

**THE EFFECTS OF USING MEDIATION TO SOLVE  
MULTICULTURAL DISPUTES IN THE WORKPLACES IN DUBLIN**

by

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## **ABSTRACT**

As part of the Master's degree program in Dispute Resolution of Independent Colleges in Dublin City, this material examines and analyses Mediation's role in resolving cross-cultural workplace conflicts in Irish workplaces. We begin by describing Mediation and how professionals use it and perceive it daily. A study was conducted to determine whether Dublin-based professionals can prevent disputes from arising through Mediation. Literature reviews focusing on mediation approaches in various applications were conducted to develop ideas and theories about this material. This study's primary research was conducted using an interpretivism philosophy and an inductive method. A monomethod survey was conducted on a group of professionals to collect qualitative data using a cross-sectional time horizon and nonprobability sampling. It is clear from the findings of a study on how conflicts arise between employees from different countries within an organization that Mediation plays a key role in resolving and preventing conflicts without affecting the synergy between organizations when it comes to resolving conflicts and preventing them from occurring. Secondary objectives included: assessing the definition of Mediation and the different styles of Mediation throughout history, evaluating the benefits of Mediation for resolving cross-cultural conflict at work in Dublin, and investigating the factors contributing to cross-cultural conflicts. Considering these results, it is evident that Dublin is populated by a diverse group of professionals whose cultural differences have caused disputes. Researchers found that these professionals would attend Mediation if encountering conflict at work.

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 OVERVIEW**

With globalization progressing, more and more businesses are expanding beyond their domestic borders into foreign lands. Cultural diversity in the workplace has increased over time as a result of globalization. Diverse cultural backgrounds often lead to different ways of thinking so that they can approach challenges from various angles.

As thousands of people come here yearly to improve their career prospects, globalization has made companies embrace multiculturalism. In the business world, multinational corporations are becoming so powerful that the dominant cultures are fading away. It allows a cultural mix to emerge that accepts people of all backgrounds and religions. (Chaudhary, 2018).

The concept of cultural diversity can be defined as a set of beliefs and behaviours that recognize the existence of various groups within a society or organization, respect their sociocultural diversity, and encourage them to contribute within a cultural context that empowers all members of the organization or society (Chaudhary, 2018). Additionally to attracting investors, this city also became an attractive place for workers. Several hundred nations have recently moved to this country because of its attractiveness (Census., 2016).

There might be intercultural conflicts in the workforce due to multiculturalism in Dublin. The parties must therefore take steps to preserve their relationship. This study seeks to explore how multicultural disputes have been resolved in the workforce and how mediation can help to solve such conflicts.

### **1.2 STATEMENT OF THE PROBLEM**

Businesses have grown, prospered, and made a mark in the world of business because of diversity in the workplace. Despite the benefits of diversity at work can also generate conflicts due to diversity itself (Chaudhary, 2018). Therefore, it is essential to examine the entire problem sphere to understand workplace conflict comprehensively.

Culture is characterized by visible and invisible differences, such as social class, race, gender, ethnicity, religion, career background, and sexual preferences (Mayer., 2000). Taking into consideration the diversity of cultures and values in workforces, it is almost likely that there will be a clash of cultures. The global workplace will inevitably involve conflict between cultures (Chua,

2003). It became necessary for organizations to take into account cultural differences in the workplace since unresolved disputes negatively affect the creative process.

Whenever people from different backgrounds come together, conflicts are bound to arise. It is critical to managing conflicts effectively in order to achieve success. Managers often overlook the importance of integrating employees when creating multicultural workplaces (Blanding, 2013).

Mediation should be evaluated based on these issues to prevent recurring conflicts from interfering with work synergy. This study evaluates mediation in workplace disputes and its impact on organizations and individuals. The use of mediation can be beneficial to learning to deal with cultural differences after managers and supervisors realize the value of it for resolving disputes. In addition, they will feel protected from conflict if they can express their feelings, communicate with one another, and collaborate in the search for a solution that preserves the relationship.

### **1.3 RESEARCH QUESTION**

Using the research question as a guide, the following general objectives have been proposed:

In this study, we examined mediation's effects on solving multicultural disputes at workplaces environment in Dublin.

