

**“THE IMPACT OF USING MEDIATION TO RESOLVE CROSS-CULTURAL
CONFLICTS IN THE WORKPLACES IN DUBLIN “**

by

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A dissertation presented to the

FACULTY OF LAW

INDEPENDENT COLLEGE DUBLIN

Master in Arts in Dispute Resolution QQI Level 9

DUBLIN 2021

Independent College Dublin
Assessment Cover Page

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ACKNOWLEDGEMENTS

I would first like to thank God for his grace in me. Secondly, I would like to express how proud I am for having been so far. I could not have gone without my supervisor Klaus Walter at Independent Colleges of Dublin. I would like to thank him for his patience and expertise to guide me throughout writing this thesis; without his help and commitment, this study could not be possible. I would like to express my deep gratitude to all the staff at ICD, the lecturers who guided me through the process, thanks to everyone for being a part of it, and for your continued support. It would not have been possible without them.

Furthermore, sincere gratitude to all participants who made this possible; the research could have never been possible to undertake without them.

Finally, I would like to express my deepest gratitude to my dearest family members: my mother and sisters, for supporting me no matter what. Thanks a lot to my friends for supporting me emotionally during my dissertation. I sincerely appreciate it. I dedicate this dissertation to you all.

ABSTRACT

This material focus on the impact that Mediation has in resolving cross-cultural conflicts in the workplaces in Dublin for the dissertation of the Master's graduate program in Dispute Resolution of Independent Colleges in Dublin City. It starts with a description and perception of Mediation as a whole and how the professionals apply it daily. The research aims to analyse if mediation approaches can prevent disputes, and the investigation address professionals who work in organisations in Dublin. The secondary research was based on the literature review of previous studies that had mediation approaches as the focus of its variants on many different applications that resulted in the ideas and theories on this material. The methodology used was as follows: Interpretivism philosophy; inductive approach; mono method survey addressed to a group of professionals as the primary research that provided qualitative data for the field of the study; cross-sectional time horizon combined to non-probability sampling. The research indicated reasons for how conflicts at work occur among people from different countries, with Mediation and its benefits as a pillar to solve and prevent disputes without disturbing the synergy among the organisations. The secondary objectives were: To assess the most common factors that cause cross-cultural conflicts in the workplace; To determine the role of Mediation in resolving cross-cultural conflicts; To explore the use of Mediation in resolving cross-cultural disputes in the workplaces. These results show that Dublin has a diverse population of professionals who have already been involved in disputes due to cultural differences. The research also shows these professionals would attend Mediation to deal with conflicts at work due to its benefits. However, the companies in Dublin lacks a department/person to offer these services Dublin, which makes it hard for the professionals to use this approach in the organisation.

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CHAPTER I

INTRODUCTION

1.1 OVERVIEW

As the world progresses in this era of globalization, more and more businesses are expanding into foreign lands - beyond their domestic territories. Over time, as globalization has increased, workplaces have become more culturally diverse. As part of this positive effect, people with different cultural backgrounds often think differently and therefore have an ability to analyse a challenge from multiple perspectives.

Nowadays, thousands of people worldwide are coming here to strengthen their careers, and the pressure of globalization has made companies innovate in this globalization multiculturalism. Since multinational corporations have grown so strong in the business world, the dominant cultures of the organizations are fading away, giving way to a cultural mix that accepts those from a variety of backgrounds and religions. (Chaudhary, 2018).

As a matter of fact, multiculturalism is beneficial for the business world since it embraces diverse perspectives on resolving problems. Nevertheless, cultural clashes may arise in diversified work environments due to the different ways that people communicate, think, and believe.

By definition, cultural diversity can be described as a set of beliefs and behaviour that recognizes the presence of all groups within an organization or society, respects their sociocultural diversity, and encourages their continued contribution within a cultural context that empowers all organisation or society members (Chua, 2003).

Regarding the number of companies installed in Dublin, this city became attractive not only for the investors but also for workers. This attractiveness brought people from two hundred different nations to this country lately (Census, 2016). Concerning the existence of multiculturalism in Dublin, intercultural conflicts might be inevitable in the workforces. As a consequence, actions must be taken to preserve the relationship between the parties. As a result, this research will

investigate how cross-cultural conflicts have been addressed within the workforce; further, it will analyse how mediation can be used to resolve cross-cultural disputes.

1.2 STATEMENT OF THE PROBLEM

Today's global work environment requires companies to build culturally diverse teams. It is well established that people with different viewpoints on board will lead to more creative problem-solving approaches. It is assumed, of course, that all team members are pulling in the same direction. Ireland receives people from all over the world, and, Dublin, in turn, is one of the Europe's most multicultural cities, in which people come from all over to build their career.

Indeed, diversity in the workplace has helped organizations to grow, prosper and make a mark in the business world. "Although diversity in the workplace is generating company rewards, on the one hand, it is also generating conflicts resulting from the diversity itself on the other hand" (Chaudhary, 2018). Therefore, for a comprehensive understanding of the plethora of reasons for workplace conflict, it is necessary to examine the entire problem sphere.

Cultural diversity includes both visible and invisible differences, including social classes, race, sex and ethnicity, as well as religion, professional backgrounds and sexual preferences (Mayer, 2008).

Considering the diversity of cultures and values, it is almost certain that there will be a clash of cultures. In (Chua 2003) argues that conflict and tension between cultures are inevitable in the global workplace. Furthermore, unresolved disputes between cultures adversely affect the creative process, so it became vital that organizations give proper consideration to the conflict between cultures at the workplace.

It is comprehensible the existence of conflict between people from different backgrounds together. However, "Conflict management is a key element of success. Often managers put together multicultural workplaces without stressing the importance of integrating their employees" (Blanding, 2013).

With all this in mind, it is proposed an evaluation of the role that mediation can play in resolving and preventing these recurring conflicts to not disturb the synergy at the workplace.

In this study, the researcher will evaluate the impact mediation has on both the organization and the individual in resolving workplace disputes. In terms of how mediation can be applied to resolving disputes, once managers and supervisors realize its relevance, mediation will be of great value since the parties will learn to deal with cultural differences. In addition, they will feel protected having an organization that allows them to express their feelings, be heard, and collaborate to find solutions that preserve the relationship.

1.3 RESEARCH QUESTION

The following general objective has been proposed in line with the research question:

This research aimed to shed light on the impact of mediation in resolving cross-cultural conflicts in the workplaces in Dublin.

1.4 PURPOSE OF THE RESEARCH

In this qualitative study, we seek to determine whether mediation can play a role in resolving cross-cultural conflicts at work and to develop detailed recommendations on how to apply such techniques in accordance with the organization's needs.

1.5 AIMS AND OBJECTIVES

The research aims to answers the question “Can mediation play a role in resolving cross-cultural conflicts in the workplaces in Dublin”. The following are the research objectives to be addressed:

Objective 1: To assess what are the most common factors that cause cross-cultural conflicts in the workplaces

Objective 2: To determine the role of Mediation in resolving cross-cultural conflicts

Objective 3: To explore the use of Mediation in resolving cross-cultural conflicts in the workplaces

1.6 METHODOLOGY AND STRUCTURE OF THE RESEARCH THESIS

An interpretivism approach is taken while conducting the study. Survey strategies are used to collect data from the sampling population; a mono-method is employed to gather qualitative data; a cross-sectional method is used; finally, non-probability sampling is employed.

The research is compound by seven chapters: Chapter one sets out very early on the initial motivations for this work; the Statement of the Problem; Research Question; the Purpose of the Research; Aims and Objective; Methodology and Structure; Assumptions and Limitations, and the Significance of the Study. In chapter two, the focus shifts to a review of the existing literature in the study domain. More generally, the chapter delves into a critical evaluation of prior knowledge on the use of mediation in resolving cross-cultural conflicts. More specifically, the research examines the factors that contribute to cross-cultural disputes and the benefits of using mediation in resolving cross-cultural disputes in the workplaces.

Chapter three is given Research Design and Methodology; Research Problem, Aims and Objectives; Data Sample and Data Collection; and the Study's Contribution. Finally, the presentation of data collected through surveys is given in chapter four, and the analysis of all the information collected from surveys is provided in chapter five.

Chapter six is the discussion, and chapter seven is the implications of the overall research and recommendations and suggestions for future studies.

1.7 LIMITATIONS OF THE RESEARCH

This research focuses on the theory that professionals working may be unaware of using mediation to resolve a cross-cultural dispute in the workplaces, leading the parties to be unsatisfied at work, lowering productivity and causing disruption in the relationship between the parties. Further, online

surveys are employed to collect data from these professionals expecting valid and accurate responses. As a result, this study aims to represent and reflect the current situation regarding mediation to resolve cross-cultural conflicts in the workplace in Dublin, Ireland.

It is worth mentioning that this study uses a non-probability design, so it limits the total number of professionals working in Dublin exposed to this tool. Thus, no studies have investigated these topics in the same way as the one proposed in this study.

Moreover, the researcher looked at the existing literature on this study domain and the willingness of Dublin professionals to respond to the online survey.

1.8 SIGNIFICANCE OF THE STUDY

This research is of great significance as it will identify the most common factors that cause cross-cultural disputes in the workforces in Dublin, Ireland. In particular, this research output would benefit not only the managers but also the workers of the companies. Ireland has a diverse population of professionals of different cultures and nationalities. So the hope is that the research output will help these organizations identify ways to substantially prevent and resolve conflicts, thus boosting their cost-saving gains from not constantly replacing and training new employees.

Furthermore, the study would also show the significance of Mediation as a tool in resolve cross-cultural conflict. Naturally, this study would improve the business relationship between these professionals by allowing them to understand, minimize, and resolve relationship problems.

CHAPTER II

LITERATURE REVIEW

This chapter aims to contribute relevant theoretical support to the research, given information on the relationship between mediation and dispute resolution in the world scenario. More generally, it discusses the point of view of many authors on the applicability of mediation in resolving cross-cultural conflicts and conceptions of these techniques' role. In addition, supported by the authors, this chapter will provide suggestion on how to overcome problems related to this theory and practice.

2.1 INTRODUCTION

In recent times, many disagreements arisen due to different perspectives about their interests, positions, beliefs, style of life, or others. “ There are many ways to define conflict, including feelings, disagreements, incompatibility of interests, inconsistent worldviews, or even an occurrence of behavior ” (Mayer, 2000) . It is a reality in every society, as well as in every social relationship. We live in an age when people are bound to have constants disagreements, and disputes frequently take up everyone's mental energy and escalate many levels; if the parties evolved, do not make an effort to sort it out.

Many have studied how disputes have arisen in a diverse workforce environment, opinions concerning the underlying causes of conflicts. “ Managing conflict effectively requires an understanding of its nature. To understand conflict and its roots, and to grasp the forces that motivate the behavior of all parties, including ourselves, we need tools that can help us separate out those interactions from one another (Mayer, 2000) .

Unlike other procedures, in workplace mediation, the parties are encouraged to express their feelings about their needs and concerns and are expected to work together to find a mutually

beneficial solution (Leibmann, 2000). Mediation has long been a way for disputants to settle their differences voluntarily. It has been used to settle various disputes in nearly every period of history and in almost every culture.

By mediation, people with a conflict can reach a meaningful and mutually acceptable agreement to resolve their dispute. Furthermore, it can assist disputants (parties to a dispute or conflict) rethink how they interact with one another and develop more peaceful relationships and resolutions of their conflict (Moore, 2014).

2.2 The most common cross-cultural conflicts in the workplaces

2.2.1 Culture and Conflict

Throughout history, the conflict has meant competition between various groups for limited resources, incompatible goals, or to gain power. Additionally, the intensity of this competition is affected by individuals' perceptions of plans, resources, and management, which may differ widely. Culture is a part of perception, the shared, inherited and learned ways of living by which individuals are influenced by the social groups they belong to. The culture-based conflict thus occurs across cognitive and perceptual boundaries, making it especially vulnerable to misunderstandings and miscommunications between cultures. Whatever the root causes of the dispute may be -- including strictly material interests -- these problems exacerbate the conflict. Consequently, culture is an essential factor in many conflicts that appear initially to be solely about material resources or negotiating interests (Avruch, 2002).

Many have been discussed about culture and conflict. Culture is a part of humankind development, and indeed, it bases on the values, beliefs, behaviours, thoughts and way of communicating with each person. According to (Mayer, 2000) Culture is “ ...the common values, norms, customs, and behaviours of a particular group of people”. An organisation's social structure is the result of

constant negotiations between its four members and its surroundings about values, meanings and proprieties (Seel, 2000).

However, it is still incognito the roots of conflicts across the boundaries because the reasons may differ from each person's perspective.

Some may argue that the lack of knowledge of the language is a factor of conflict because it will change according to each party's culture. Nevertheless, it is noteworthy that not all, perhaps, or not even most conflicts can be directly associated with the simply factor of lack of knowledge of the language, especially because the language is mutable and will change years by years. But, any factors that may impede or complicate communication between parties might be taken into consideration.

In (Mayer, 2000) “ Conflict is often associated with issues of values and identity”. Conflict often begins when individuals or groups perceive that they have different goals, beliefs, needs, or values to those of others (De Dreu, 2008). Furthermore, in (Avruch, 2002) many conflicts are driven by multiple motives (competition and cooperation), and it is also important to note that most conflicts are a combination of the competing views, beliefs, and values brought into the dispute by the parties.

2.2.1 Cross-Cultural Conflict

Cross-cultural conflict can occur between two individuals or among a group of people. It can be defined by the difference in races, cultural assumptions, values, beliefs, and ways of thinking that may generate disagreements (Chaudhary, 2018).

Many different ethnics groups in society interact in a natural form daily. As its interaction occurs, cross-cultural conflicts tend to appear due to the clashes of conscious or pronounced interest in different groups. Moreover, it is noteworthy that there is no single reason for cross-cultural conflict.

It is not only about the lack of knowledge of the language, clash, or competition of interest but also the disruption in communication between people (A.S. MatveevsKaya, 2017).

No matter how you look at it, diversity is highly correlated with conflict. Whenever a conflict arises, we tend to have assumptions about the root causes. Even though some of those assumptions may be helpful, they often limit our understanding of how it would work and how to deal with it when we do not acknowledge its nature.

There are five fundamental forces, or sources of conflict: *the ways people communicate, emotions, values, the structures within which interactions occur, and history* named *the wheel of Conflict* (Mayer, 2000).

Mayer uses the metaphor of a wheel to explain one way to understand the factors behind most conflicts. Throughout history, human needs have always played a significant role in conflict resolution. As a result of conflict, either people's needs are met by the conflict process, or conflict values influence them.

The five roots of conflicts by (Mayer, 2000) are :

- **Communication**

Humans are imperfect communicators. In some instances, these imperfections lead to conflict regardless of the incompatibility of interests, and it almost always makes resolution more difficult. There is a major issue here with how difficult it is for people to communicate about complicated matters, particularly under emotionally challenging conditions. People assume that communication has been accurate when they have not, which leads to conflict. People often attribute other people's acts based on different information and assumptions to bad faith or deception instead of human communication's imperfections. Several factors can affect an individual's ability to communicate effectively, including their culture, gender, age, class, and environment. People tend to use

inaccurate or incomplete perceptions in communication, form stereotypes, and use conclusions derived from previous interactions or experiences.

- **Emotions**

Emotions fuel conflict. It is true that many conflicts would either never arise or would quickly deescalate if people were always rational and focused on meeting their needs and accommodating others' needs. Although many of us sometimes pretend it, it's not like human beings. Emotions may influence a person's behaviour at times. In addition, they are sometimes used as sources of power by disputants. By using these characteristics, people can participate in conflict forcefully.

Various interactions and circumstances can generate emotions as well as prior experiences. Whether we react negatively or positively to someone pointing the finger in conflict depends on the context, the meaning of the immediate observable behaviour, and how we have reacted in the past to finger gestures.

- **Values**

As human beings, we hold values that define what matters, what is right and wrong, good and evil, and what principles should guide us in our daily lives. Conflicts become more charged and difficult when they are viewed as a matter of values. People will feel attacked when they believe their values are being attacked because they define themselves in part by their principles. When core beliefs are at play, people find it difficult to compromise because they feel they may compromise their integrity or themselves.

- **Structure**

The structure is another source of conflict, the framework in which interactions take place or issues develop. A structure can contain various elements, such as communication procedures, financial

resources, and decision-making procedures. However, even when people's interests overlap, the work structure can lead to conflict.

Litigation is one method for resolving conflicts when there is a conflict between people. A successful outcome can be accomplished with litigation when other procedures have failed. Still, despite its advantages, it's also a structure that brings conflict, disrupts compromise, and casts matters in a win-lose light.

- **History**

A conflict's history does not usually determine its outcome, although it sometimes does; however, the historical context of conflict is crucial to understanding it. History shapes a conflict in many ways, including the human populations involved, the systems in which it takes place, and the issues involved. In the development of the conflict, history plays an important role. Still, we commonly fail in recognizing an underlying conflict from its historical context and are therefore baffled by the stubbornness of the players. It is worth mentioning that history also impacts how a person communicates, reacts emotionally, and operates in the organization. It is constantly being made and therefore affected by these other sources.

According to the author conflict is an interplay between various sources, such as communication, emotions, values, structures, and history. Wheel of conflict developed by Mayer is a construct, and its effectiveness is measured by how useful it is. In addition, conflict must be understood and resolved by looking for opportunities to improve a situation where individuals are stuck, insights are needed, and where perspectives can be gained. With it in mind, we should consider these sources as part of understanding conflict and the wheels as described by the author will assist us in accomplishing this.

2.3 The role of Mediation in resolving disputes

2.3.1 Managing Workforce Conflicts

Mediation is an alternative dispute resolution that looks deeper into the conflict and allows it to enter us without overwhelming our equilibrium. Indeed, Mediation is a tool for resolving conflict that points the direction that we need to go, it assists the parties in stopping the disputes and focuses on determining and transforming their conflict.

The reason mediation is superior to other Alternative Dispute Resolution (ADR) is that it focuses on external attention such as communication and interaction between the disputants, observing and discussing what is not working between the parties, and asking them questions to lead to improved communication or to let it go altogether (Cloke, 2013).

Hardship procedures remain widely used to resolve conflicts, but disputes remain unresolved between the parties in most cases. The relationship between parties will rarely be reaffirmed when grievances are used in the workforce to resolve disputes. A disadvantage of this type of situation is that one or more people will ask for transfers, leave the company, or keep the resentment, which may lead to a new disagreement at work.

