1, or by email:
info@independentcolleges.ie

Proceeding with the questionnaire, you are automatically indicating that:

You have READ and AGREED with the above information.

You agree to participate in this research VOLUNTARILY.

You are 18 years or over.

Thank you for your time and for assisting me in the completion of my master's degree.

Questionnaire Questions:

1 - What is your birthplace?

EU (Union European)

Non-European (From outside the European Union)

2- Do you work in the European Union?

Yes

No

I do not work (if you do not, you do not need to answer this questionnaire)

3 - Would you consider your workplace a place with cultural diversity? (Cultural diversity is when differences in race, ethnicity, language, nationality, religion and sexual orientation are represented within a community)

Yes

No

4 - Do you believe that cultural diversity, even if unwittingly, can be motivate or aggravate conflict?

Yes

No

5 - Have you experienced or witnessed any conflict in your workplace?

Yes

No

6 - Have you experienced or witnessed any conflict in your workplace due to cultural diversification?

Yes

No

7 - If your answer to item 6 was “yes” then when the conflict occurred did you report yours to a superior?

Yes

No

8 - If you answered “yes” to item 7 then when you reported the conflict to your superior, then was the conflict resolved?

Yes

No

There was not even an attempt to resolve

9 - If you experienced or witnessed a conflict in the workplace then was mediation suggested by your company as a method to resolve the conflict?

Yes

No

10 - If the answer to item 9 was “Yes”, did the mediation help to resolve the conflict?

Yes

No

11- Are you aware of what mediation is and how it takes place?

Yes

No

-Considering that your answer to item above was “no”

Considering that your answer to item above was “no”: Mediation is a tool used to resolve conflicts, in which a third party, which we call a mediator, acts as a facilitator of the discussions between the parties. The mediator has, as a rule, to be impartial and neutral throughout the mediation process, they are not there to make a decision. As stated earlier, the mediator acts only as a facilitator, leading the process and promoting constructive dialogue, and reflection of the situation, thus enabling both parties to have a better understanding of the conflict, with the intention that the parties, alone, in a cooperative way, can seek and reach an amicable resolution to the conflict

12 - After reading the above paragraph, if a conflict occurred in your workplace, do you believe that the use of the mediation could have helped in resolving the conflict?

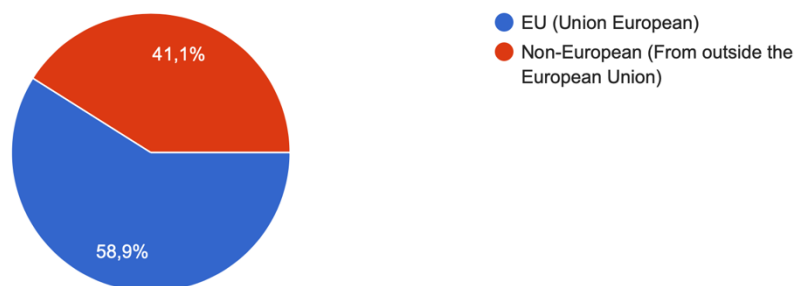
Yes

No

Appendix 2: Figures and Graphs

1- What is your birthplace?

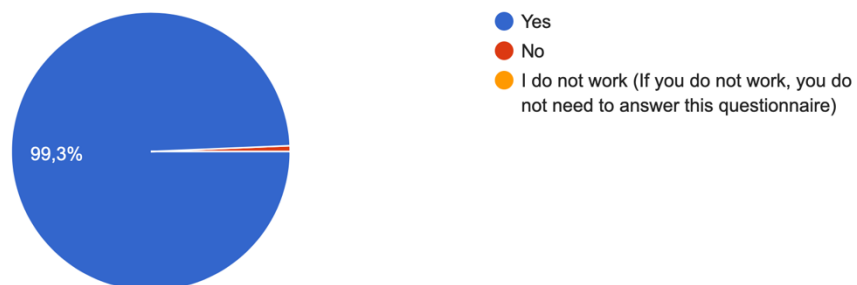
151 respostas



Graph 1 – Answer to question 1

2- Do you work in the European Union?