### **1.4 PURPOSE OF THE RESEARCH**

The qualitative study will explore if multicultural conflicts at work can be handled by mediation and what specific techniques can be used depending on the organization's needs.

The research aims to answer the question, is it possible that mediation can be a tool in resolving multicultural conflicts in the workforces in Dublin?

### **1.5 AIMS AND OBJECTIVES**

Objective 1: To investigate the most common factors that cause cross-cultural conflicts in the workplaces in Dublin.

Objective 2: To assess the definition of mediation and its different styles throughout history

Objective 3: To examine mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin

## **1.6 METHODOLOGY AND STRUCTURE OF THE RESEARCH THESIS**

This study takes an interpretivism approach. The sampling population is covered using survey strategies; qualitative data are collected using a mono-method; cross-sectional data are collected using a cross-sectional method; and finally, non-probability sampling is used.

There are seven chapters in the research: Chapter one provides an overview of the initial motivations for this research, as well as a statement of the problem, the research question, the purpose of the research, its objectives, methodology and structure, assumptions and limitations, and its significance. As the study moves into chapter two, the emphasis shifts to a review of existing literature. A critical assessment of prior knowledge on the use of mediation in resolving cross-cultural conflicts is also presented in this chapter. This research examines the factors leading to cross-cultural disputes at the workplace and the benefits of using mediation to resolve such disputes.

The third chapter covers Research Design and Methodology, Research Problem, Aims and Objectives, Data Sample and Data Collection, and the Study's Contribution.

Chapter four presents the data collected through surveys, and chapter five analyses all the information collected through surveys.

Discussion is found in chapter six, while recommendations and suggestions for future research can be found in chapter seven.

## **1.7 LIMITATIONS OF THE RESEARCH**

Researchers suggest that some professionals are unaware of the benefits of mediation in resolving multicultural disagreement at work, resulting in frustrated employees, decreased productivity, and a breakdown in relationships.

Through online surveys, these professionals provide valid and accurate answers. Accordingly, this study aims to present and address the current situation regarding mediation for the resolution of cross-cultural workplace conflicts in Dublin, Ireland.

As a result of the non-probability design of the study, only professionals working in Dublin were exposed to this instrument. This study proposes an innovative approach to the investigation of these topics. An online survey of Dublin professionals was conducted along with a literature review of this study domain.

## **1.8 SIGNIFICANCE OF THE STUDY**

Ireland is home to people from different nationalities with different beliefs, and the result of the study will help not only company managers but also employees.

Therefore, it is hoped that the research results will provide these companies with practical methods for preventing and managing conflicts. It will enable them to save time and money by not having to replace and train new employees constantly.

Additionally, the study will demonstrate the importance of mediation in resolving cross-cultural conflicts. This study aims to improve the business relationship between these individuals by understanding and solving any issues related to their relationships.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Many disagreements have occurred during the past few years due to differing perspectives concerning interests, beliefs, lifestyles, or other factors. According to the author (Mayer., 2000), conflict can be expressed in many different ways, such as through feelings, disagreements, conflicting interests, varying worldviews, and even through behaviour. All societies, all relationships, and all social situations are affected by it. The older we become, the more disagreements will occur. If the disputants do not attempt to resolve the issue, they often escalate to various levels, taking up everyone's mental energy.

Many researchers have studied the underlying causes of conflict, and opinions about how disputes arise in a diverse workforce environment have been expressed. In addition, (Mayer, 2000) argues that a successful conflict management strategy requires understanding the nature of the conflict. Separating interactions from one another is essential to understanding conflict and its roots and the motivations of all parties, including ourselves, to behave in this way.

Mediation in the workplace differs from other processes in that it allows parties to express their feelings regarding their needs and concerns. It requires both parties to work together to reach a mutually beneficial outcome (Leibmann, 2000). It has long been a traditional method of resolving disputes between disputants through mediation. In almost every period of history and culture, it has been used to resolve disputes.

It is possible to resolve disputes through mediation by reaching a mutually acceptable and meaningful agreement between the parties involved. A dispute resolution process may also assist disputants (parties to a dispute or conflict) in rethinking how they relate to one another and solve their conflict more peacefully (Moore, 2014).