While on the contrary, Mediation is a process with a neutral third party but who has a role in facilitating the parties creatively to resolve their conflict, recognizing them in a dispute as experts. Further, Mediation demonstrates a more productive way for people to communicate with one another, being useful in the workplace due to the interpersonal and cost benefits (Leibmann, 2000).

2.3.2 Mediation Styles

Even so, mediation approaches are increasingly being recognized in their context (Bush, 2005). In this way, it is possible to identify significantly different "mediation styles". A problem-solving approach is most often adopted by workplace mediators (Bingham, 1997). Labour-management disputes gave rise to the evaluative process. When utilizing this style of mediation, the mediator

seeks to ensure that the parties are realistic about their bargaining positions to agree to a settlement (Alberts, 2005). Although the author points to the rise of the evaluative approach in labour management, it may not be effective when it comes to resolving conflicts focused on maintaining the parties' relationship.

This approach seeks more to lead the parties to be focused on the positions rather than understanding each other's needs. Consequently, the use of this approach may not be aligned with the aims of this research. Contrary to this, facilitative mediation emphasizes identifying areas of agreement that will be effective in the future by acknowledging the needs and interests of disputants. Although facilitative mediation attempts to address the underlying issues that lead to conflict, it fails to do so wholly (Kressel, 2007). Even though the author points a criticism about the facilitative style, this approach is still the most utilized in conflict resolution. In addition, it focuses on understanding the underlying party's needs; that's why the mediators need to go deeper into the roots of the conflicts, and it is understood to be helpful for the parties; therefore, more studies about its failure in conflicts resolution have to be done.

On the other hand, transformational mediation (Bush, 2001) provides another alternative for conflict resolution. Agendas are set by parties, giving them control over the process and outcome. There may be a settlement, but it is not the main objective (Novac, 2001). Instead, the aim is to empower the parties, restore their self-confidence, and communicate more effectively. It is worth mentioning that the authors argue the power that transformative mediation has in resolving conflict focusing on maintaining the relationship between the parties, therefore, there is an insight that their work would be of great value for the aim of this research.

Narrative mediation is a different approach going beyond problem-solving by exploring the "conflict story" to establish a foundation of respect and equity on which it is possible to build a working relationship (Winslade, 2006). However, it can be argued that workplace mediation differs from other types of mediation in the importance of resolving disputes and bringing disputing parties back to work (Mc Dermott, 2001).

Facilitative approaches have been the most commonly used form of dispute resolution (Herman, 2003), but no particular style has taken over. As a matter of fact, one of the essential mediation schemes in existence uses a transformative approach (Bingham, 2004).

2.4 The benefits of using mediation in resolving workplace disputes

2.4.1 Mediation: Interpersonal relationship improvement and cost - effectiveness

In recent years, employers have become increasingly interested in mediation to resolve workplace disputes efficiently and effectively. In contrast to traditional grievance or disciplinary procedures, mediation is more efficient and less expensive. By comparison with conventional dispute resolution procedures, mediation offers significant savings (Goldberg, 2005). Getting the right resolution quickly and sustainably would reduce the risk of long-term absences, minimize resignations, and ensure fewer cases end up in court. In addition, mediation can be arranged and conducted relatively quickly and is often less time consuming and challenging than traditional approaches (Corby, 1999). Additionally, mediation is believed to be more likely to maintain existing relationships than conventional procedures. Therefore, a potential advantage of mediation is that it can intervene at an early stage in a conflict that otherwise might not be addressed. Moreover, it is often used to facilitate the parties' return to working together after a more adjudicative process (Saundry, 2013).

As part of the mediation process, employees are also able to progress grievances in a less confrontational way (Fox, 2005) and address problems that would otherwise not be able to be resolved through formal procedures (Montoya, 1998).

According to (Gazeley, 1997) , mediation can be cathartic and "allows the participants to discover how their perspectives differ; this healing cannot be obtained through monetary or defence verdicts." Therefore, mediation is indeed meant to re-establish business relationships where there is a continuing employment relationship.

Additionally, mediation also provides individuals with a chance to express their feelings in a relatively safe and secure setting, thus giving them a chance to have "their day in court" (Singletary,

1995). Mediation emphasizes that seeking a resolution can be accomplished jointly, in contrast to conventional approaches that focus on apportioning blame (Pope, 1996). Accordingly, (Shapiro, 1993) claims that participants who engage in mediation are more likely than those who use traditional methods to adhere to any agreement reached.

2.5 SUMMARY OF THE LITERATURE

The literature reviewed pointed to the efforts of the authors in demonstrating the relevance of using approaches that not only resolve disputes but also focus on maintaining the disputants' relationship. It is clear that in a diversified workforce, a dispute may be inevitable. However, the material accessed showed a direction that may link the impact of using Mediation as an excellent Alternative workplace Dispute Resolution.

CHAPTER III

RESEARCH METHODOLOGY AND METHODS

3.1 INTRODUCTION

The purpose of this chapter is to discuss the methodological framework has been used for this study. The study design and the research approach are described. In this section, the researcher introduces the population of interest as well as the sample size and sampling techniques that has been used to conduct the study. A discussion of the method used for data collection is presented. Furthermore, this chapter briefly discusses what approaches and tools were used in this project for data analysis

The research aims to answers the question “Can mediation play a role in resolving cross-cultural conflicts in the workplaces in Dublin”. The following are the research objectives to be addressed:

Objective 1: To assess what are the most common factors that cause cross-cultural conflicts in the workplaces.

Objective 2: To determine the role of Mediation in resolving cross-cultural conflicts.

Objective 3: To explore the use of Mediation in resolving cross-cultural conflicts in the workplaces.

3.2 DESCRIPTION OF METHODOLOGY AND RESEARCH PARADIGM

This research investigates a mix of fields. Firstly, it aims to investigate the roots of multicultural conflicts in the workplaces in Dublin and the impact that mediation has in resolving these cross-cultural conflicts that may occur in a daily routine in these professionals in Dublin city.

In this study, it was pointed the use of mediation in resolving conflicts focusing on maintaining the business relationship. Therefore, in this investigation we sought to verify the participants’

perspective in relation to their knowledge and applicability of mediation and its effects through their behaviours and experience.

According to (Cooper, 2014) “ The aim of qualitative research is mainly to understand how and why people behave in a certain way; this methodology is useful in gaining an understanding of the underlying opinions, motivations, and reasons for behavior. Researchers mainly use qualitative research to discover new or more insight on a phenomenon when they are trying to uncover new information . Furthermore, (Zohrabi, 2013) states that research in qualitative form seeks to understand people's social reality through their interpretations and understandings of their experiences. To obtain, analyse, and interpret the data content analysis of visual and textual materials as well as oral histories, it utilizes interviews, diaries, journals, classroom observations, and open-ended questionnaires. Lastly, (Polkinghorne, 2005) explains that generally, they are exploratory and seek to explain 'how' and 'why' a particular social phenomenon, program, works as it does within a particular context. The aim is to give us an insight into the social world in which we live, and why things are the way they are.

A mono method has been chosen for being more suitable to the aims and objectives wished. To make clear, to gain a deeper insight into the roots causes of cross-cultural conflicts in the workforces in Dublin and the impact that mediation has in resolving this type of conflict, the present study proposes to adopt the qualitative research approach by the subjects surveyed.

The research onion was used as the base for the development of this study and had its structure as it follows: *Philosophy*: In order to gain a better understanding of the practices and dynamics used to resolve disputes, this study applied the onion model of research, which focused on interpretivism philosophy to establish an epistemology focused on interpretation; *Approach*: The research employed an inductive approach in which it analysed literature that was relevant to the topic combined with data collected from primary research. *Strategy*: Using online surveys was the strategy employed. An online survey was conducted among professionals in Dublin for at least five months. They were able to identify links between mediation and workplace disputes and concluded

that mediation can be a valid mechanism for resolving disputes in the workplace; *Choices*: From the researcher's perspective, the research can be conducted in a different way based on the method used. For clarity, for this research was employed the Mono method, which provided qualitative data. It is crucial to realize that different methods are suitable for different objectives, depending on the research; *Time horizon*: This study used a cross-sectional time frame due to the time frame. It is indicated that the cross-sectional model will be employed when a specific timeframe is available for completing the research.

3.3 DATA SAMPLE AND DATA COLLECTION PROCESS

In terms of data collection techniques and procedures, bibliographical research and an online survey were used to materialize the research objectives and support the concepts used. Research on the subject of workplace mediation was done using scientific articles from journals worldwide as well as conference proceedings, online books, online articles, theses, and dissertations.

The survey was addressed to professionals who has performed in the companies in Dublin in areas of control or management in their functions. In selecting this empirical research instrument, the researchers focused on the perception, experience, and opinion of the interviewees regarding elements related to mediation and their application, allowing researchers to interpret each group of responses both individually and as a group, allowing them to clarify doubts concerning the questions and answers, as well as to get a further understanding of the topic being investigated.

It is worth mentioning that the justification for using online surveys is that online surveys can reach a bigger number of respondents that is needed for this study in a minor range of time, and offering more speed of data collection. Another critical point is that data collection can be costly, and most of the time it ends up consuming much more time than expected and available for the researcher, because it requires visits to the organization to access files or interview with the staff. As a result, the convenience of online surveys (no postage or printing costs, no interviewers required) and their

low cost and instant access to a wide audience regardless of their location make them very suitable for cross-sectional studies and international comparisons. (Martin, 2002).

A set of semi related questions was used to facilitate interpretation, description, and analysis of the data. The survey was seeking for professional people who have been working in companies in Dublin. The questionnaire was structured into two sections to keep the participants focused on the context that each question is asked. The order of the questions was chosen carefully to avoid inducing the answer of the participants, but it aims to develop awareness in the participants and avoid misunderstandings.

The general section aims to obtain general data about the survey participants the first four questions are asking for information regarding the nationality, gender, respondent's current work and role in the company.

There was a mandatory question regarding professional background. Once that was complete, the respondent professionals were able to proceed with the following questionnaire, demonstrating that they were part of the research group needed for the development of valuable data for the study subject.

On the second section, respondents were allowed to choose from multiple choice options or provide a scale of answer to describe their experiences with the research object. At this section, the questions are getting more deeply in order to gather more data that help to build the research and demonstrate how cross-cultural conflicts are sorted in the workforces in Dublin. It will also show that mediation can be an agent to sort cross-cultural dispute when the focus is to maintain the relationship between the parties. As part of the research strategy, the focus was placed on the professional experiences of the respondent professionals in order to increase the depth of the study.

This study used qualitative method. The qualitative method is a straightforward way to approach and gather data for this research. This method is the most suitable for this research as it will enable us to gather in depth insights on gaining an understanding of the underlying opinions, motivations, reasons for behaviours and experiences.

3.3.1 ETHNICS CONSIDERATIONS

Ethics have to be present at all time of professional and personal life as a crucial aspect. Research carried out without ethnics considerations are not valuable for any organisations lately, and no matter what I will always follow ethical guidelines. This work will assure the anonymously, the rights and prestige of the all participants names. Concerning data privacy, legal considerations will be taken based on the Principles of the Data Protection Regulation Act 1998 to guarantee the privacy of all the data as it follows:

Under the GDPR and Data Protection (Department of Enterprise, 1998-2018) this Department, as a *Data Controller*, has a legal responsibility to:

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

Due to ethical reasons, the survey is anonymous, and answers are not related to a participant's name. This way, no one can identify the participant's answers. The survey specifically was sent to people related to the topic. It was attempted that all the participants had experienced a cross cultural conflict in the workplace and had it sorted by mediation; and this is why the survey's open statement gives participants a detailed description.

3.3.2 DATA COLLECTION AND DATA ANALYSIS

In the context of this research, the target population is composed of professionals who contribute substantially to their organizations, such as leaders, managers, and business owners, as well as any professional holding a position of responsibility for others in a company based in Ireland. The survey was conducted with non-probability sampling by selecting individuals associated with the field of business. (Kumar, 2011).

The survey consists of four primary questions and following of thirteen multiple-choice , one open question for adding comments and one with a five-points scale response. Through the google docs surveys tool the objective was to reach 120 respondents and the survey ran from 30th august to 8th September 2021. The ninety participants who answered the survey were professionals who have been working in Dublin from different nationalities, and they were asked not to rush while answering the survey.

3.4 RESEARCH PROBLEM AIM AND OBJECTIVES

Disputes appear to exist in every human relationship and every kind of society at any given time, and they can be present at all levels of the organization. Over time, conflict is almost sure to arise in a diversified workplace. In an effort to accomplish goals that are perceived as incompatible, disagreements and disputes occur. An unresolved conflict can be expensive for a business environment and its members. In the context of a professional relationship, a disharmony of the work environment can have several negative consequences, including damage to the job environment or the business relationship, resulting in losses for both parties.

In light of that, this study aims to find a balance between interactions, whether they may occur between internal members of one organization and/or between external members of different organizations. These stakeholders would then be able to make decisions, getting valuable

information about the application of mediation approaches in these interactions and determining whether or not they were effective in terms of conflict prevention, management or resolution.

The question and objectives of this research aimed to be answered by elaborating questions that will cause value due to the participants' experiences working in companies in Dublin. In preparation for writing the research response, the researcher would analyse the differences and similarities to create data for the research response. It is worth mentioning that the questions were designed to facilitate a fair comparison between the professionals, and they reflect their routine at a given time when doing their job.

3.5 CONTRIBUTION OF THE STUDY

Dublin, the capital of the Republic of Ireland, has been dramatically impacted by globalization. The economic and administrative centre of a colonial economy, Dublin's dominant role became increasingly compromised in the 1960s and 1970s as branch plants were implanted throughout Ireland. That being said that Dublin has lately played an increasingly important role in the organizational strategies of many transnational American companies operating in Europe. Owing to that, niche functions with an overwhelmingly international focus have emerged (Breathnach, 2000). Considering the multicultural nature of Dublin's society, it is inevitable that these cultural differences will eventually lead to conflicts in a professional environment. As a result, there is a great deal of research on the role of mediation in conflict resolution.

Mediation is a new and effective way to resolve disputes. The system is designed to empower citizens, ease court congestion, and offer superior service for individuals. It is the best way to resolve disputes in an efficient and participatory manner, focusing on maintaining the relationship between parties.

This is a cost-effective and efficient method of settling disputes that both the public and private sectors can benefit from. Despite this, few lawyers, students, or members of the public are not aware of such a fast, efficient way to resolve disputes.

In light of all that, this study may prove to be useful to students mediators, employers and employees, social workers, and other concerned persons the benefits of using mediation to settle workplace disputes. The research aims to provide analyses and recommendations regarding this technique's use, further, it seeks to explore the use of mediation by the professional in her or his daily functions in the company, which in turn will determine her/his career's effectiveness.

3.6 LIMITATION OF THE STUDY

Several limitations for this study were observed: Convenience sampling was used; it is difficult and unwise to generalize the results. While non-probabilistic sampling does not invalidate the research, it does weaken the theoretical superiority of probabilistic sampling because of some application issues. It nonetheless helped to understand the reality of the study institutions and their subjects through the data collection and analysis. Furthermore, these respondents were found to have a limitation in terms of knowing the subject matter.

Regarding the range of issues surrounding the relationship between knowledge and practice of mediation approaches when dealing with cross-cultural conflicts, the research restricts to focusing on these participants' professional routines. It pointed another limitation as the study looked at participants' daily practices rather than their academic trajectory or life history and the perceived effect of using mediation approaches to resolve disagreements in their role in Dublin. In addition, it is qualitative research; therefore, it must be assumed that its character is constrained by subjectivity. In addition to this limitation, using online surveys did not allow for the recording or analysis of participants' gestures or reactions, which is another approach that could have provided information about body language while they answered the questionnaire.

It is worth mentioning that in any case, such data would not represent a weak part of the study or compromise its conclusion but instead would be of value.

Methodological approaches to the development of this research are described in this chapter. A questionnaire carried out online using Google Docs was presented and justified as a qualitative research method.

The participants to whom surveys were directed were also discussed, as well as issues that were observed during the study. Consequently, the following chapter focuses on your objectives. It provides an overview and analysis of the results of the empirical research conducted with professionals working in their particular organizations in Dublin, Ireland.

CHAPTER IV

PRESENTATION OF THE DATA

4.1 INTRODUCTION

As part of this study, this chapter describes the data gathered from the online surveys, provided a framework for comparison to the theoretical framework presented in chapter three of this study, guided by the chosen methodology. Firstly, cross-cultural conflicts are the central aspect, and one of the aims is to outline its roots. That being said, conflicts are broad, and there is not only one reason for their roots, so it is narrowed to the cross-cultural conflicts in the workplaces in Dublin. Furthermore, it is narrow even more when it focused on analysing the impact of using Mediation to resolve cross-cultural conflicts in the workforce in Dublin. Being Mediation one of the alternative to dispute resolution is clear that this work meets that requirement. It is looking at the conflicts phenomena caused by cultural matters. Then, examining past studies related to the field in order to formulate ideas and hypotheses in that respect. It is also seeking methods that develop an awareness of the benefits of Mediation in settling and preventing disputes between parties in a cultural conflicts relationship in the workforces in Dublin. It is clear that this topic is related to the dispute resolution field. Managing conflict, preventing conflict, and finally, solving cultural conflicts through Mediation is the primary aim of this study.

4.2 MEDIATION APPLIED TO SOLVING DISPUTES

Mediation is an effective method for resolving disputes based on the following criteria: it's confidential, voluntary, oriented towards solution, the mediator acts impartially, and the parties come to their own voluntary agreements. A variety of societies and civilizations have used mediation in one form or another for centuries, including the Romans.

Throughout history, there was also an elder-led alternative to open group mediation practiced both on a global scale and by American Indian tribes to resolve issues with their communities or tribal communities. Cultures saw the mediator as a sacred figure, a shaman, a medicine woman or some sort of man who mediated between individuals or between individuals and spirits. Consequently, mediation in its present-day form has undergone several different mutations and transformations and has developed particularly in the new world, especially in the United States, Australia, and New Zealand.