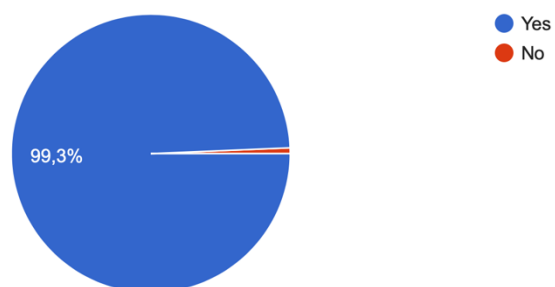
150 respostas



Graph 2 – Answer to question 2

3 - Would you consider your workplace a place with cultural diversity? (Cultural diversity is when differences in race, ethnicity, language, national...ual orientation are represented within a community)

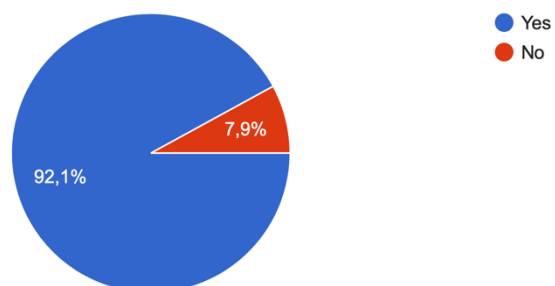
151 respostas



Graph 3- Answer to question 3

4 - Do you believe that cultural diversity, even if unwittingly, can be motivate or aggravate conflict?

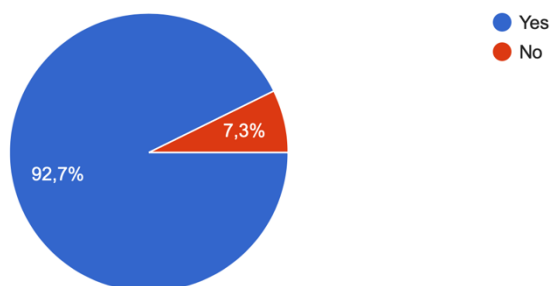
151 respostas



Graph 4 - Answer to question 4

5 - Have you experienced or witnessed any conflict in your workplace?

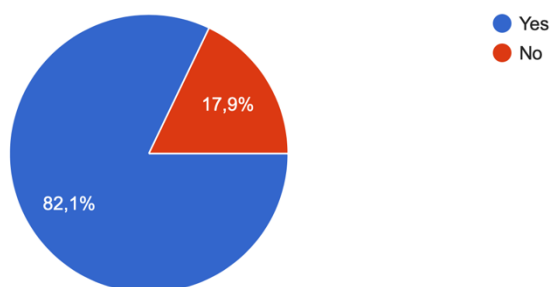
151 respostas



Graph 5 - Answer to question 5

6 - Have you experienced or witnessed any conflict in your workplace due to cultural diversification?

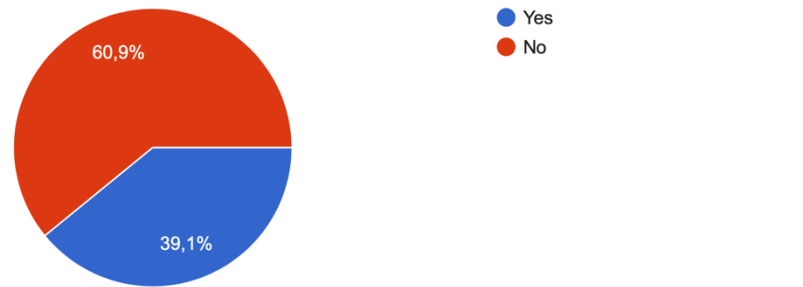
151 respostas



Graph 6 - Answer to question 6

7 - If your answer to item 6 was "yes" then when the conflict occurred did you report yours to a superior?