## **2.2 THE MOST COMMON CROSS-CULTURAL CONFLICTS IN THE WORKPLACES**

### **2.2.1 Culture X Conflict**

Conflict historically has been a result from clashes between groups seeking capital, achieving incompatible goals, or even gaining power. A competitor's perception of plans, resources, and management may also affect the intensity of competition. Perception is a shared way of living, inherited and adapted by individuals, motivated by the classes from they come. Since culture-based conflict crosses cognitive and perceptual boundaries, miscommunications and misunderstandings between cultures are especially likely. These issues invariably exacerbate conflict, regardless of its root cause. Therefore, culture frequently plays a significant role in conflicts arising from purely material or negotiating interests (Avruch, 2002).

The relationship between culture and conflict has been extensively researched. The development of culture occurs due to the beliefs, behaviours, thoughts, and communication methods of human beings. It is possible to define a group's culture in terms of its values, norms, customs, and behaviours (Mayer, 2000).

Depending on each party's culture, language knowledge is thought to be a factor of conflict. However, there are only a few conflicts directly related to language knowledge. The nature of languages is also malleable, which means they will change over time. Many factors may impede or complicate the communication between the parties. As long as people's perspectives differ, the roots of conflicts across boundaries remain unknown.

According to (Mayer., 2000), conflicts are often associated with issues of identity and values. Additionally (De Dreu, 2008) states that individuals or groups typically start conflict when they perceive that they have different goals, beliefs, needs, and values. Furthermore, (Avruch, 2002) the authors point out that conflicts are often caused by competing motives (competition and cooperation) and competing viewpoints, beliefs, and values brought to the conflict by the parties.

### **2.1.2 MULTICULTURAL DISPUTES**

People from different cultures may experience cross-cultural conflicts when they disagree. Accordingly, disagreements arise due to differences in race, cultural assumptions, values, beliefs, and ways of thinking (Chaudhary, 2018).

Many ethnic groups in society interact with each other daily. It is common for interests to clash when several teams interact, resulting in conflicts within society. Several factors causes social conflict. In this context, it is not only about a lack of data on language, clashes, or competing interests but also about disruptions in the communication between individuals (A.S. MatveevsKaya, 2017).

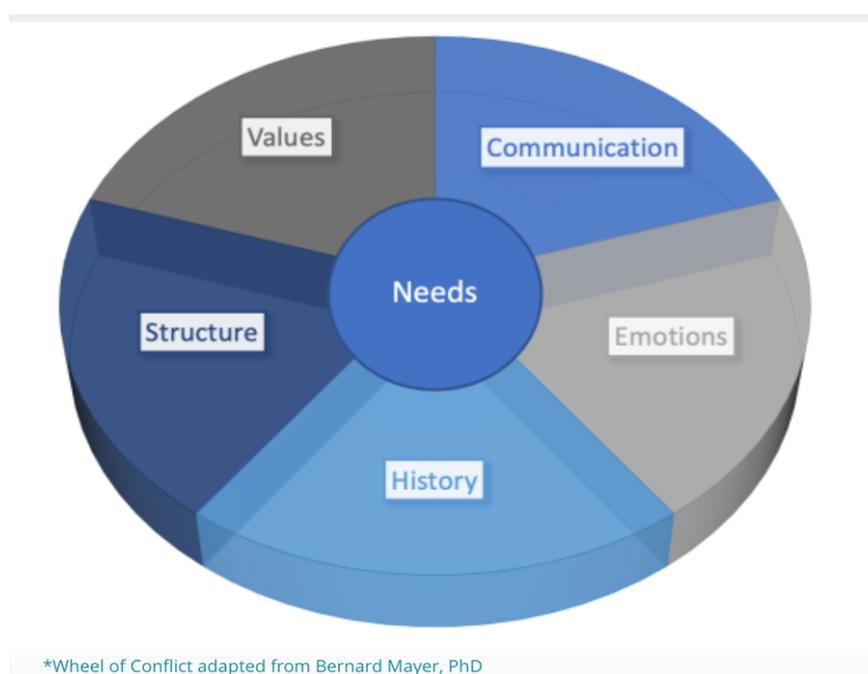
The correlation between diversity and conflict can be seen in many different ways. It is common for us to make assumptions about the underlying causes of conflict whenever it arises. Some of these assumptions may also be useful; they are typically limited in understanding how they work and how to handle them because we need to acknowledge their nature.