In recent years, the concept of alternative dispute resolution has evolved due to the increasing cost of conflict to large businesses and industries. The cost of conflict to a company's profitability has been assessed from all angles, direct and indirect. Some of the direct costs include: downtime, lost productivity, missed deadlines and opportunities, sickness, security, compensation, and legal expensive. For the indirect costs these include quality and productivity declines, lost motivation and morale effects, employee complaints, accidents, delays, and in some cases time-consuming investigations or disciplinary actions.

The early resolution, the relatively low cost and high success rate of workplace mediation, when taken into account by company accountants, resulted in an overwhelming preference for mediation over litigation. A growing body of academic research on mediation also contributes to the confirmation of the trend. Even in cases in which no agreement could be reached, mediation delivered substantial satisfaction to a high percentage of clients. Comparisons with settlements with attorneys (66%) and by the courts (40-50%) demonstrate that consumers are more satisfied with their settlements with attorneys. Most of the samples, even when there were no attorneys available for help, could be settled through mediation. According to a study of small claims disputes, 81 percent of cases used mediated agreements, compared to 48 percent with traditional adjudication methods. Lastly, research indicates mediation results have been found to be more equitable, faster and less expensive for both the parties and the courts (Guyler, 2008).

4.3 APPROACH AND METHODS APPLIED ON THE ONLINE SURVEY

In the chapter above was explained that the online survey questionnaire was used to gather the data needed for this research. In order to reach the number of participants, the survey was sent by WhatsApp and e-mail with the information regarding the reasons of the survey with the following message in order to encourage the respondents and give credibility for the study.

“This survey seeks professional people who have been working in companies in Dublin. This survey aims to collect data that will be analysed and interpreted as part of the dispute resolution research. This research is part of the requirements that the researcher must meet before graduating from Independent Colleges Dublin's master's program in the arts of conflict resolution; it will take less than ten minutes.

The study aims to outline the impact of using mediation when applied to cross-cultural conflicts in the workplace. Your participation will significantly help the development and further understanding of the topic. The answers are entirely confidential, and information such as email address or IP address will not be collected on this platform.

If you need any clarification or have doubts or concerns, please get in touch with the researcher Ms. Thais Silva tc5672212@gmail.com. A registered student at Independent College Dublin.”

4.3.1 SURVEY REPORT

The online survey was developed under the following title:

“ The impact of using Mediation to resolve cross-cultural conflicts in the workplaces in Dublin”

Prepared by Thais Silva Costa, masters student at Independent Colleges Dublin

Prepared for: Meet the research objectives related to the master's program pursued by the researcher.

Submitted; From 30th August to 8th September 2021 to a total of 120 respondents. Having a return rate of (75%) respondents from a total of 90.

Item	Description
Author	Thais Silva Costa
Document title	The impact of using Mediation to resolve cross-cultural conflicts in the workplace in Dublin.
Origen	Google Docs
Nature	Online Survey

Table 1 - Document Description

Version	Date	Accessed by	Description
Online Survey	30 th august	Author	Data Analysis
Online Survey	8 th September	Author	Data Analysis

Table 2 Document history

4.3.2 DESCRIPTION OF THE OBJECTIVES

The objective of the use of this qualitative method during this research was to analyse if the impact of using mediation to resolve cross-cultural conflicts in the workplaces in Dublin. In this research, a theoretical basis and other studies that preceded it were combined with the data collected from respondents in the survey.

The research aims to answers the question “Can mediation play a role in resolving cross-cultural conflicts in the workplaces in Dublin”. The following are the research objectives to be addressed:

Objective 1: To assess what are the most common factors that cause cross-cultural conflicts in the workplaces.

Objective 2: To determine the role of Mediation in resolving cross-cultural conflicts.

Objective 3: To explore the use of Mediation in resolving cross-cultural conflicts in the workplaces.

4.4 THE DATA COLLECTED

This chapter aims to present a description of the data collected from the online survey, guided by the chosen methodology. Ninety participants with the following results answered the survey, and the objective and results of each question are presented in this section.

4.5 THE SURVEY QUESTIONNAIRE

4.5.1 SECTION I. GENERAL INFORMATION

Question number 1

Nationality

Objective

Knowing the nationality of the participants helps to build an idea of how multicultural the countries are. Also, it seeks for a better understanding of how culture can play a role in dispute resolutions, and insights into how individuals solve conflicts at work.

This data can provide an essential value to this research.

Results:

Country	Number of Respondents
Brazil	28
Ireland	12
Italy	6
Turkey	5
India	5
Mexico	5
Poland	4
Romania	3
Argentina	3

Chile	2
Bolivia	2
Somalia	1
Honduras	1
Sri Lanka	1
Gambia	1
Portugal	1
Latvia	1
Spain	1
Mauritius	1
Nigeria	1
Zimbabwean	1
Germany	1
Pakistan	1
Venezuela	1
Costa Rica	1
Colombia	1

Table 3 Nationality of participants

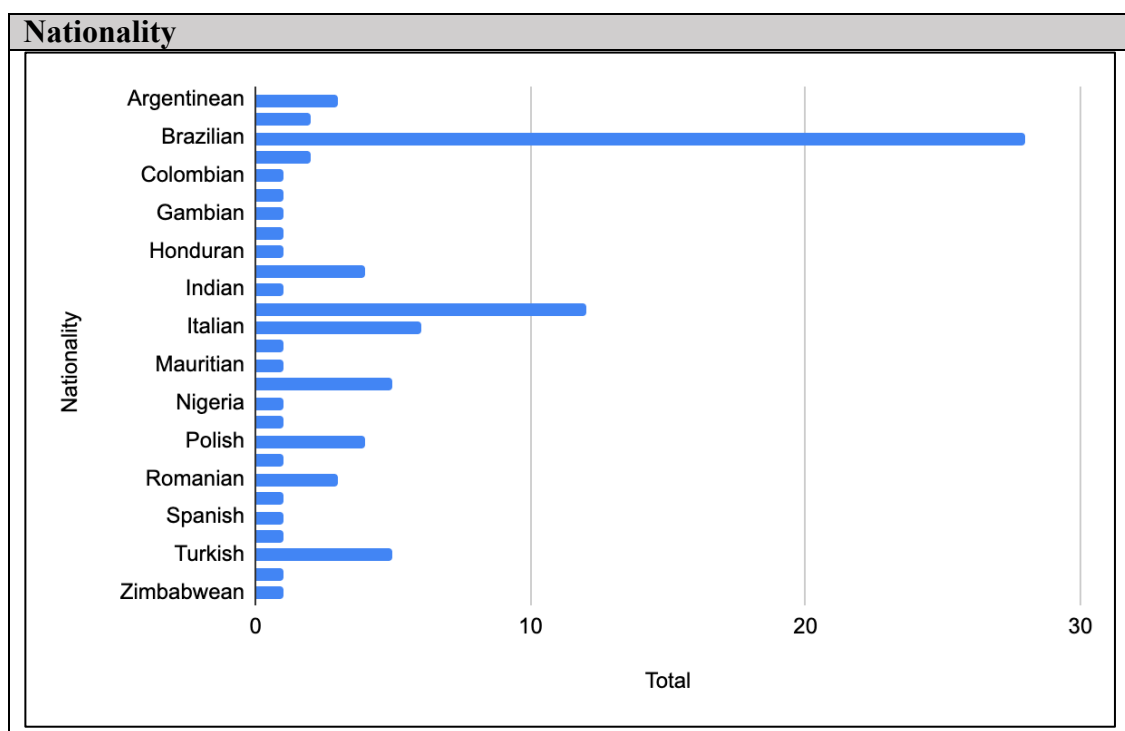


Figure 1 – Presentation of Q1

Question number 2

The gender of the participants

Objective

Knowing the gender of the participants help to understand how gender plays an agent that influences conflict management and resolution.

Results:

Male respondents	Female Respondents	Total
46	44	90
51,1	48,9%	100%

Table 4 – Gender of Respondents

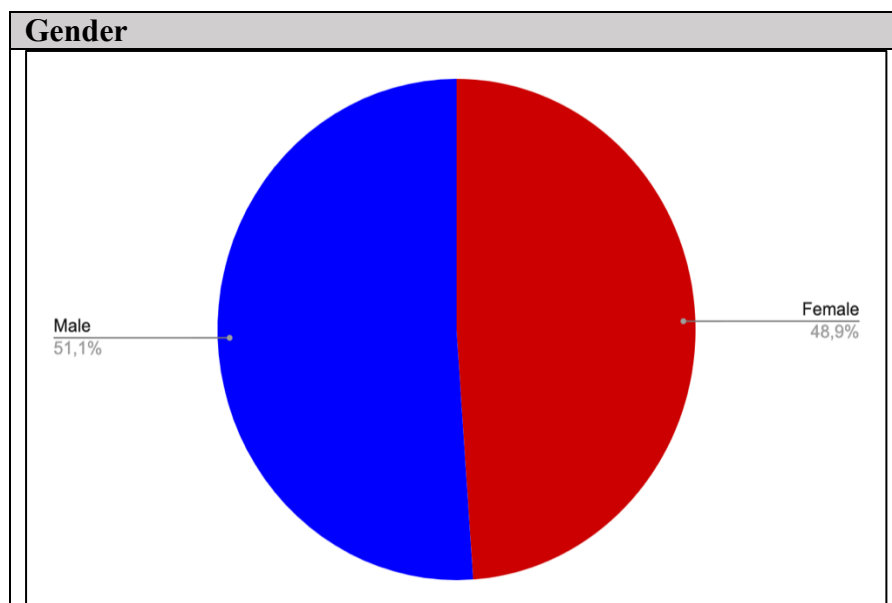


Figure 2 Presentation of Q2

Question number 3

Industry sector of the respondents

Objective

A wide range of different sectors characterizes the global economy. These industrial sectors can provide valuable insights, and they can help show if there are different approaches to the work based on the industrial sector in which people operate. Additionally, it is essential to consider whether those can cause conflict or help to resolve one.

Results

Industry Sector	Number of Respondents	Total
Hospitality	32	35,6%
Technology	16	17,8%
Education	8	8,9%
Industry	4	4,4%
financial	6	6,7%
Cleaner	3	3,3%
Architectural	1	1,1%
Engineering	1	1,1%
Marketing	4	4,4%
HR	1	1,1%
Retail	3	3,3%
Logistics and Transportation	1	1,1%
Health	4	4,4%
Others	6	6,7%
Total	90	100%

Table 5 – Sector of the Respondents

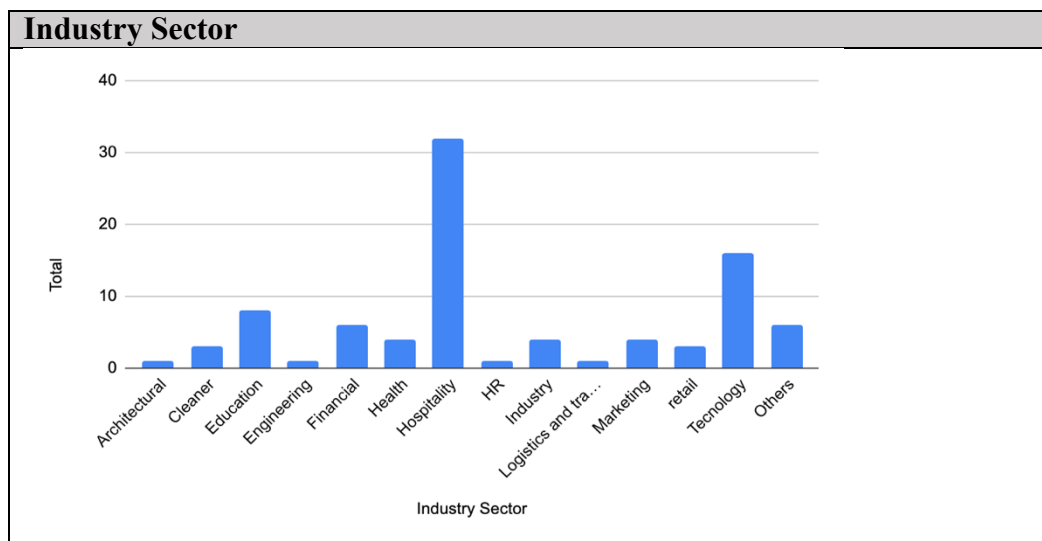


Figure 3 – Presentation of Q3

Question 4

The role in the company

Objective

The respondents were asked their role in the company as it is important because this data can provide valuable insights for this research. It may be helpful to see how these participants play a role in management and conflict resolution according to their position.

Results:

Role of the respondent in the company	Number of respondents	Total
Line Manager	12	13,3%
Supervisor	11	12,2%
CEO/Owner	3	3,3%
Worker	64	71,1%

Table 6 – Role of Respondents

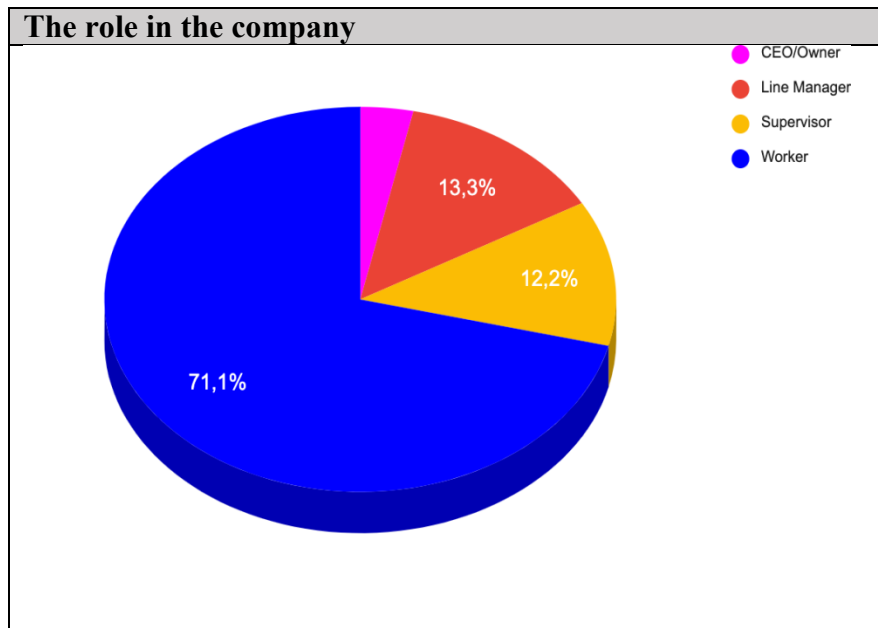


Figure 4 – Presentation of Q4

4.5.2 SECTION II – THE MEDIATION

Question 5

The participants were asked what they believe that a multi-cultural workplace is

Objective

The roots of multiculturalism may vary according to the beliefs of each person. Knowing the respondents' understanding about multiculturalism is crucial because it will help the researcher investigate if they are aware of what it is before saying if their workplace is culturally diverse or not. This data is useful for this study.

It was given the participants the following options:

- I. An environment composed by people with different background, values, nationalities, beliefs and so forth

- II. An organisation composed mostly by men and women
- III. A business composed by people of colour
- IV. Mix of people of colour
- V. Inclusion of LGBTQIA+
- VI. I do not know what multicultural workplace is

Results:

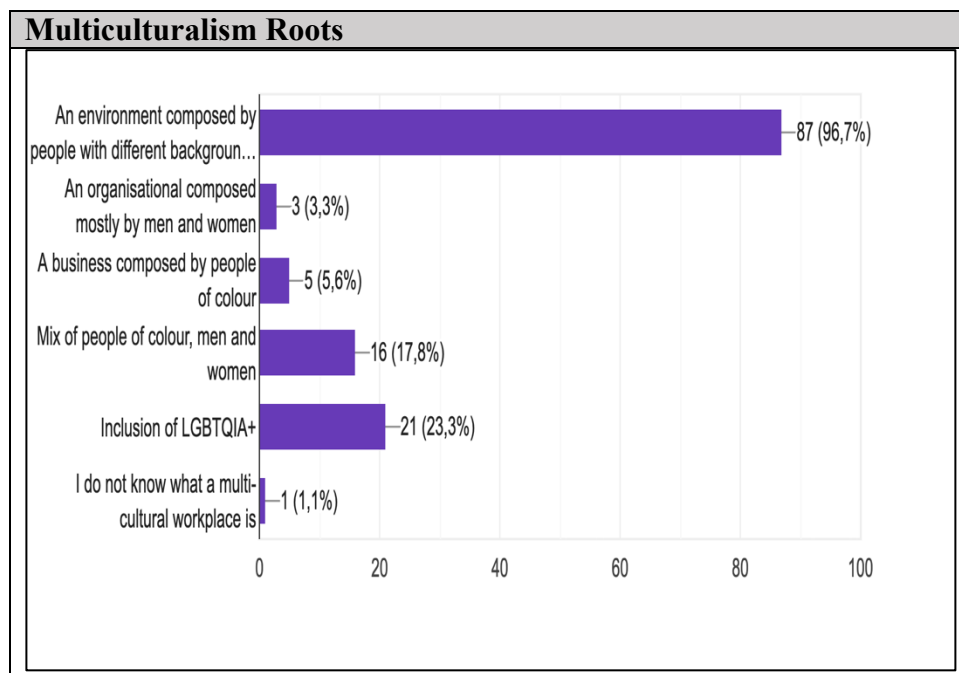


Figure 5 – Presentation of Q5

Question 6

Do you consider your workplace culturally diverse?