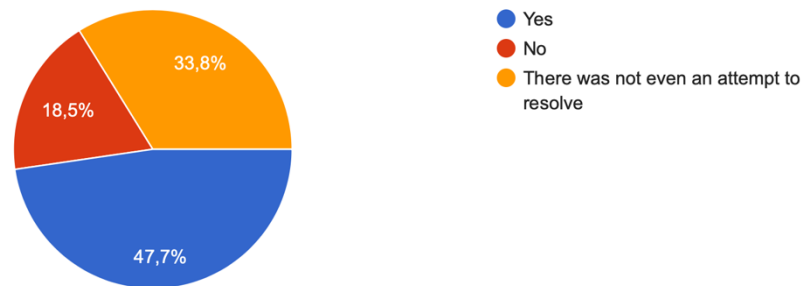
133 respostas



Graph 7 - Answer to question 7

8 - If you answered "yes" to item 7 then when you reported the conflict to your superior, then was the conflict resolved?

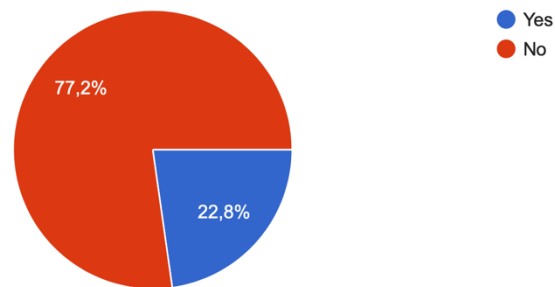
65 respostas



Graph 8 - Answer to question 8

9 - If you experienced or witnessed a conflict in the workplace then was mediation suggested by your company as an method to resolve the conflict?

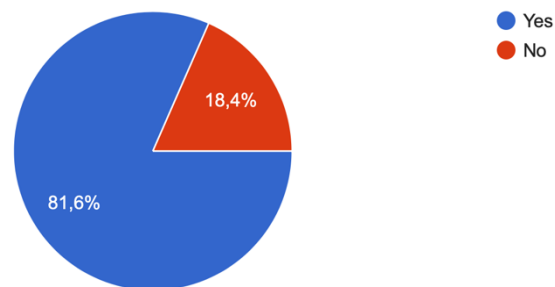
145 respostas



Graph 9 - Answer to question 9

10 - If the answer to item 9 was "Yes", did the mediation help to resolve the conflict?

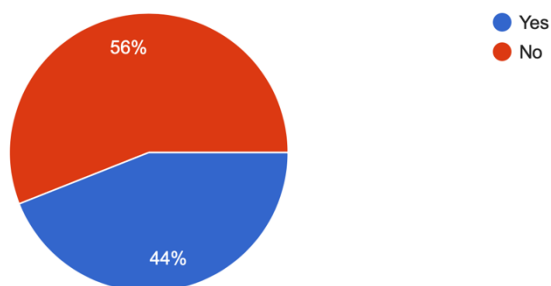
38 respostas



Graph 10 - Answer to question 10

11- Are you aware of what mediation is and how it takes place?

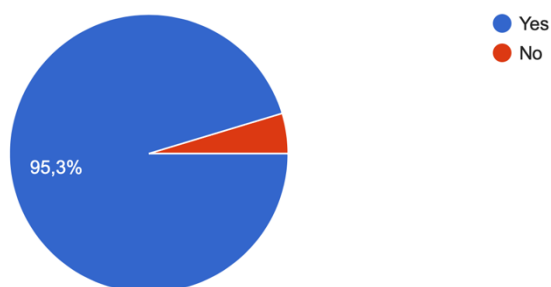
150 respostas



Graph 11 - Answer to question 11

12 - After reading the above paragraph, if a conflict occurred in your workplace, do you believe that the use of the mediation could have helped in resolving the conflict?

150 respostas



Graph 12 - Answer to question 12