Conflict can be influenced by five fundamental forces: communication, emotions, values, structures at which interactions occur, and history.

In order to grasp the factors behind most conflicts, Mayer uses a wheel as a figure of speech. A big part of conflict resolution has always been the desire to satisfy human needs. Depending on the conflict method, people's wants may be met, or their values may be affected by conflict.

Conflict is a natural part of life. Many people believe that conflict results from various factors, but the truth is that conflict is the result of a need. It does not matter whether it is the misinterpretation of needs, the inability to meet those needs, or the inability to express them (after all, humans are imperfect communicators) (Mayer., 2000).

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



- **COMMUNICATION**

There is a natural tendency for humans to communicate imperfectly. No matter what incompatibilities of interests exist, these imperfections can cause conflict. It usually results in a challenging resolution. People have difficulty communicating about complicated topics, mainly when they are under emotionally stressful circumstances. There is a tendency for people to assume that communication has been accurate when it has yet to be, resulting in conflict. Often, people attribute other people's actions to lousy faith or deception as opposed to human communication's faults based on different information and assumptions. Culture, gender, age, class, and environment can all impact a person's communication ability. It is common for individuals to form stereotypes based on their experiences and previous interactions and to use inaccurate or incomplete perceptions in communication.

- **EMOTIONS**

There is no doubt that emotions fuel conflict. A rational and self-centred approach would prevent conflicts from arising or de-escalating quickly. It is because people always accommodate their needs according to their preferences. A person's emotions can sometimes have a significant impact on the way they behave. Additionally, dispute parties sometimes use them as a source of power to influence the outcome of a dispute. People can participate in conflict forcefully when they use characteristics to their advantage.

Different interactions and circumstances can lead to the generation of emotions and recall of previous experiences. People's reactions to someone pointing their fingers at them depend on the context, immediate behavioural cues' meaning, and past reactions.

- **VALEUS**

Human values guide their decisions when it comes to setting priorities. Humans should adhere to many values, including what is right and wrong, what is evil and right, and how to live our daily lives.. When conflicts are viewed as values, they become more charged, complex, and challenging to resolve. If a person believes their principles are under attack, they will feel attacked. Their principles are, in a way, a part of what defines them and their identity. There is a tendency for people to find it difficult to compromise when there is an issue of core beliefs since they feel that by doing so, they may compromise their integrity or their identity.

- **STRUCTURE**

The structure can also be a source of conflict, as it represents a framework within which interactions are conducted, or problems are developed. Many factors can influence an organization's structure, including communication, finances, and decision-making. Even though people's interests may overlap, work structures can lead to conflict.

When an issue needs to be resolved between two or more people, there is one way that can be done through litigation. There are times when litigation can lead to a successful outcome when other procedures have failed. There is no doubt that it has many benefits. This structure, however, can also create tension, impair compromise, and cast matters in a negative light, suggesting that they are not win-win situations.

- **HISTORY**

Understanding a conflict's historical context is essential, even though its outcome does not always determine it. Several factors affect how a conflict unfolds, including the environment in which it occurs and the issues involved. There is no doubt that history played a significant role in this conflict. The historical context of a conflict can often make it challenging to recognize the underlying conflict. It leads to a lack of understanding among players. Additionally, history can significantly influence how a person communicates, reacts emotionally, and performs at work. Furthermore, because it constantly depends on other sources, it is also affected by them.

As per the author, conflict results from a dynamic interaction among various factors, such as communication, emotions, values, structures, and historical factors. As a construct developed by Mayer, the wheel of conflict is an interactive tool whose effectiveness is determined by how useful the tool is to the individuals who interact with it. Moreover, in order to resolve conflict, one must understand the underlying causes and look for opportunities for improvements within a situation where individuals are stuck, where insight is needed, and where it is possible to gain new viewpoints. According to the author, these sources should be included in a comprehensive understanding of the conflict. The tools he describes will contribute to our ability to comprehend conflict in the future better.