Objective

The importance of asking this question will gather data that will be helpful to prove the researcher hypothesis of an existence of a multicultural workplace in Dublin

Results:

Workplace culturally diverse	Respondents	Total
Yes	87	96,7%
No	3	3,3%

Table 7 – Question 6 of the Survey

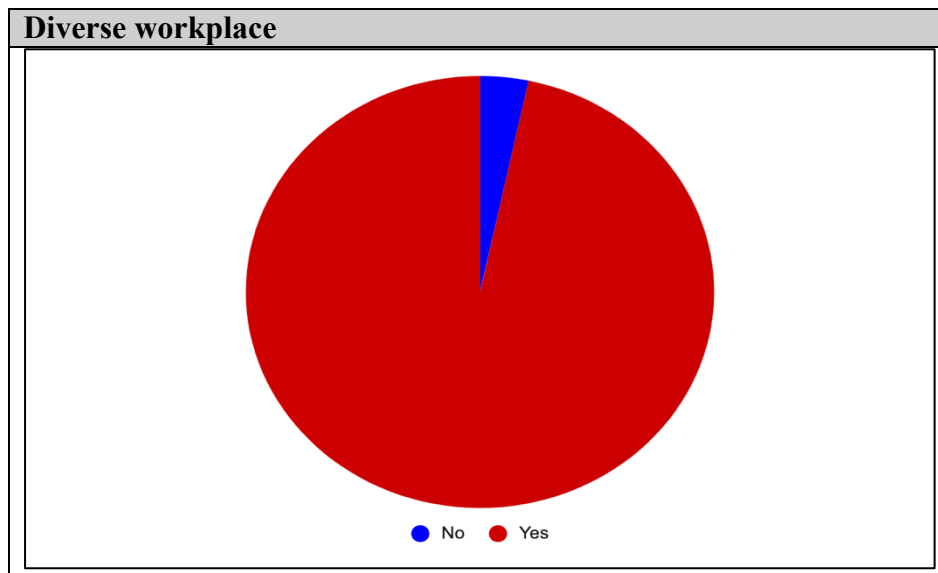


Figure 6 – Presentation of Q6

Question 7

Have you ever witnessed or experienced any conflict at work?

Objective

At this stage, this question is looking for information regarding the respondents' experience with conflict at work. This data is essential for this study as it aims to show whether cultural conflicts are present at work or not.

Results:

Witnessed or experienced conflict at work	Total
Yes	52,2%
No	47,8%

Table 8 – Question 7 of the Survey



Figure 7 – Presentation of Q7

Question 8

Did the conflict involve the following parties? (More than one option is possible)

Objective

Here the relevance of the involved parties in a conflict is the data wanted. This data will be helpful for this study to prove that conflict at work can involve not only but also managers, supervisor line and so forth.

Results:

Parties involved in the conflict	Total
Co-workers	41,1%
Supervisors	22,2%
Line Managers	18,9%
Owners/CEOs	10%
Other	7,8%
I answered "NO" in the previous question	45,6%

Table 9 – Question 8 of the Survey

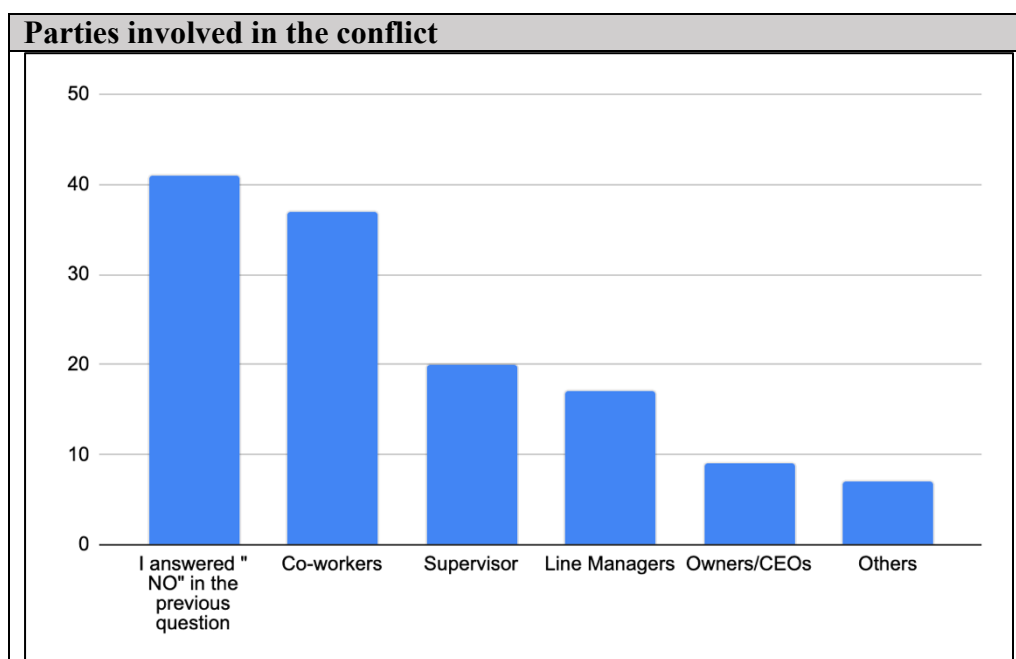


Figure 8 – Presentation of Q8

Question 9

Regarding your answer in Q8(question above) , in case you have experienced conflict in the workplace, how did it affect you and your performance at work? More than one option is possible

Objective

This question only aims to gather what the feelings from the respondents are on what way a conflict would or not affect them in the workforce. It was given the following options:

- I. It did not affect me
- II. Demotivation and low performance
- III. Considering to quit the position
- IV. Speak out and try to solve the situation
- V. I have never been directly involved in a conflict

Results:

Effects of conflict	Respondents
It did not affect me	13
Demotivation and low performance	25
Considering to quit the position	15
Speak out and try to solve the situation	22
I have never been directly involved in a conflict	36

Table 10 – Question 9 of the Survey

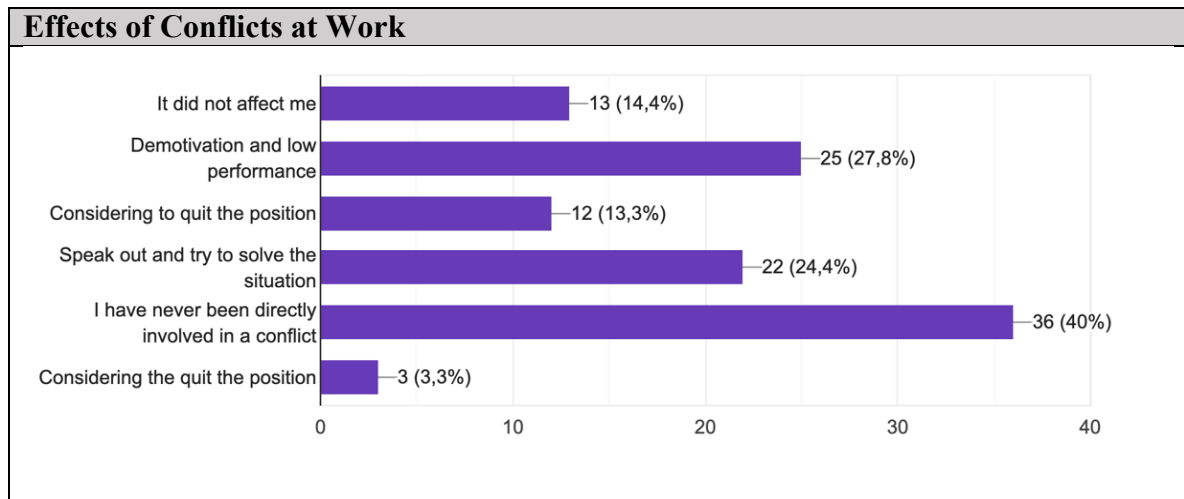


Figure 9 – Presentation of Q9

Question 10

Do you believe cultural matters could have influenced the conflict that you have experienced?

Objective

The data obtained through this question helps the researcher measure whether cultural matters have been presented in conflicts at work. This data will be helpful to prove the research hypothesis.

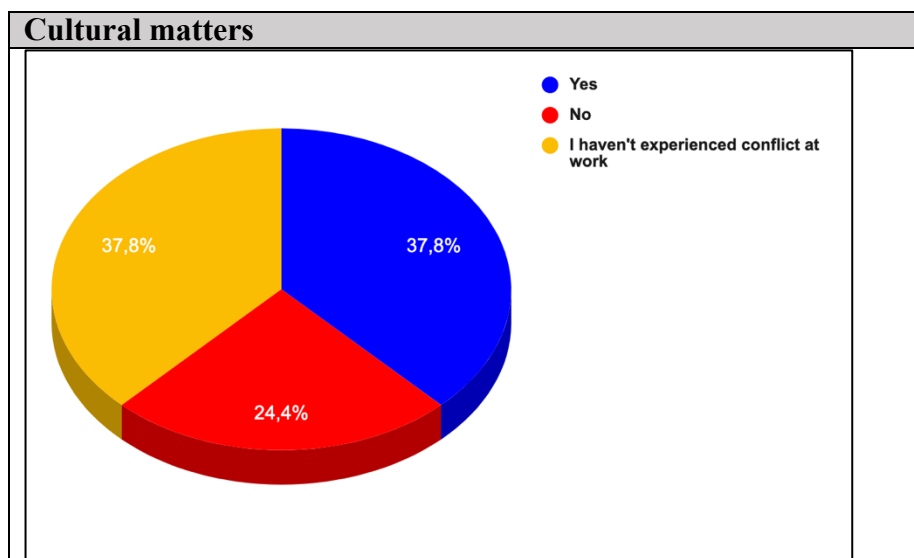


Figure 10 – Presentation of Q10

Question 11

What particular elements do you believe commonly cause cultural conflicts at workplace. (More than one option is possible?)

Objective

The relevance here is to gather thoughts from the respondents about the roots of cultural conflicts. This question seeks to answer one of the objectives of this research, and this question can provide data to help the researcher gather this information. At this question, options were given to the respondents. The suggested options were the following:

- I. Language barrier
- II. Different values, beliefs
- III. Poor or lack of communication
- IV. Gender
- V. Race
- VI. Age
- VII. I have not experienced conflicts at work

Results:

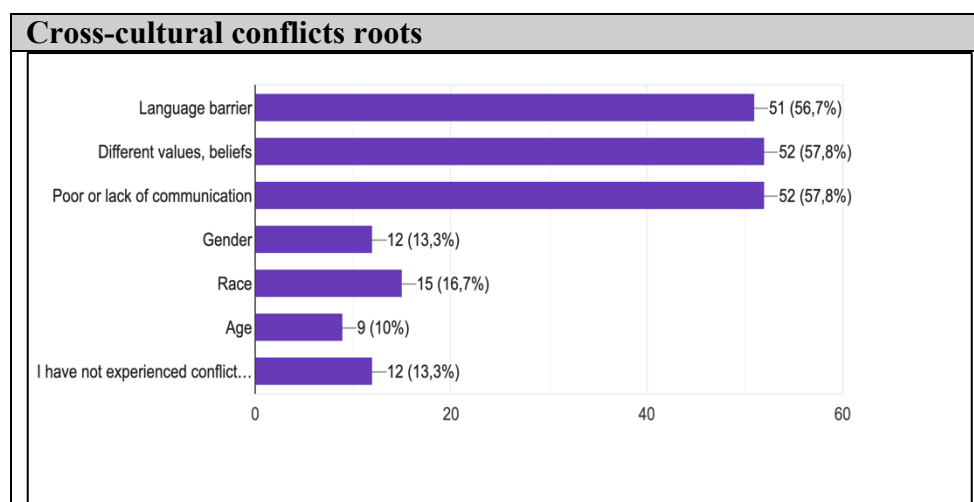


Figure 11 – Presentation of Q11

Question12

Would you be willing to attend mediation in order to solve a cultural conflict in the workplace?

Objective

This question is regarding the dispute resolution field, and the objective here is to see if the respondents would be willing to attend mediation to resolve disputes in the workplace. This data can give pieces of evidence of how the respondents feel regarding having mediation as an alternative dispute resolution.

Results:

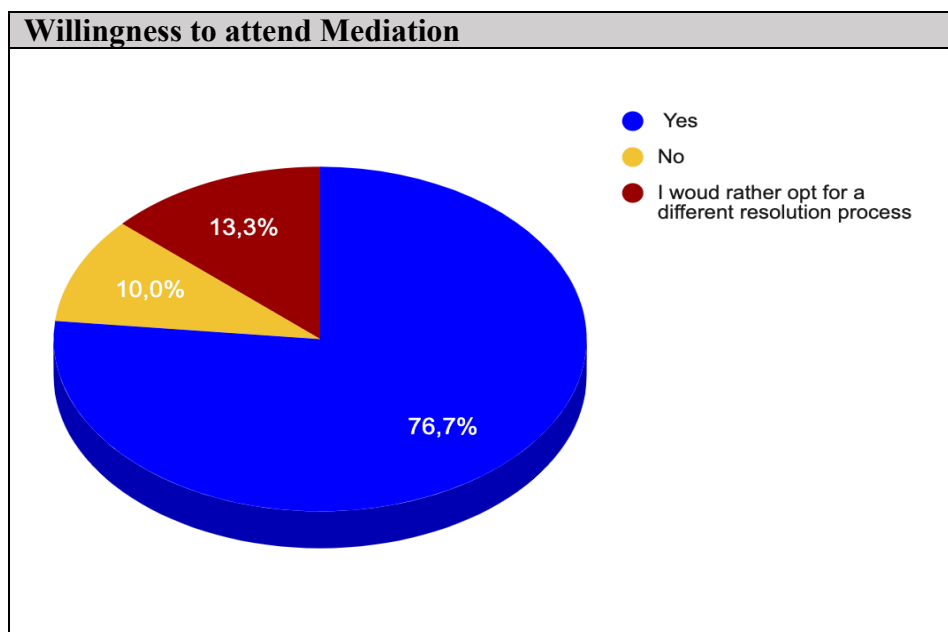


Figure 12 – Presentation of Q12

Question 13

What could mediation provide to motivating you in applying that in a future conflict at work?

Tick 2 options

Objective

The relevance of obtaining data through this question here is to help measure the benefits of what mediation could do in terms of dispute resolution. Also, this question is linked to one of the objectives of this research. It was given the participants the following options:

- I. The chance to be heard
- II. Preservation of the relationship
- III. The confidentiality of the process
- IV. Faster settlement of the issue
- V. Seek for justice
- VI. I would rather opt for a different resolution process

Results:

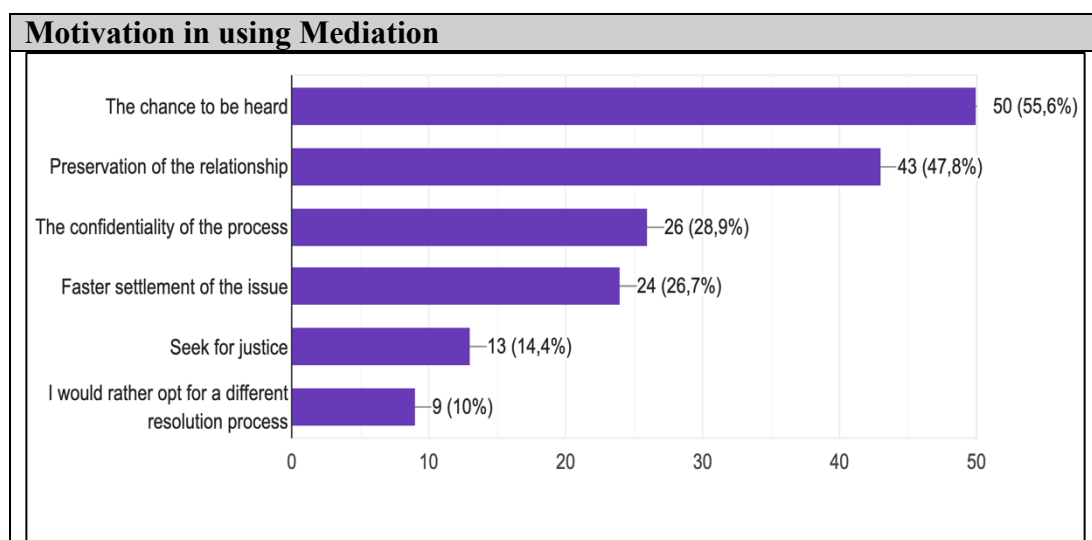


Figure 13 – Presentation of Q1

Question 14

Is there a department/person in your company that provides alternative dispute resolution?

The only aim here is to know if the companies have departments/people to deal with workplace disputes. This data is helpful as it will demonstrate evidence of the number of companies that provide departments/people to deal with workplace conflict. Following the choices given to the respondents

- I. Yes
- II. Not
- III. I am not aware of such services being offered at my workplace

Results:

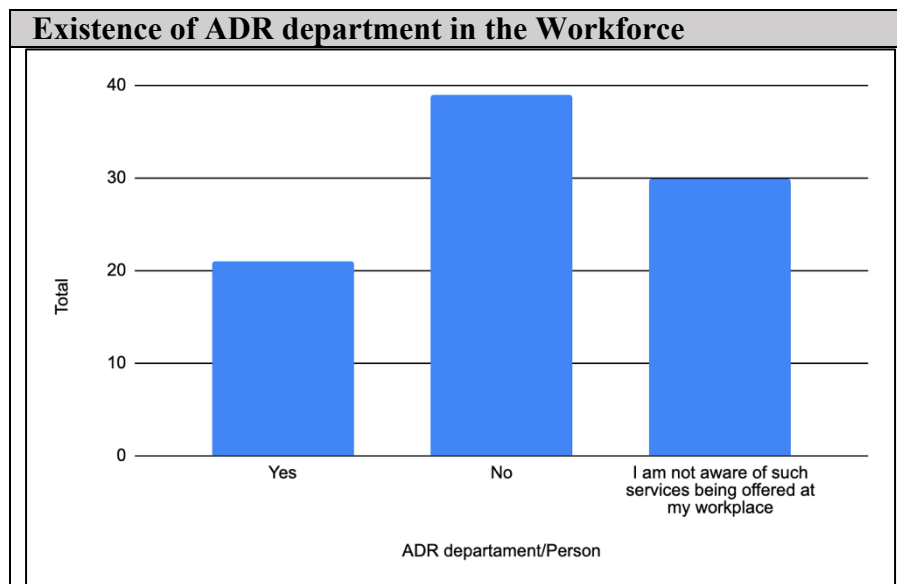


Figure 14 – Presentation of Q14

Question 15

If the answer for the previous question was "YES", what of the following options are available?

Objective

This question only aims to see what are the methods of dispute resolution available in the workforce.