## **2.3 MEDIATION AND ITS DIFFERENT STYLES THROUGHOUT HISTORY**

### **2.3.1 Managing Workplaces Disputes**

By using alternative dispute resolution methods, such as mediation, parties in a conflict can see the conflict from a broader perspective and allow it to move into our lives without negatively impacting our equilibrium. By resolving conflicts accurately, parties can achieve their objectives through mediation. Conflicts can be effectively resolved through mediation. It strives to resolve disputes through assistance and a focus on finding a solution.

Compared to other Alternative Dispute Resolution (ADR) techniques, mediation focuses on external factors, such as communication and interaction between disputants. Mediation differs from other alternatives in several ways. Mediation differs from other alternatives in that it observes and explores the areas of conflict between the parties, asks them questions to improve communication, or terminates the process entirely.

Hardship procedures is the most widely used conflict resolution technique in a conflict between parties. However, a conflict between parties is rarely resolved. If grievances are used to resolve disputes at work, the relationship between employees is rarely reaffirmed. In such a situation, people are more likely to request a transfer, leave the company, or develop a long-term attitude of resentment that may lead to repeated disagreements at work.

Through neutral third parties, mediators facilitate creative conflict resolution between the parties. The fact that they are specialists in their fields can facilitate creative conflict resolution as they are recognized as such. Mediation is a valuable tool for improving communication in the workplace due to its positive effects on interpersonal relationships and its cost-effectiveness (Leibmann, 2000).

### **2.3.2 MEDIATION STYLES**

Although mediation approaches have long been practised in specific contexts, they are increasingly recognized as independent approaches (Bush, 2005). It suggests that different "mediation styles" can be distinguished in this way. The most common mediation style used by workplace mediators is a problem-solving approach (Bingham, 1997). A dispute between management and labour led to the development of the evaluative process. Before settling, parties are encouraged to be realistic in their bargaining positions (Alberts, 2005). Despite the author's emphasis on the increased popularity of the evaluative approach in labour management, it may be necessary to resolve conflicts between parties more effectively focused on maintaining a working relationship.

The parties must accurately assess each other's bargaining positions to reach a successful agreement (Alberts, 2005). Due to this, the use of this methodology is likely not consistent with the objectives of this study. On the other hand, facilitative mediation focuses on identifying areas of agreement between each party that will benefit their future relationships by acknowledging their needs and interests, which is in contrast to traditional mediation. Despite its goal of addressing the underlying causes of conflict, facilitation mediation fails to achieve its goals (Kressel, 2007). Even though there are some criticisms of the author's approach to conflict resolution, facilitation is still one of the most widely used approaches in conflict resolution today.

Additionally, it emphasizes the importance of understanding the parties' underlying needs. Mediation has been studied to determine its effectiveness; however, more research is needed to determine its ineffectiveness in solving disputes. Although it benefits the parties, further research is needed to determine why it fails to resolve conflicts.

Transformational mediation (Bush, 2001) can also be considered a conflict resolution method as an alternative to traditional mediation. Agendas allow parties to dictate the process and outcome of a meeting. The main objective of the case is not to settle, although this may be achieved (Novac, 2001). As opposed to empowering the parties, restoring their self-confidence, and improving communication, the mediation process aims to empower them. This study would greatly benefit from their work as they emphasize mediation's transformative power in resolving conflicts and maintaining relationships. Their input would, therefore, greatly benefit this research.

The objective of narrative mediation is not to solve problems but to assist participants in exploring their own "conflict stories" to build a relationship based on respect and equity (Winslade, 2006). In contrast to other types of mediation, workplace mediation focuses primarily on resolving conflict and returning disputing parties to work after the mediation process (McDermott, 2001). Facilitative approaches have been used to resolve disputes in a relatively large number of instances (Herman, 2003), but no one style has taken the lead. A transformative approach to mediation is to be one of the most effective mediation strategies (Bingham, 2004).