Results:

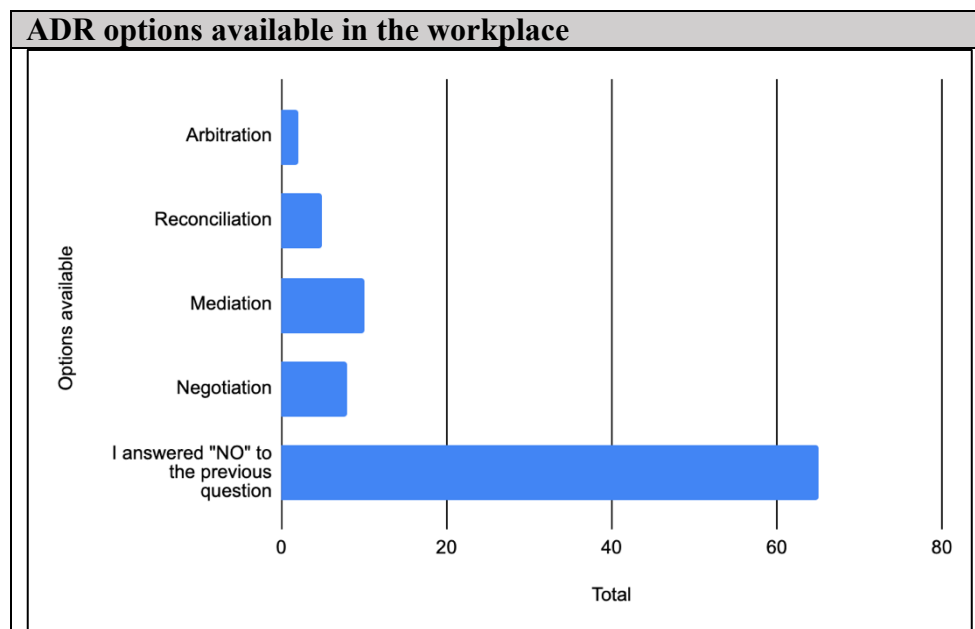


Figure 15 – Presentation of Q15

Question 16

Have you attended any of the alternative dispute resolution above?

Objective

This question only seeks to know if participants have attended any alternative dispute resolution to cope with disputes at workplace.

Results:

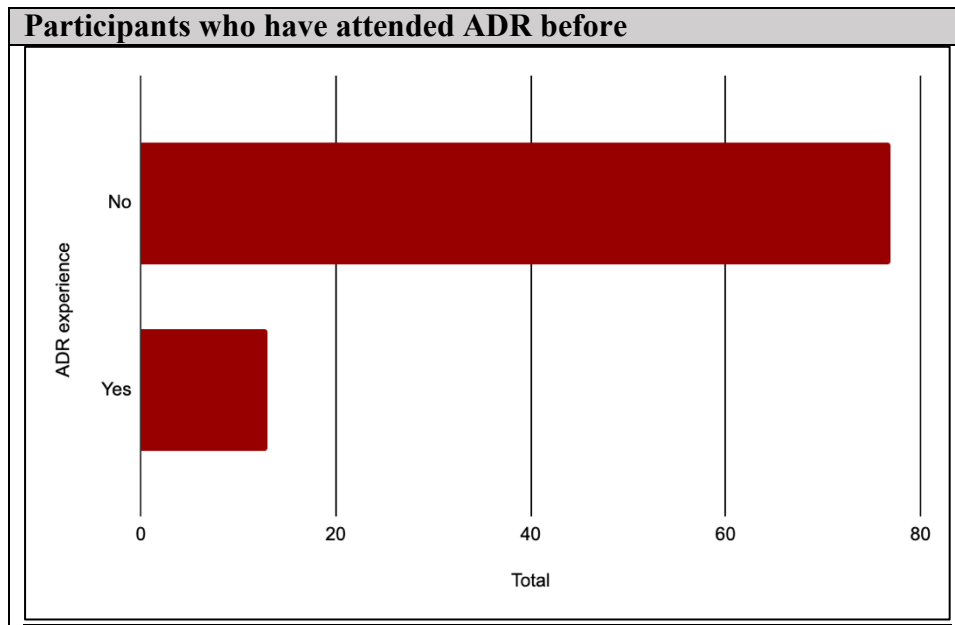


Figure 16 – Presentation of Q16

Question 17

If you answered " Yes" to the previous question, how satisfied were you with the results ?

Objective

The objective here is to see how satisfied the respondents found mediation to resolve conflicts at the workplace.

Results

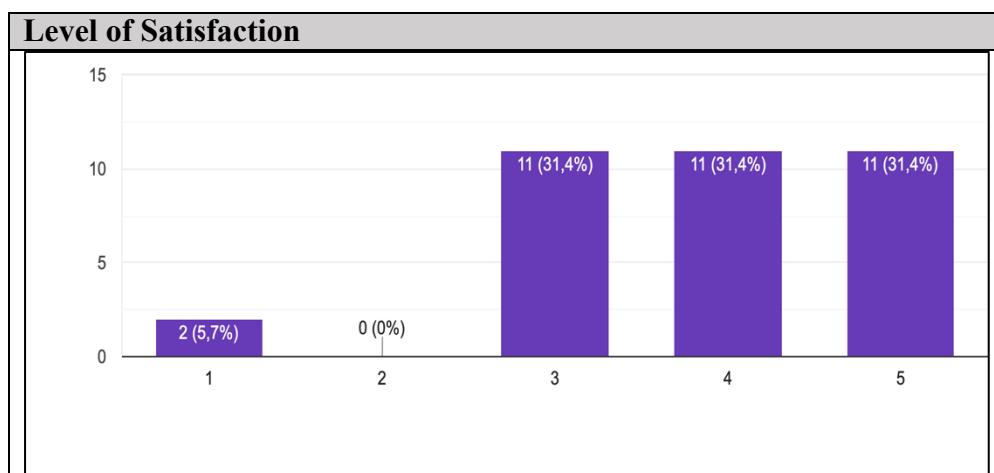


Figure 17 – Presentation of Q17

Question 18

Do you know about Alternatives Disputes Resolution (ADR) Mediation, Arbitration, Negotiation and Reconciliation

Objective

This question has the aim to know how knowledgeable is the respondents regarding the methods to solve disputes.

Results:

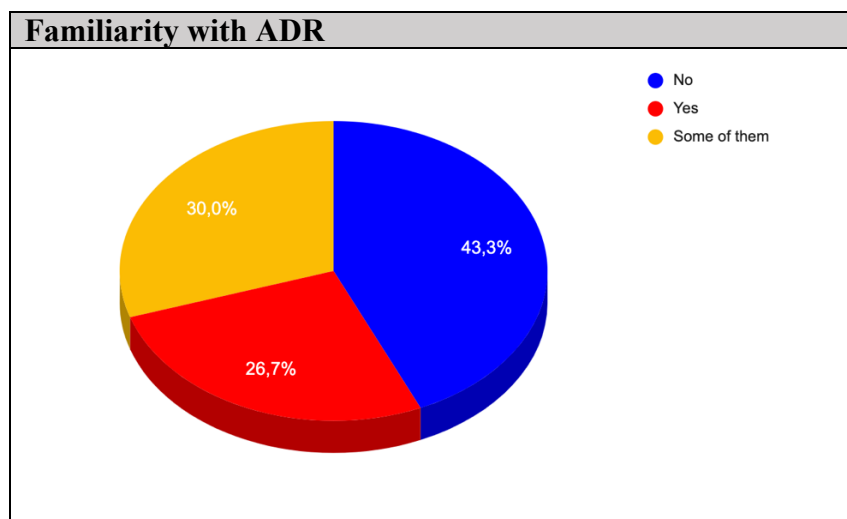


Figure 18 – Presentation of Q18

Question 19

If you would like to complement any answer or if you have any comment or thoughts that you want to share with the researcher, please feel free to write down here.

Objective

The question aims to allow the respondents to share their ideas with the researcher freely and give them the chance to provide feedback that can help the researcher understand or see aspects not noted before when the survey was built.

Results:

1 <i>"Sometimes a third party isn't required. Talking to a person or persons which you might have a conflict with directly can also solve the matter and reinforce your relationship with the individual or individuals."</i>	2 <i>"Sometimes companies do not want to expose people are involved when you speak out you see that thing is moving but nobody tells you how the company is resolving."</i>
3 <i>"I've never been in a multi-cultural conflict. But as I work with another nationalities, I can notice few differences in thinking, behaviour and etc. This is completely normal and I always try to use work around with the situation."</i>	4 <i>"In some cases, Co-workers do not even bother to understand that difference of opinion is not a dispute/conflict. Training sessions should be held to make them understand, how a conflict (if triggers) can be resolved between the parties engaged at first."</i>
5 <i>"It's important to consider the size of the</i>	6 <i>"This survey is amazing, it will really help the</i>

<i>company. The bigger the company is more options of using ADR have.”</i>	<i>workplace environment in the future to come, biggest congratulations and well done”.</i>
<p>7</p> <p><i>“ Very few companies are well aware of the benefits of the applying mediation methods to deal with conflicts on the daily basis which could be used as a positive result in terms of health workplace atmosphere.”</i></p>	

Table 11 – Question 19

CHAPTER V

ANALYSIS OF THE DATA

5.1 DATA ANALYSIS AND FINDINGS

The survey obtained a satisfactory number of responses. A number of 120 invitations were sent, and it generated a return rate of 75% responses.

The average confirms that the use of online survey was the best tool to reach the desire number of respondents in a short period of time . As a result, the convenience of online surveys (no postage or printing costs, no interviewers required) and their low cost and instant access to a wide audience regardless of their location make them very suitable for cross-sectional studies and international comparisons. (Martin, 2002).

The online survey reached ninety (90) samples from a population of 120 possible participants, showing engagement of 75% of the target audience. The results also shows that 48,9 or forty-four of the respondents were women and 51,1% or forty-six were men.

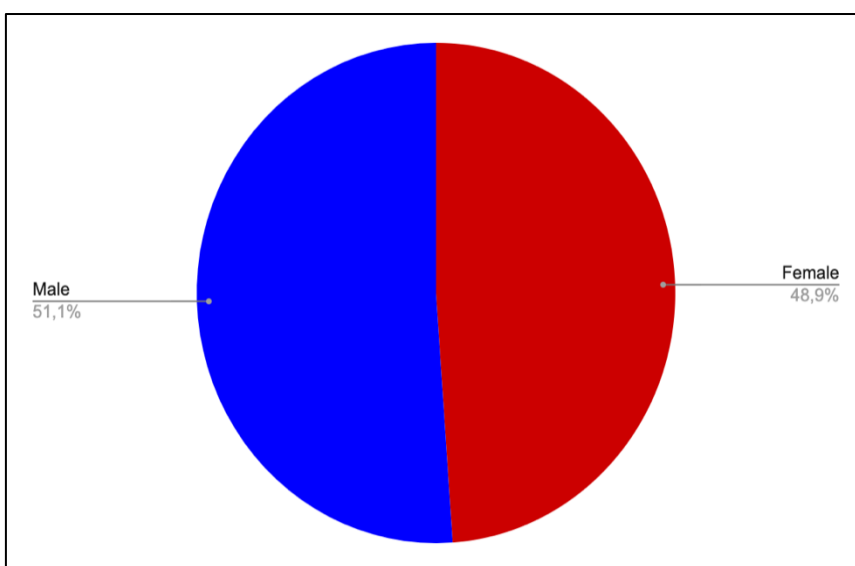


Figure 19 Graph 1 - Gender of participants

The data also shows that there are more men than women performing management in their functions in the companies, However, on the other hand, there are also a greater number of women performing management in the companies, and according to their responses in the survey at some point they already have being in contact with mediation approaches.

FIRST SECTION OF THE QUESTIONNAIRE

Question 1 refers to the nationality of the respondents, this data is essential regarding the study to be addressed multiculturalism in companies in Dublin, and this data can contribute with a wide variety of data due to the mixed of nationality.

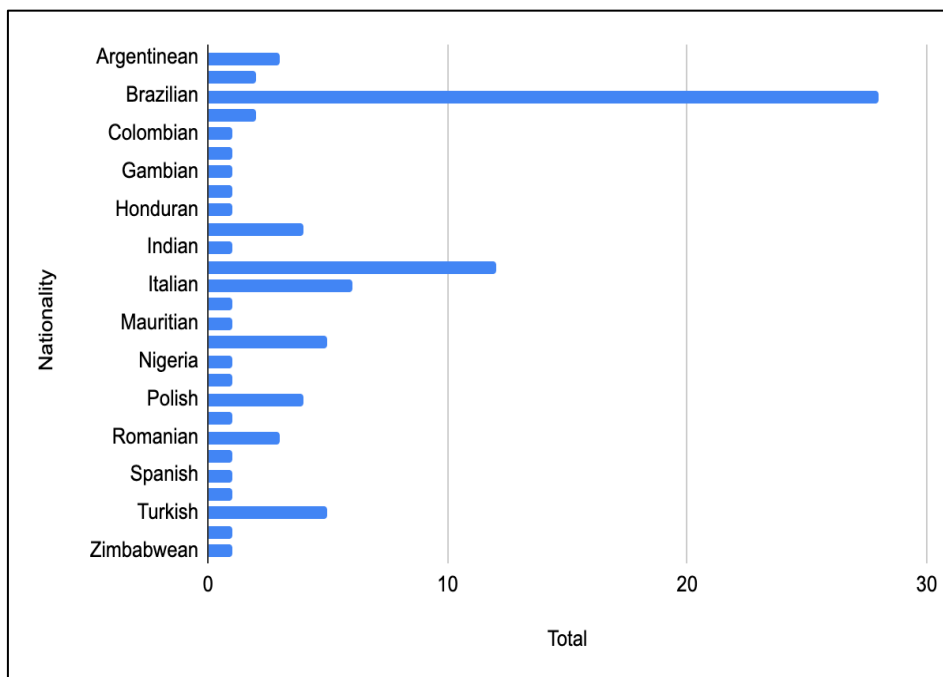


Figure 20 Graph 2 Nationality of participants

The nationalities vary between Irish, Brazilians, Mexicans, Polish, Nigeria, Turkish and many others. The majority of the respondents were Brazilians, with 28 participants, followed by 12 Irish respondents, 5 Mexican respondents and so forth.

Regarding the Industry sector of the respondents' graph 3, this data is valuable, as it presents a variety of sectors where respondents perform their functions in companies in Dublin. The industry sector varies between Hospitality, Technology, Education, Marketing, Cleaning and others.

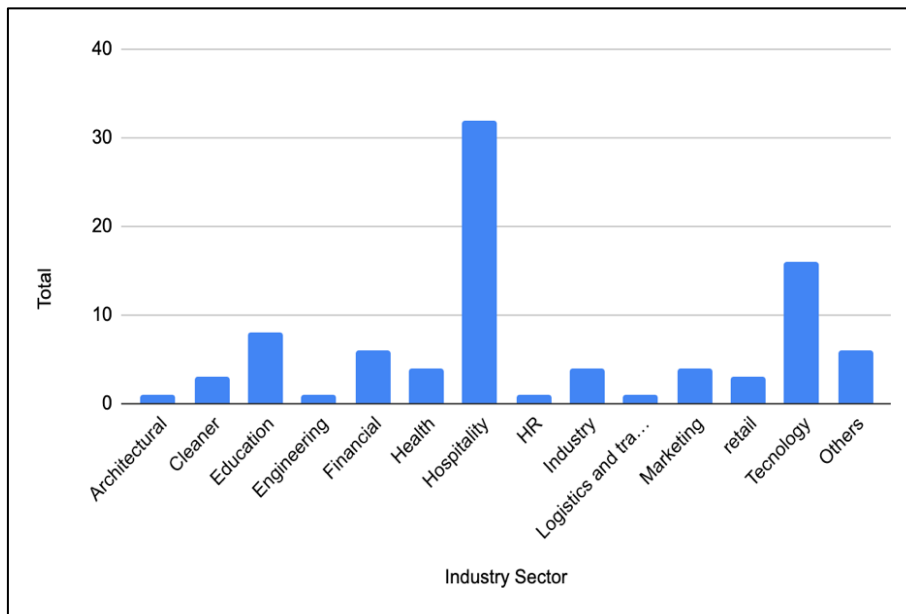


Figure 21 Graph 3 Industry Sector of the respondents

The graph above shows that 35,6% or 32 respondents perform their functions in the hospitality sector. Understandably, such an average as Dublin is a city full of restaurants, pubs, café hotels. Whereas the technology sector 17,8 % or 16 respondents perform management in their functions, education sector and financial sector 8,9% or 8 and 7% or six respondents consecutively answered to perform management in their tasks in this sector.

Regarding the role of the respondents in the company, it will vary between workers, managers, supervisors and CEOs. It is possible to observe that the majority of the respondents are workers (71,1%) of the respondents, 13,3% are playing a role in line management, while 12,2% are supervisors. The other 3,3% are CEOs.

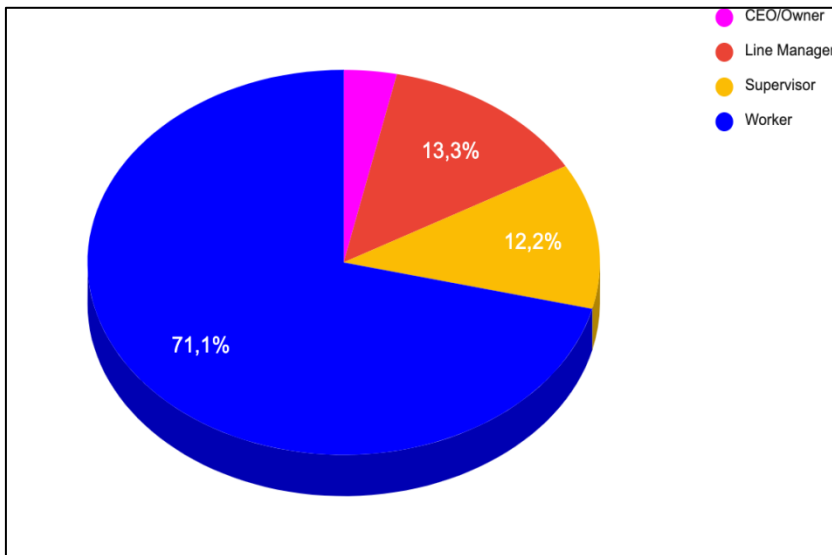


Figure 22 Graph 4 Role of the respondents in the company

It is worth noting that the population targeted may play a role in management in their functions even though they don't belong to the high hierarchical position within the company. The researcher considers their contribution since this study aims to assess the impact of using mediation to solve cross-cultural conflicts in the workplace while performing their functions

SECTION II – THE MEDIATION

The participants were asked the meaning of a multicultural workplace. The majority of the respondents (96,7%) believe that multiculturalism or a multicultural workforce is related to the difference between background, values, and beliefs. It is important to remember that the respondents had to choose more than one option.