## **2.4 THE BENEFITS OF USING MEDIATION IN RESOLVING WORKPLACE DISPUTES**

### **2.4.1 Mediation: Interpersonal relationship improvement and cost - effectiveness**

Recently, there has been a growing interest among employers in using mediation to resolve workplace disputes more efficiently and effectively. Mediation is less costly and more efficient than traditional grievance or disciplinary procedures, as compared with a traditional grievance or disciplinary procedures. It has been reported that mediation offers significant savings when compared with conventional dispute resolution procedures (Goldberg, 2005). There is no doubt that if the right solution is obtained quickly and sustainably, the risk of long-term absences, resignations, and court appearances in the future will be reduced, and fewer cases will end up in court. Furthermore, mediation is a relatively quick and practical process, allowing it to take place and be completed in a relatively short amount of time with much less effort and challenge than traditional approaches (Corby, 1999). There is also evidence that mediation has a greater success rate in maintaining existing relationships than conventional means. In this regard, mediation has the potential advantage of intervening at an early stage in the conflict, something that might otherwise not be possible, which could contribute to the outcome of the conflict. In addition, it has been shown that this type of process helps the parties get back to working together after they have been engaged in a more adjudicative process (Saundry, 2013). There is also the benefit of mediation which allows employees to resolve grievances in a more non-confrontational manner than would otherwise be possible through formal procedures (Fox, 2005). Furthermore, it aims to address problems that would not otherwise be possible to address in this manner (Montoya, 1998).

Mediation can be cathartic for those in conflict and help them see how their perspectives differ, which is something that monetary or defence verdicts cannot achieve (Gazeley, 1997). It is why mediation can be used to re-establish business relationships in cases with a continued employment relationship between parties.

Further, mediation allows individuals to freely express their emotions in a relatively safe and secure environment, providing them with an opportunity to have "their day in court" (Singletary, 1995).

Mediation is a way of resolving disputes on a mutually agreed-upon basis, as opposed to traditional approaches, which seek to apportion blame to achieve a resolution (Pope, 1996). As a result, (Shapiro, 1993) suggests that participants who engage in mediation are more likely to adhere to agreements reached as compared to those who use traditional methods.

## **CHAPTER III**

### **RESEARCH METHODOLOGY AND METHODS**

#### **3.1 INTRODUCTION**

The chapter presents an overview of the methodology and goals of this study. The research approach and study design are described. Various aspects of the study, including the nature, sample size, and sampling methods, as well as the target population, are discussed in this section. Data collection methods in this paper are described to explain how the data was collected. To summarize the project's methods and tools of data analysis, this chapter briefly discusses them.

A question posed in the study is whether mediation can effectively solve multicultural cultural conflicts at work in Dublin. Research objectives include the following:

Objective 1: To investigate the most common factors that cause cross-cultural conflicts in the workplaces in Dublin.

Objective 2: To assess the definition of mediation and its different styles throughout history

Objective 3: To examine mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin

#### **3.2 DESCRIPTION OF METHODOLOGY AND RESEARCH PARADIGM**

There is a mix of fields being investigated in this research. The purpose of the study is to investigate what causes multicultural disputes within the workplace in Dublin, as well as to explore what role mediation has to solve such multicultural disputes that could arise in a routine for these professionals in Dublin city during their workdays.

As a result of this study, it has been pointed out that mediation can be used to resolve disputes with an emphasis on maintaining business relations within the company. Thus, the study's purpose was to verify what the respondents know about mediation as an alternative dispute resolution and its effects based on their behaviours and personal experience when participating in this study.

(Cooper, 2014) mentions that qualitative research is primarily to figure out how and why people perform in a particular manner and to better understand their underlying opinions, motivations, and reasons for their behaviour. This methodology can prove useful for exploring underlying opinions, motivations, and reasons for behaviour.

Researchers principally use qualitative research if they are trying to discover new information about a phenomenon or when they are trying to discover more insight into an existing phenomenon.

Further, (Zohrabi, 2013) describes qualitative research as one of the most effective methods of exploring people's social reality by gaining insight into how they understand and interpret their experiences and the world around them. It is worth noting that (Polkinghorne, 2005) also explains that most research methodologies, especially those conducted by researchers, are exploratory and designed to explain the 'how' and 'why' of particular social phenomena; programs within particular contexts work as they do. As a result, we will gain a deeper understanding of our social world and why things are as they are.

Since the mono method is more appropriate to the aims and objectives wished for, it has been selected as the method of choice.

The union of research was employed as a base for developing this study. Its structure was as follows: *Philosophy*: This study's goal was to obtain a deeper knowledge of the practices used to deal with disputes in order to establish.

*An epistemology* based on interpretation to establish the union model of research, based on the interpretivism philosophy;

*An inductive* methodology was used as part of the study, whereby literature relevant to the topic was analysed with data collected from primary sources.

In order to achieve this goal, an online survey strategy was used. This study conducted an online survey among professionals in Dublin for at least a week.

As a result of the study, links were established between mediation and workplace conflicts, and it concluded that mediation could be a valid means of resolving workplace disputes;

*Choices*: According to the researcher's viewpoint, the research method used in the study can significantly impact how the study is conducted. As a matter of clarification, the *Mono method* was employed for this study, which provided qualitative data. Depending on your research objectives, there may be different methods that are appropriate based on your research strategy; *Time horizon*: because this is a cross-sectional study, it was necessary to define the time frame within which the research was conducted. When the researcher is given a specific timeframe for completing the research, the cross-sectional model will be used to complete the study.

### 3.3 DATA SAMPLE AND DATA COLLECTION PROCESS

In order to achieve the primary goal of this research and support the concepts used in the study, a bibliographical research and an online survey were used as data collection techniques and procedures. A review of the scientific literature on workplace mediation was conducted using a combination of journal articles from across the world and conference proceedings, online books, online articles, theses and dissertations.

Specifically, to collect data, a survey was conducted among professionals who have worked within companies in Dublin in areas such as controlling or managing as part of their job duties. During the selection of this empirical research instrument, the researchers focused on the interviewees' perceptions, experiences, and opinions regarding the elements related to mediation and their application, which helped researchers gain a better understanding of the topic being investigated. Therefore, researchers can use this method individually and as a group to interpret each group of responses. It allows researchers to resolve doubts about the questions and answers and gain a deeper understanding of the topic under examination.

This study will use online surveys to reach a larger population of respondents needed for the study in a relatively short time. The faster response time for this study will result in a more rapid data collection process. Additionally, it may be costly to collect data. Research projects typically take more time than anticipated since document access and employee interviews require visits to the organization. A researcher must devote a considerable amount of time to this task and take up time for other tasks. Since they are available and easily accessible to a broad audience regardless of location due to their convenient nature (no postage or printing costs, no interviewers necessary, and low cost), they are ideal for cross-sectional studies and international comparisons ( Martin, 2002).

For the purpose of interpreting, describing, and analysing the data, a set of relevant questions was used.. It was intended to gather information about people who have worked in companies in Dublin and have experience in professional fields.

The questionnaire has been divided into two sections to avoid inducing the participants' answers to the questions, the order of the questions was carefully chosen to avoid creating a sense of compulsion among the participants, but it also aims to prevent misunderstandings among the participants.

To facilitate the interpretation and description of the data collected, we used a set of semi-related questions. The questions we developed enabled us to gain easy access to the respondent's nationality, gender, and position in the company and analyse the data concerning nationality and gender.

During the interview, a mandatory question about the candidate's professional background was asked. Only after completing this procedure were the respondent professionals able to complete the questionnaire provided, which demonstrated their participation in the research group and the ability to develop valuable information on the subject of the study.

According to the second section of the questionnaire, respondents had the option of selecting multiple-choice options or providing a response scale to describe their experiences with the research object. Various questions are being asked throughout this section that has become more detailed to gather more data that will assist in building the research and show how cross-cultural conflicts are handled within the Dublin workforce to help support the research. Moreover, it will show that mediation can be a valuable tool for resolving cross-cultural disputes when based on maintaining a relationship between the parties.

The professional experiences were the focus of increasing the depth of the study as part of the research strategy used in this study. The methods used in this study were qualitative. For this research, we have chosen to use the qualitative method, which is a straightforward approach to gathering data and approach. For this research, it would be most appropriate to use this method. This research will better understand what people think, feel, and think about the underlying motives, reasons, and experiences behind their opinions, motivations, and experiences.