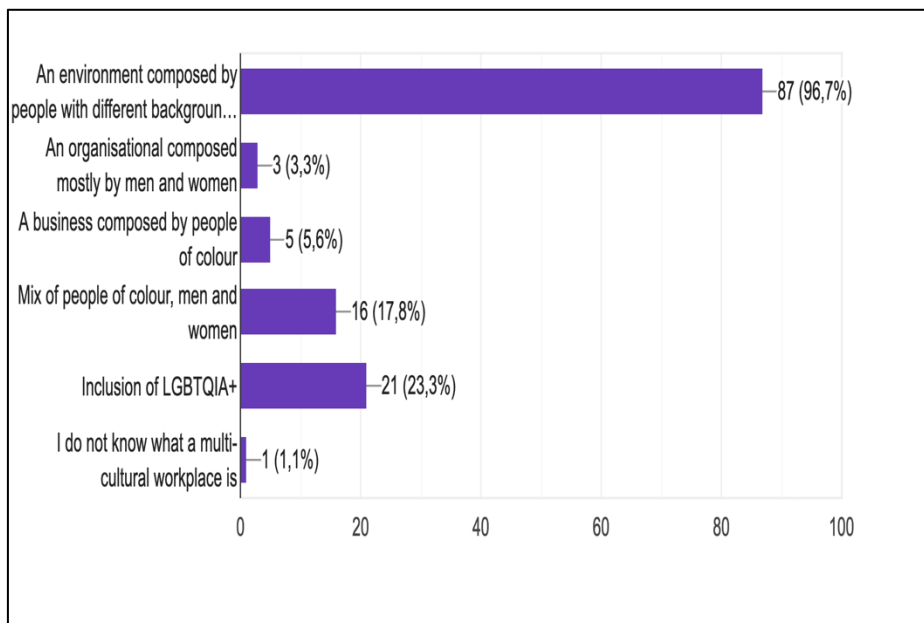


Figure 23 Graph 5 Meaning of multicultural workplace

The results above show that 23,3% or 21 respondents believe that a multicultural workplace includes LGBTQIA+. Whereas 17,8 % believe that is a mix of people of colour, men and women. The other 5,6% and 1,1% consecutively think that it is a business composed only by people of colour or do not know what a multicultural workplace is.

The majority of the respondents can recognize what a multicultural workplace is. However, on the other hand, some people still believe that a multicultural workplace has different meanings; therefore, more researchers regarding a multicultural workforce should be done.

When the respondents were asked if they consider their work environment diverse, 96,7% of the participants or 87 participants answered “yes”, while only 3,3% of the respondents affirmed “no”.

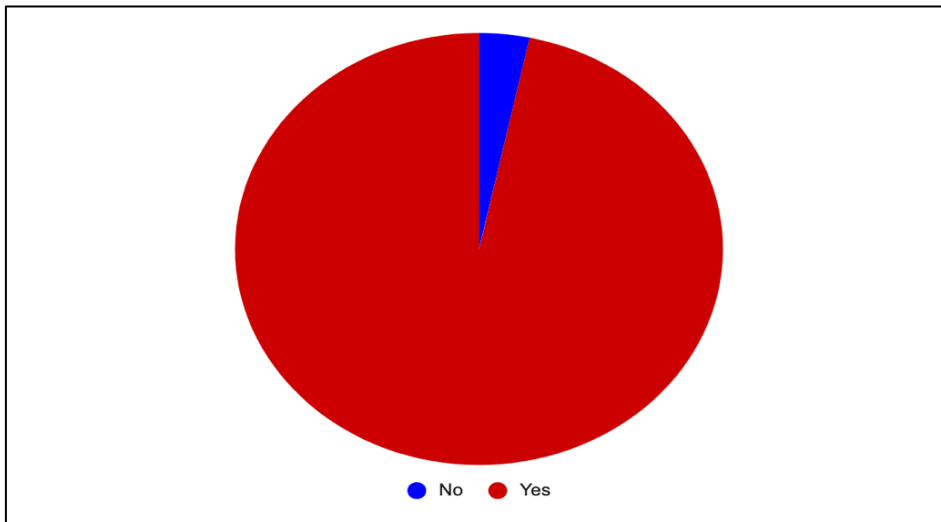


Figure 24 Graph 6 Workplace diversity

Results from the chart above show that the respondents believe that a greater mix of people with different backgrounds, beliefs, and values work in Dublin companies. The data collected through the survey made clear the existence of a multicultural environment in organizations in Dublin.

Regarding questions 7 and 8, the respondents were asked if they had witnessed or experienced conflict at work and the parties involved consecutively.

The results confirm that 52,2% of the participants have experienced or witnessed conflict at work, and 47,8 % said they have not experienced or seen any dispute. It is clear that 52,2 % is a significant number and the generation of conflicts due to cultural differences at work exist.

Concerning question 8, the more significant number of the parties involved according to the respondent in the survey workers with 41,1%, the respondents pointed supervisors and managers with 22, 2 % and 18,9 % consecutively are the most involved parties in the conflict.

Following graphs below:

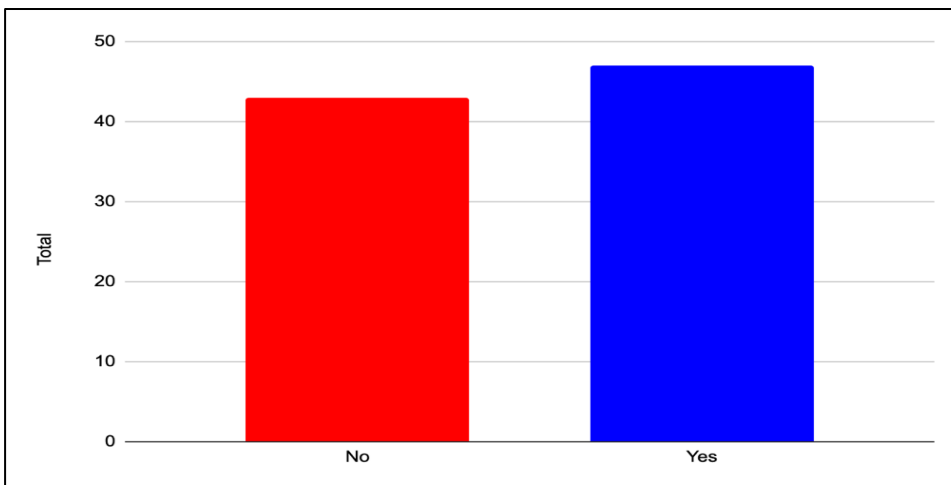


Figure 25 Graph 7 Participants who have witnessed/experienced conflict

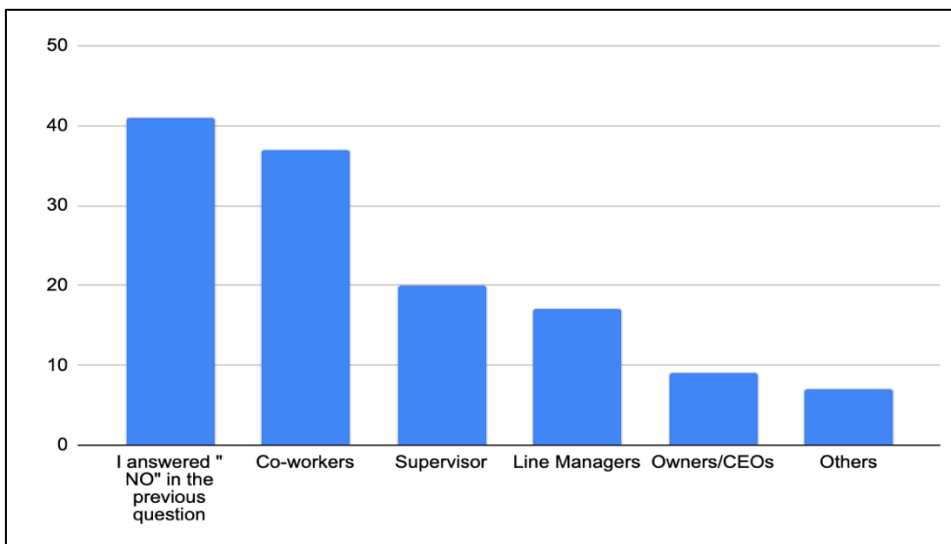


Figure 26 Graph 8 Parties involved in the conflict

The participants pointed out all the parties involved in the conflict, so the results show that when the beliefs, values and cultural beliefs of people in the organization clash, the dispute can occur between supervisors, managers, workers, and CEOs or among them all together regardless of hierarchical structure level.

Results showed regarding question 9 that conflict at work brings consequences no matter if the parties are part of it or have witnessed it.

To those who have experienced in some way the conflict at work, results show that 27,8 % have performed lower at work, 16,9% have considered quitting the position, and 24,4 % have tried to speak out and sort it out. Whereas 14,4 % did not feel affected by the conflict, and 40% were not directly involved.

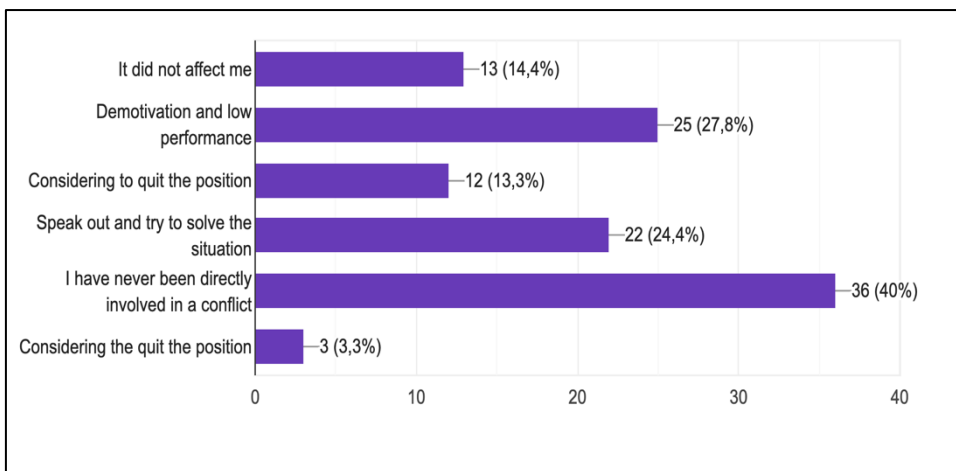


Figure 27 Graph 9 Effects of conflicts in the workplace

Regarding those who have answered yes to experienced and witnessed conflict at work, the results show that the conflict at work affected them somehow negatively, which may negatively affect the company. For instance, employees may quit positions or have a lower performance, which generates costs for the company with recruitment and training new employees.

One of the objectives of this research is to assess the common roots of cross-cultural conflicts in the workplace. It can be shown by questions 10 and 11.

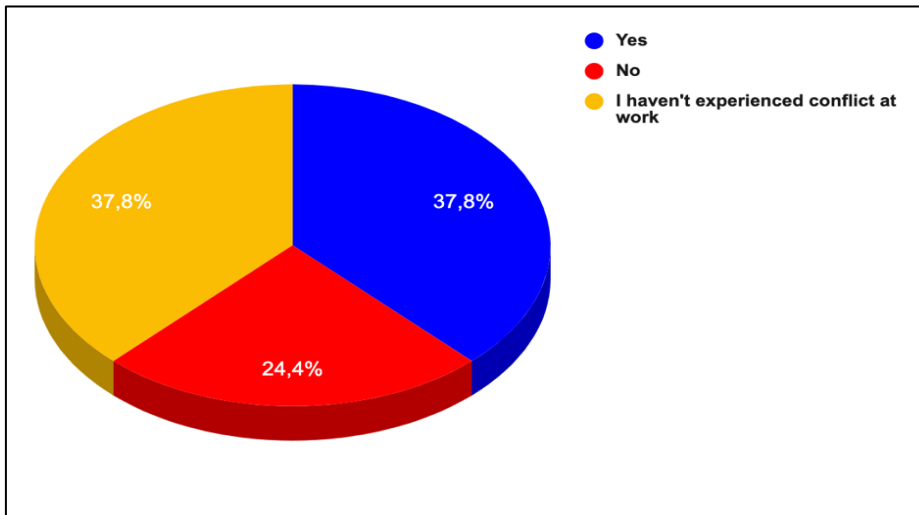


Figure 28 Graph 10 Cultural Matters

The chart above confirms that 37,8% of respondents found that cultural matters relating to the conflicts they experienced at work in Dublin. The data shows that 24,4% of participants do not relate cultural issues as the cause of the conflict at work, and 37,8% of participants have not experienced conflict at work.

The results in question 11, the main concern of the participants regarding the elements that cause workplace conflicts is different beliefs and values. Those differences in values mostly lead parties to a conflict, followed by the poor and lack of communication due to language barriers. This concern is had by 52 of 90 participants, which is 57,8 % believe those reasons are the most common among disputants in the workplace, as described in the chart below.

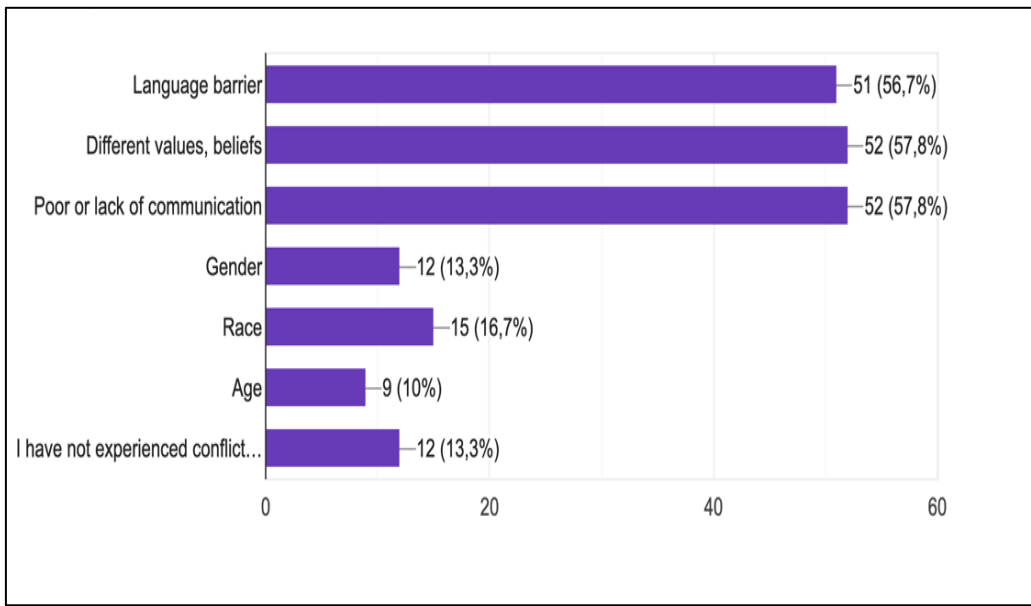


Figure 29 Graph 11 Most common elements of workplaces conflicts

The research also focuses on seeking the impact of mediation in solving cross-cultural conflicts in workplaces. The flowing charts can show this data.

The data below shows that most participants (76,7%) would attend mediation to get their disputes sorted. The results point that the participants who have conflicted would attend mediation as a tool to resolve conflict at work.

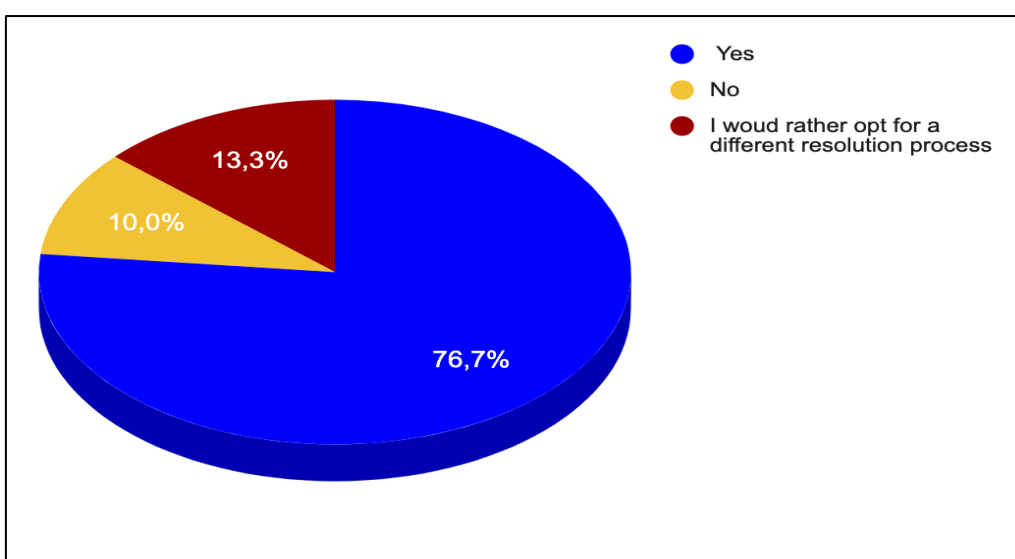


Figure 30 Graph 12 willingness to attend Mediation

Further, the participants pointed that Mediation is an alternative dispute resolution due to its benefits. Regarding the motivation in using Mediation. An average of 55,6% of respondents would attend Mediation due to the chance to be heard. Comparatively, 47,8% of the participants would attend Mediation due to the possibility of preserving the relationship between disputants, and 28,9% of the participants feel motivated to use Mediation due to the process' confidentiality brings to the parties. The other 14,4% of the participants feel motivated in choosing this ADR regarding the speed of settlements.

For all those reasons, Mediation would positively resolve conflicts at the workplace, and this concern is had by 50, 43, 26 and 24 participants consecutively.

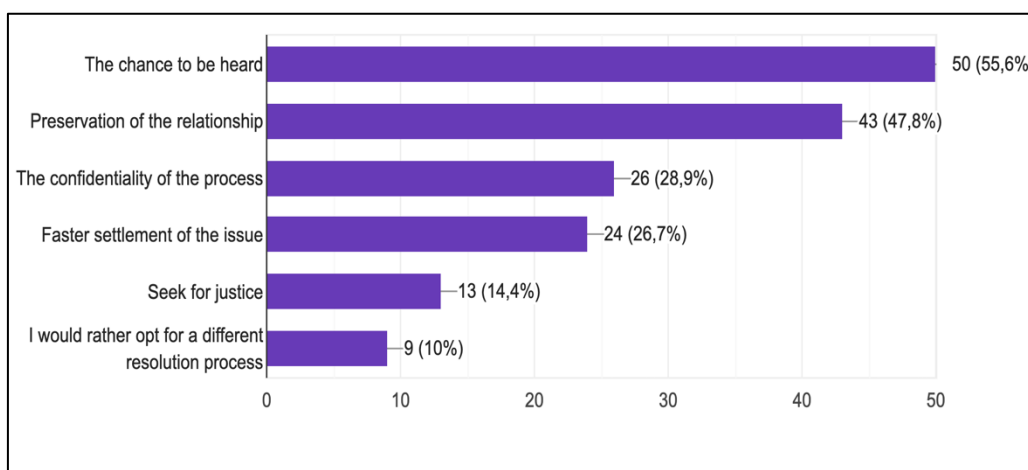


Figure 31 Graph 13 Motivation in using Mediation

Keeping in mind that the participants involved or experienced in a conflict would be willing to attend mediation, the participants were asked about the existence of an ADR department/person in the workplace. According to the results, only 23,3% of the respondents have an ADR department or person who can help them to deal with conflicts at work, which is a meager average compared to the other 43,3% who answered “ NO” and the additional 33,3% of participants who are not aware of having this department at work.

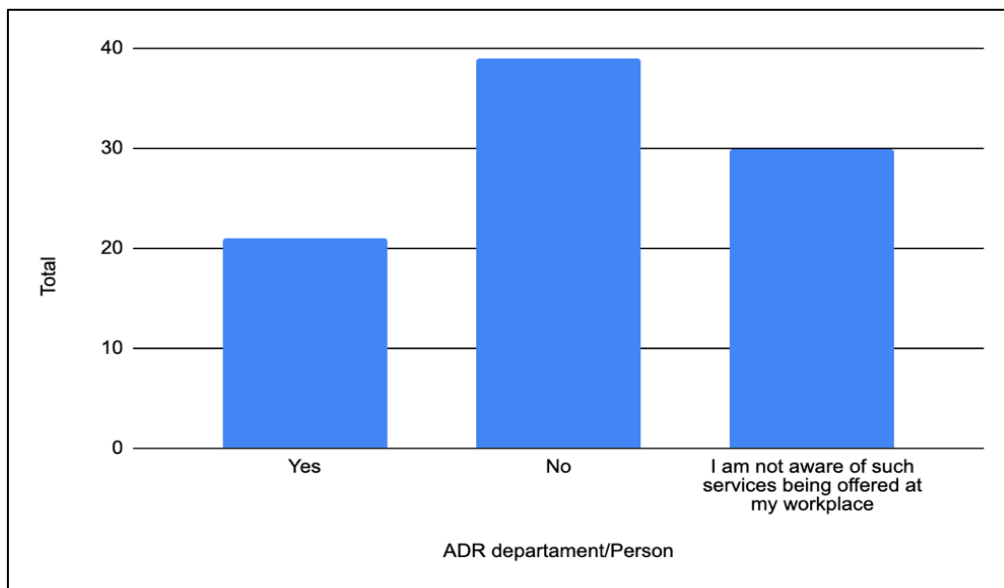


Figure 32 Graph 14 Existence of a ADR department/Person in the workplace

Such an average confirms that many conflicts may be led to high level due to the lack of department or person to cope with conflicts at work. Once the disputants find themselves in a conflict with nowhere in the company to go to be heard, to have their process dealt confidentiality and preserving their relationship it is believed that the conflicts may escalate due to miscommunication, language barrier and clashes of believes and values.

Regarding chart below , the data below shows that the majority of the participants have never attended any ADR before. Many participants are not aware of the existence of an ADR in the workplace as it showed in the chart above and that could be a reason of it. Besides, the fact of not having a department in the company contribute for the high number of people not having experienced any ADR to deal with disputes at work. On the hand, even there are still a small percentage of participants who have attended an alternative dispute resolution to cope with conflicts.

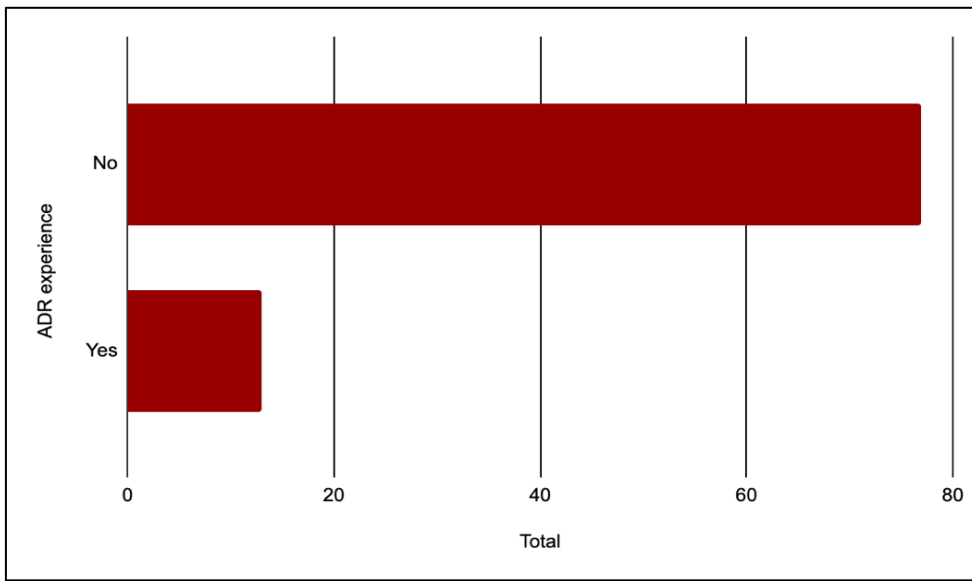


Figure 33 Graph 15 Participants who have attended any ADR before

The results above also show that 85,5% of the participants have not attended any ADR in the workplace. In contrast, 14,4% of the participants participated in any alternative dispute resolution in the workplace to deal with disputes. It is worth mentioning that, even though the percentage regarding the participants who have attended the ADR is small, the ones who have participated at this ADR to solve their disputes have been using mediation to set down their conflicts.

The chart below regards the options available at work to solve the dispute. Due to the participants' lack of awareness of the existence of ADR department/person being offered in the company, 72,2% of the participants answered no when it comes to the availability of those services being offered. Regarding the ones who are aware of the options available in the company, 11,1 % answered to have a mediation department to settle their disputes, 8,9 % of the participants have a negotiation department to deal with their conflicts. The other 5,6% answered to have reconciliation, and the additional 2,2 % pointed to have an arbitration department available to deal with their disputes at work.

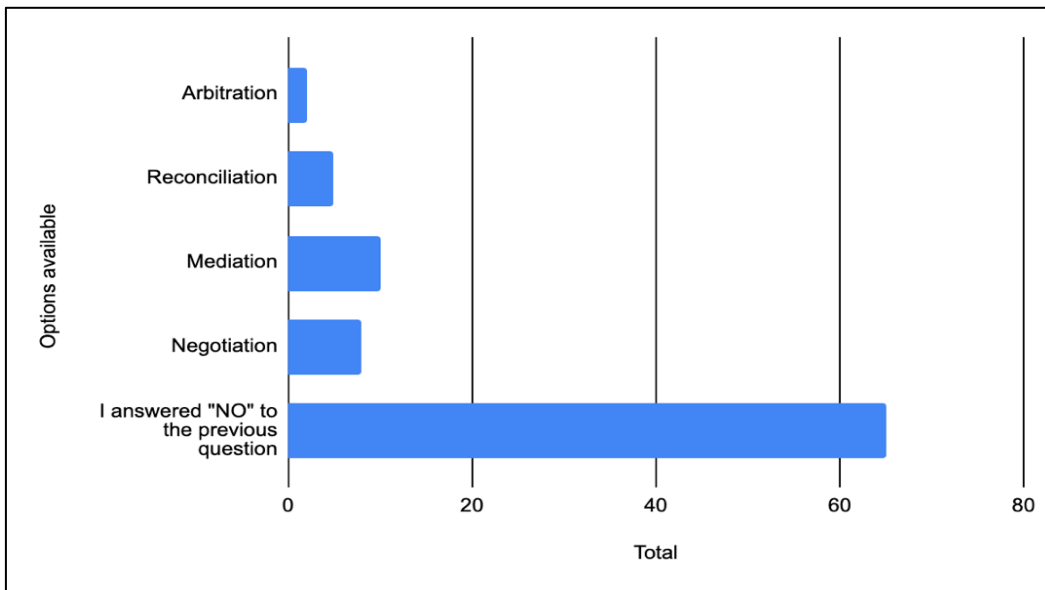


Figure 34 Graph 16 ADR options available in the workplace

According to the chart above, Mediation is the ADR most used by participants to resolve disputes at the workplace. The chart below shows that the participants who have attended Mediation to resolve workplace disputes have appointed Mediation with a high level of satisfaction. The researcher believes that the participants who have attended Mediation to solve disputes have this high level of satisfaction. It regards their motivation in using Mediation, which is the preservation of relationship, chance to heard and speed of settlement.

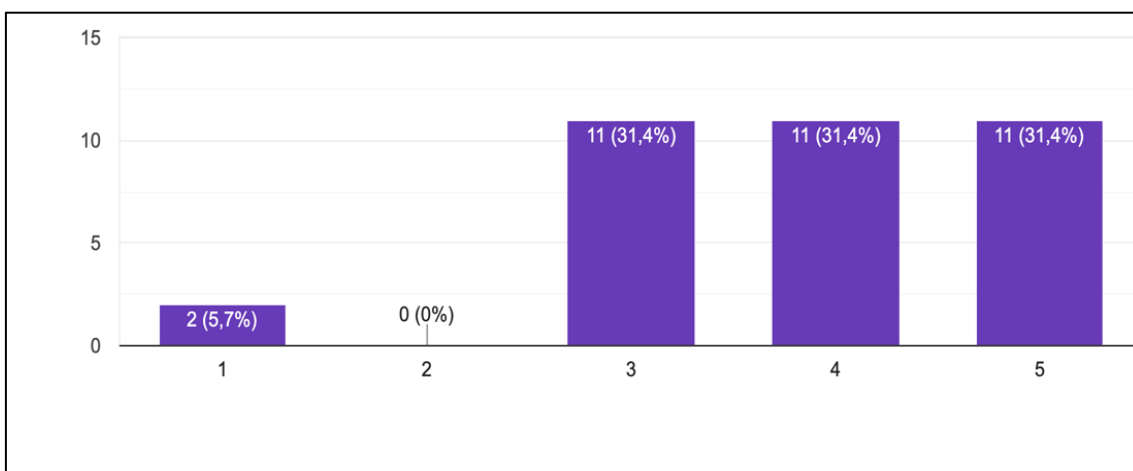


Figure 35 Graph 17 Level of satisfaction of respondents

Lastly, it is noteworthy that 26,7% of the participants know methods of disputes resolutions. Although the vast majority, 43,3% of the participants, are not aware of any resolution methods, 30,0 % know some of the ADR, the participants who are aware of the disputes have used mediation to deal with disputes at work due to the positive impact that mediation brings on preserving parties relationships, managing and preventing conflict at work.

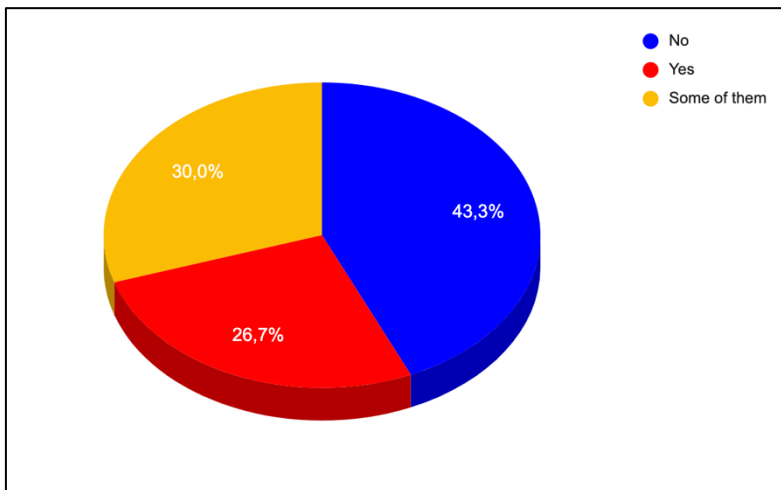


Figure 36 Graph 18 Familiarity with ADRs

CHAPTER VI

DISCUSSION

6.1 OVERVIEW

Firstly, the study aims to evaluate the role that Mediation can play in resolving and preventing recurring conflicts not to disturb the synergy at the workplace. This chapter aims to discuss all the materials found, literature, data collection and data analysis presented early. Further, here will be addressed the finding linked to the literature on workplace mediation and its development, applicability and benefits over the past years. Providing further insights into the research objectives:

1. To assess what are the most common factors that cause cross-cultural conflicts in the workplaces
2. To determine the role of Mediation in resolving cross-cultural conflicts
3. To explore the use of Mediation in resolving cross-cultural disputes in the workplaces

6.2 INTERPRETATION OF THE FINDINGS

Notably, the answers to the questions may vary depending on each participant's experiences and area of specialisation. However, the positive insights through the data collection have indicated that mediation impacts positively in resolving workplaces disputes.

- I. To assess what are the most common factors that cause cross-cultural conflicts in the workplaces**

The data collected through the online survey shows that there is a great mix of professionals performing in companies in Dublin. Therefore, according to the results, 96,7% of the respondents believe they work in a multicultural workforce. Due to this factor, people come from all over the

world to work in Dublin to strengthen their careers, especially in Dublin, a city where many companies are installed. It becomes the city even more attractive. Although a small percentage of these professionals (3,3%) believe they do not work in a multicultural environment. The 3,3% of the participants do not believe to be surrounded by a multicultural environment; this could be related to the fact that some of the nationalities have a big community in Dublin, and they usually hire or work with people from the same country because it may facilitate the communication among them.

In light of multiculturalism in Dublin, the data collected appointed that the nationalities vary between Irish, Brazilians, Mexicans, Polish, Nigeria, Turkish and many others. Most of the respondents were Brazilians, with 28 participants, followed by 12 Irish respondents and 5 Mexicans respondents. It is worth mentioning that the vast majority of the respondents were Brazilians due to the nationality of the researcher, so it led the researcher to reach more people from their community. This data collected contributes valuable information for this research because different nationalities also compose a multicultural environment characterised by professionals with different values, backgrounds, and beliefs.

In recent times, many disagreements have arisen due to different perspectives about their interests, positions, beliefs, style of life, or others. Concerning the results collected through the survey, the data collected illustrated that 37,8% of the respondents found that cultural matters are the roots of conflicts at work. Ireland has professionals who come from all over the world to boost their careers. The survey also showed that the majority of the respondents (96,7%) believe that multiculturalism or a multicultural workforce is related to the difference between background, values, and beliefs regarding its diversity it is comprehensive that different ways of thinking, different beliefs, background and so forth appear in the organisations in Dublin.

On the other hand, the other 24,4% of the participants do not believe that cultural matters are related to conflicts at work. The results also show that 23,3% or 16 respondents believe that a multicultural

workplace includes LGBTQIA+. Whereas 17,8 % believe that is a mix of people of colour, men and women. The other 5,6% and 1,1% consecutively think that it is a business composed only by people of colour or do not know what a multicultural workplace is.

The idea of multiculturalism roots may vary depending on the experiences of each participant. On the other hand, it appears that the majority of respondents believe that people who come from different nationalities bring values, beliefs, and experiences with them that they have developed during their lives. Having it in mind, it is inevitable that these differences between people working in the same environment may clash, and conflict may occur at workplaces. If it is not handled correctly, it will impact the relationship between parties negatively. In light of all it, the awareness of the roots of conflicts in the workplace may be a key for conflict resolution or management.

In line with the results from the survey, the difference in values, beliefs and background, the lack or poor communication and the language barrier was 52 times pointed by the respondents as the most common causes of cross-cultural conflicts in the workforces in Dublin. The data also shows that race was indicated 15 times, gender 12 times and age nine times by the respondents as causative agents of cross-cultural. This data collected from the survey is of great importance to this research as it aims to assess the most cause of cross-cultural conflict in the workplace in Dublin.

Communicating in a different language can bring challenges to people; most of the participants who answered the survey do not have English, the language spoken in Ireland as their first language, so the lack of knowledge of the language may create a barrier between people in organisations. The language barrier can impede professionals from communicating in the workforce, but it is also difficult for people to get to know each other better. Sometimes, it generates misunderstandings due to the lack of or poor communication between them.

Having in mind, it is clear that conflict must be understood and resolved by looking for opportunities to improve a situation where individuals are stuck, insights are needed, and where perspectives can be gained. Moreover, we should consider these sources of workplace conflicts as part of understanding conflict. The wheels, as described in the literature review, combined with the

data collected from the survey, can assist us to prevent and to resolve multicultural conflicts in the workplaces in Dublin.

II. To determine the role of Mediation in resolving cross-cultural conflicts

The information collected in the survey showed that there are wide different reasons regarding the motivation of using Mediation to resolve conflicts in the workplace. According to the survey, the vast majority of the respondent (76,7) would use Mediation to resolve conflicts at the workplace. This is because a rate of 26,7% of the participants is familiar with ADR techniques, they represent that the participants may be aware of what Mediation could bring to the parties in a dispute and the fact that Mediation is present in our lives in many aspects, especially regarding the work environment and professional relationships.

On the other hand, a rate of 43,3% of the participants is unfamiliar with ADR approaches. It can be the reason why the lowest percentage (10,0%) answered that they would not be willing to attend Mediation. Despite being a small sample population, these data showed that the participants would not attend Mediation since the participants are unfamiliar with mediation approaches. Considering that these professionals have not been in situations that Mediation was not offered as alternative dispute resolution, or they were not aware of such service being offered in the company; consequently, it makes them not use such techniques.

It is worth mentioning that the high number of respondents is due to the respondent's awareness of the role of Mediation in resolving workplace disputes. When it comes to relationships, undoubtedly, Mediation will positively impact the parties. The data collected through the survey illustrated that 55,6 of the respondents believes that mediation impacts positively in resolving cross-cultural conflicts as it goes deeper in the communication between the parties give the parties to chance to be heard. The data also showed that 47,8% of the participants believe that Mediation focuses on preserving the parties' relationship. This is because of the fact that Mediation will provide the

parties with the chance to address emotional issues and come up with an agreement together, going deeper in separate people from the problem, as the outcome will depend on the parties, the disputants will work together focusing on both parties interest and find the better to both parties to have a mutual agreement.

The results showed that the respondents are driven to choose Mediation because they find that alternative dispute resolution keeps the confidentiality of the process (28,9%). The process is a faster settlement of the issue (26,7%) compared to other ADR. It is because Mediation helps to facilitate the communication between parties and provides people to back off people from the intense desire to get justice and bring people to listen to the underlying of each other needs; it gets the problem de-escalated much faster than other ADR.

The lowest percentage (10,0) of the respondent said they would opt for another alternative dispute, and it is because in some cases, Mediation does not bring parties to reach an agreement, but in most of the case it does. These professionals may have considered it negative when they used Mediation and did not return a desirable result to reach an agreement, consequently making them choose not to use mediation techniques to solve disputes in the workplaces.

III. To explore the use of Mediation in resolving cross-cultural conflicts in the workplaces

Undoubtedly conflict can occur regardless of the sector and the professional role in the company. The data collected through a survey applied in professionals in Dublin illustrated the existence of diversity in sectors in the company in Dublin, where 35,6% or 32 respondents perform their functions in the hospitality sector. Understandably, such an average as Dublin is a city full of restaurants, pubs, café hotels. Whereas the technology sector 17,8% or 16 respondents perform management in their functions, education sector and financial sector 8,9% or 8 and 7% or six respondents consecutively answered to perform management in their tasks in this sector.

The results also illustrated several different positions held by these participants, and a rate of 41,1% of the respondents indicated co-workers as a part of the conflict. These co-workers were important for this research because they may not have a management hierarchal position in the company, but they play a role in management in their functions. For instance, professionals responsible for teams and small tasks in the company also play a role in management but are not supervisors, owners or managers.

The results also showed that supervisors (22,2%), managers (18,9%) and owners (10%) were involved in cross-cultural conflicts while playing a management role in their functions in the workplaces in Dublin. This data reveals that different levels of the hierarchy held by professionals are involved in a conflict, and the conflict may bring some consequences to the parties and the company. The results rate of 16,9% of the participants considered quitting the position or performing lower (27,8%) because some companies have no workplace department to deal with a dispute. It leads the parties in a dispute to perform lower or even quit the position, negatively affecting the company or parties relationship. The respondents who tried to speak out to sort the issue out (24,4%), these professionals either have some knowledge about Mediation and its benefits or have a department that gives the parties the chance to express thoughts and concerns in the company. The other 40% of the respondents believed they were not directly affected as they were not involved in the conflict.

The way the conflict is handled in the early stage is important. Mediation is an alternative dispute resolution that has the benefits of management and prevention of conflict, which has been used in the workplace to resolve disputes. It is also crucial to consider the existence of departments in the companies to deal with problems in the company. The vast majority of the respondents (43,3%) said that there is no department/person in their company to deal with disputes. This data is valuable

to this research due to the respondent's awareness of the benefits brought to the disputants and the organisation that Mediation brings; these organisations do not have a department by choice.

The other 33,3% of the respondents are not aware of the service being offered in the company, and this is because sometimes supervisors, managers, CEOs are the ones who will try to solve the dispute in the workplace even though they do not experience and training to be a qualified workplace mediator. Having managers or supervisors playing this role could difficult the interaction between the parties when disclosing the issues. Moreover, these professionals who act as a mediator and try to sort the issues out without the real qualification could lead their bias to escalate the problem.

A department/person in the company is essential because this person will be neutral and partial and will not disclose any information with other sectors in the company. Furthermore, Mediation was the most ADR that companies use to deal with conflict at the workplace, and the degree of satisfaction by the respondents showed that the vast majority of the respondents (31,4%) found mediation approaches to be satisfactory. On the other hand, for (2,5%) of the respondents who have already used mediation approaches, the level of satisfaction falls to a result considered unsatisfactory.

Although the results reveal that the professionals are aware of the benefits of Mediation and its positive impact on the parties and companies who have used this approach, there is still an existence of the gap between the theory offered by the approach and the training of the professionals to use it effectively to increase the degree of satisfaction of this approach.

6.3 Summary of the discussion

The results of this study would link the literature review concerning the impact of the application of mediation approaches. Many have been discussed about the impacts that Mediation brings to parties in conflicts in the workplace. (Pope, 2002) suggest that the Transformative Mediation model is a mechanism that can change conflict interactions and, as a result, the mindset of those involved in a

dispute. The transformative approach to Mediation seeks to empower the parties and mutual recognition rather than resolving the immediate problem. RECOGNIZING means allowing the parties to see and understand the other person's perspective – knowing how they see the dispute and why they seek a solution. Typically, empowerment and recognition pave the way for a mutually beneficial settlement, but this is only a side effect. EMPOWERMENT is defined by the ability to make and act on decisions. As this capacity returns, people in conflict become less self-absorbed and can demonstrate recognition – the ability to understand and consider another's perspective.

Transformative Mediation produces better results as the method helps the parties speak for extended periods to one another, focusing on understanding each party's underlying need and interests, increasing the likelihood that the parties would follow the agreement. In addition, the mediator will assist the parties to understand the other party perspective by asking questions. In this model, the transformative mediator must hear each party points of view, and he/she translate those emotions, waves of anger in a positive response. A third party assists the participants in the mediation process by discussing problems and possible solutions. It may have a significant impact on the disputants' lives and relationships.

This study suggested that there is a mix of nationalities working in companies in Dublin. These professionals working in Dublin are aware of the advantages of applying mediation approaches to solve cross-cultural conflicts in workplaces.

Even though the results show that Mediation effectively prevents and manages workplace disputes, it has been observed that using mediation techniques needs to be widely discussed to encourage organizations to use them more frequently and create a department within the company that utilizes these techniques.

It was observed that the vast majority is willing to use Mediation to deal with conflict at work due to its benefits in early prevention of conflict and maintenance of the parties' relationships.

Although Mediation has been used widely in workplace disputes, the results showed that Dublin companies still lack this approach properly. Hopefully, the organizations will soon notice the

significant growth of these methods to resolve disputes as a valuable a that is available to improve the process, save organization costs, prevent early conflicts, and manage disputes.

CHAPTER VII

CONCLUSION

7.1 OVERVIEW

The survey returned a rate of ninety responses, including men and women in different positions in their respective companies. According to the analyses, the respondents were grouped according to whether they answered the same or different. A further aggregation was created based on the research objectives.

Among the recommendations was encouraging common guidance models and holding meetings between superiors and subordinates to discuss how Mediation can be used as an option for resolving workplace conflicts and disputes.

7.2 SUMMARY OF THE FINDINGS

The study attempted to identify, characterise and evaluate the effectiveness of using mediation approaches to solve conflicts when they occur in recurrent situations in Dublin organisations in Dublin. Based on the results of this study, opinions, studies, and positions expressed in the theoretical review have been verified and validated evidenced by the responses obtained from the surveys, and thus, most importantly, the correlation between mediation techniques as a tool to resolve conflict in Dublin. The important aspects of the relation mediation approaches- conflict management relationship are described below to answer the research problem.

The objective of this study was to investigate if Mediation can be used to resolve cross-cultural conflicts in the workforces in Dublin.

Even though the interviewed professionals are aware of the effectiveness of Mediation as a method to resolve conflicts at work, there is still a need for exposure to and training on the topic, coupled with theory-based training.

The study was based on a sample of people who work in Dublin, where organisations are engaged in management functions. It is imperative to note that the research used non-probability sampling, so it cannot be concluded that the results are definitive and generalisable. Based on survey responses from individuals working in Dublin, the findings of this study emphasise the experiences of a small portion of the population studied in this study. Possibly, future studies related to the topic may be influenced by this study.

Objective 1- To assess what are the most common factors that cause cross-cultural conflicts in the workplaces

This study shows that the most common factors that cause cross-cultural conflicts in the workplace are related to differences in values, beliefs and background, language barrier, poor and lack of communication. Notably, people who come from a different country will bring different ways of thinking, ideas, values. When those differences are brought to the same organisational environment, conflicts may occur, and if it is not handled properly, they may escalate and cause a disharmony workplace environment. The majority of the respondents are from South America, which does not have English as their first language; therefore, it is understandable that the language barrier will be causative of conflicts in the workplace.

It is worth noting that even when people speak the same language, conflict can occur due to how the message is understood or delivered. This factor can also be related to poor and lack of communication. Frequently, professionals in organisations who speak different languages tend to avoid talking to another due to the language barrier; however, it from the other party can be seen as a different reason and conflict may occur.

Many studies have appointed miscommunication as a causative root of conflict in the workplaces because it also limits the relationship between professionals in the organisation who sometimes find it hard to express themselves due to poor or lack of communication between the professionals. However, Mediation focuses attention primarily externally, for instance, in communications and interactions between conflicted parties, noticing and discussing what is not working in their relationship and asking what might be done to improve or let go of it (Pope, 2002)."

Objective 2- To determine the role of Mediation in resolving cross-cultural conflicts

Many have been studied about the impact of using Mediation to solve workplace disputes. The results collected through the survey showed that Mediation is an efficient tool to solve workplace disputes as it looks deeper into the conflict separating people from the problem, bringing the parties to listen to each other perspectives.

It also works on facilitating parties communication, focusing on maintaining the parties' relationships and reducing the losses of employees and cases ending in litigation resulting in a disharmony workplace environment.

The research showed that Mediation had been identified as an efficient method of workplace dispute resolution by the professionals working in organisations in Dublin. The willingness of the participants to attend mediation approaches shows the great acceptance of the role of this tool for relationship maintenance.

Furthermore, the results showed the participants awareness regarding the benefits that Mediation brings to the parties in a dispute and the company. Additionally, the data collected by the survey combined with the literature reviewed confirmed that the role of Mediation in resolving cross-cultural conflicts in workplaces would benefit all the parties involved directly and not directly involved in a conflict. These results may represent an opportunity for the workforce to adopt measures that may contribute to the implementation of mediation departments and practices in Dublin.

Objective 3- To explore the use of Mediation in resolving cross-cultural conflicts in the workplaces

The research showed that the participants are aware of the benefits that Mediation brings to parties in a conflict and for the whole category. The high percentage of the participants willing to attend Mediation to solve disputes indicated that the parties in a workforce dispute are more inclined to resolve the dispute to maintain the relationship rather than looking for justice or looking for being right. The survey showed great acceptance by the participants regarding Mediation as a tool to resolve the dispute. The results indicated that most of the participants would rather use Mediation to solve disputes as it maintains the confidentiality of the process, the parties come up with the outcomes, the speed of the settlement and other reasons. However, there was found resistance by the companies in Dublin to implement departments/person in the company to deal with conflicts when they occur. This factor occurs because some companies do not believe that a department/person would be necessary, and it could generate more costs for the company. It was found that many of the companies in Dublin hire management lines and supervisors to act as mediators; however, these professionals are not trained to deal with conflicts.

The results of this study could benefit the activities of these professionals in Dublin when performing their duties, and it would also improve the companies' results. It could be an opportunity for the company to work on the implementation of mediation departments, which would increase the organisation's results.

7.3 RECOMMENDATIONS

The following suggestions were made in order to improve the possible application of mediation approaches in future organisations.

- It is suggested that improved relationships between individual and company interests should be provided for, as well as a democratic brainstorming process, a culture of self-responsibility and debate among workers, periodic audits, and the professional's ability to develop specific mediation techniques adapted to their daily life.
- Accessibility, presence, dialogue and collaboration between employees, and their interaction with each other, transcend technical details, leading to a high level of trust, respect, and intellectual freedom. Empower professionals to effectively serve in their roles by identifying pathways, defining dialectics, and harmonising idealistic and ethical ideals.
- In light of the online survey results and the interest shown by respondents, it seems worthwhile to conduct further studies that include larger samples and examine better insights into the effects of mediation approaches on workplace disputes in Dublin, as well as extending this to other places.
- The creation of space for training, discussion, and reflection on what mediation approaches should do when applied within the organisation. It would allow ideas to be developed for a better alignment between theory and practice of mediation approaches.
- Conducting seminars between professional mediators and workforces, with an open space for questions so that employees have access to this practice and its benefits through the exchange of

experiences, seeking to improve the company's internal processes and contribute to the prevention of conflicts.

The purpose of this research was to identify the impact of mediation on resolving cross-cultural conflicts in Dublin. However, the results show that despite the high level of acceptance among professionals working in Dublin, there is still room for further dissemination and improvement between the theory substantiated by the literature and the practice applied in these organisations' daily lives.

7.3.1 FURTHER RESEARCH

- Hopefully, the findings of this study will encourage other researchers to investigate this topic in more depth and enrich their understanding of it. Consequently, the following research themes are suggested for future research.
- The recommendation is to interview more experts who have used mediation approaches to deal with workplaces disputes. They will be able to describe the results more extensively and identify the themes involved.
- Consider finding and examining how professionals opposing mediation approaches had difficulties obtaining results and note how they resolved the problem; perhaps it may serve as a theme for future research.
- Interview CEOs and business owners to determine their opinions on mediation methods and what level of satisfaction they were experiencing in the process. Investigate areas that might contribute to the research objective and expand the scope of the study

REFLEXION

I barely find words to describe how I was to write this thesis, and if I could choose only one word to describe the whole process of writing my dissertation, it would probably be a “ challenge”. To find myself writing a dissertation in a different language in the middle of a pandemic made this process even more challenging from my point of view.

During the whole process, I often found myself crying and, at the same time, calming myself because I knew that was a great opportunity and I would need to complete this step in my life.

It was a challenge! Yes, it was one of the most challenging moments in my life to be here away from home. Having the opportunity to be in a different country, learn a foreign language, experience a different culture, and pursue a degree in a renowned institution could not have brought me many other feelings like anxiety, fear, and apprehension. However, there is also a feeling of being proud of myself for having come this so far! Yes, this is something that motivates me to keep going.

The pressure of completing such an important task and the pandemic is hard to keep the mentally healthy, but fortunately, things are getting back to normal. At the beginning of the process, it was hard to access physical material because the pandemic was worse. All the libraries and bookstores were closed, which was a great strategy of the government to contain the spread of the virus. Still, luckily we have access to online material that allows us to continue. When we share a house, and even rooms are hard to find a bit of silence to study since such an essential task demands maximum concentration. Maintaining a frequency of study was challenging because I had to plan all my time and sometimes find ways to be alone to write the dissertation.

Finally, the feeling of finishing my dissertation gives a relief that I do not feel over the past four months. Despite still having anxiety regarding the results, I can express my happiness and pride in myself for not giving up. And for everything that involves this stage, everything that the completion of writing my thesis represents not only my academic life but also in my personal growth.

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APENDIX (A) – SURVEY QUESTIONNAIRE

Section 1 of 4

Mediation and its impact on cross-cultural conflicts in the workplace

This survey seeks professional people who have been working in companies in Dublin.

This survey aims to collect data that will be analysed and interpreted as part of the dispute resolution research. This research is part of the requirements that the researcher must meet before graduating from Independent Colleges Dublin's master's program in the arts of conflict resolution; it will take less than ten minutes.

The study aims to outline the impact of using mediation when applied to cross-cultural conflicts in the workplace. Your participation will significantly help the development and further understanding of the topic.

The answers are entirely confidential, and information such as email address or IP address will not be collected on this platform.

If you need any clarification or have doubts or concerns, please get in touch with the researcher Ms.

Thais Silva tc5672212@gmail.com. A registered student at Independent College Dublin.

Thank you for your collaboration.

Q1- What is your Nationality

Q2-Gender

Male

Female

Prefer not to say

Q3-Which industry sector do you currently work?

Technology

Education

Marketing

Hospitality

Industry

Financial

Q4-What is your role in the company?

Line Manager

Supervisor
CEO/Owner
Worker

Section 2 of 2

Q5- What do you believe that a multi-cultural workplace is ? More than one option is possible

An environment composed by people with different background, values, nationalities , beliefs etc
An organisational composed mostly by men and women
A business composed by people of colour
Mix of people of colour, men and women
Inclusion of LGBTQIA+
I do not know what a multi-cultural workplace is

Q6-Do you consider your workplace as culturally diverse?

Yes
No

Q7-Have you ever witnessed or experienced any conflict at work?

Yes
No

Q8-Did the conflict involve the following parties? (More than one option is possible?)

Owners/CEOs
Line Managers
Supervisors
Co-workers
Others

I answered " NO" in the previous question

Q9- Regarding your answer in Q8(question above) , in case you have experienced conflict in the workplace, how did it affect you and your performance at work? More than one option is possible

It did not affect me
Demotivation and low performance
Considering to quit the position
Speak out and try to solve the situation
I have never been directly involved in a conflict

Q10-Do you believe cultural matters could have influenced the conflict that you have experienced?

Yes
No

Q11-What particular elements do you believe commonly cause cultural conflicts at workplace.
(More than one option is possible?)

Language barrier
Different values, beliefs
Poor or lack of communication
Gender
Race
Age
I have not experienced conflicts at work

Q12- Would you be willing to attend mediation in order to solve a cultural conflict in the workplace?

Yes

No

I would rather opt for a different resolution process

Q13- What could mediation provide to motivating you in applying that in a future conflict at work?

Tick 2 options

The chance to be heard

Preservation of the relationship

The confidentiality of the process

Faster settlement of the issue

Seek for justice

I would rather opt for a different resolution process

Q14- Is there a department/person in your company that provides alternative dispute resolution?

Yes

No

I am not aware of such services being offered at my workplace

Q15- If the answer for the previous question was "YES", what of the following options are available?

Mediation

Arbitration

Negotiation

Reconciliation

I answered "NO" to the previous question

Q16- Have you attended any of the alternative dispute resolution above?

Yes

No

Q17- If you answered " Yes" to the previous question, how satisfied were you with the results ?

1 Very Dissatisfied

5 Very Satisfied

Q18- Do you know about Alternatives Disputes Resolution (ADR) Mediation, Arbitration, Negotiation and Reconciliation

Yes

No

Some of them

Q19- If you would like to complement any answer or if you have any comment or thoughts that you want to share with the researcher, please feel free to write down here.