### **3.3.1 DATA COLLECTION AND DATA ANALYSIS**

The target population for this study is comprised of individuals who can significantly contribute to their organizations daily, such as leaders, managers, and business owners. In addition, the target population is also comprised of any individual responsible for other people in a company based in Ireland who are professionals. The study conducted a survey with non-probability sampling by selecting a particular group of people associated with the business sector. (Kumar, 2011).

The survey is composed by primary questions, followed by multiple-choice questions, an open question for comments, and also a five-point response scale. An online survey was conducted using Google Docs' surveying tool between 1st October and 17th October 2022 to reach 120 respondents. One hundred professionals responded to the survey, representing a range of nationalities and working in Dublin for at least a few years. While completing the survey, professionals were advised not to rush.

### **3.4 RESEARCH PROBLEM AIM AND OBJECTIVES**

Regardless of the kind of relationship or the type of society, conflicts will always exist, and they can occur at any level of management. In a diverse environment, conflict is almost inevitable. It is common for disagreements and disputes to occur as a result of efforts to accomplish goals that are perceived as incompatible. A business environment and its members can suffer significant financial losses if a conflict is left unresolved. In the context of a professional relationship, there can be several negative consequences associated with disharmony in the workplace. Both parties will likely suffer losses due to these negative consequences, including damage to the work environment or the business relationship.

Due to this, this study is concerned with finding an equilibrium between interactions between members of one organization, rather than interactions between members of different organizations. Those stakeholders would then be able to make decisions based on the information they received about how mediation approaches can be applied in these interactions and determine whether or not those approaches would be effective in conflict prevention, management, and resolution at the end of the day.

Online surveys will be used to address the questions and objectives the participants had for their work experience in companies. In order to accomplish this, questions will be formulated that will provide relevant information to the participants, and these questions will be of significant value to them as well. By analyzing differences and similarities in databases, researchers can develop research responses. To conclude, we would like to point out that these questions have been designed to enable a fair comparison between professionals and reflect on their daily activities.

### **3.5 CONTRIBUTION OF THE STUDY**

Globalization has profoundly affected Dublin over the past few decades. By the 1960s and 1970s, Dublin's dominance as the economic and administrative centre of the colonial economy was increasingly threatened by the establishment of branch plants and factories throughout the island. Transnational American companies operating in the European market increasingly rely on Dublin's organization strategies. (Breathnach, 2000) argues that this has led to the rise of niche functions concentrating on international issues. A multicultural society like Dublin's will inevitably result in conflicts in a professional setting due to cultural differences. It is a natural consequence of the nature of society. Much research has been conducted on mediation's role in conflict resolution.

Through mediation, disputes can be resolved in an effective and timely way. Individuals are better served with the proposed system since citizens are powered, and court congestion is alleviated. Maintaining the relationship between the parties throughout the process has effectively resolved disputes efficiently and participative.

This method of resolving disputes has many benefits for both the private and public sectors, including its efficiency and cost-effectiveness. However, the fast, efficient method of resolving disputes is not well known to some lawyers, students, or ordinary citizens.

In this study, the technique's use is analysed, and recommendations will be made about how it can be effectively implemented. A major goal of this study is to explore how professionals can utilize mediation in their daily operations in the company, which, in turn, will impact the effectiveness of their careers.

### **3.6 LIMITATION OF THE STUDY**

The study of convenience sampling had some limitations. The results cannot be generalized because of convenience sampling, and it is unwise to do so. A non-probabilistic sample does not invalidate the research. However, the theoretical superiority of a probability sample does weaken because of some application considerations which weaken the theoretical superiority of the probability sample. It was also found that these respondents had a limitation regarding their awareness of the subject matter. Due to many issues associated with the relationship between knowledge and practice of mediation approaches, the scope of the research is limited to focusing on the professional routines of participants when trying to resolve cross-cultural conflicts. In addition, the study pointed out that it was limited because it focused on the participants' daily practices rather than their academic trajectory or life history. In addition, it examined how participants perceived the effects of using mediation as a means of resolving disagreements within their workplace.

Furthermore, due to the nature of this research, it must be presumed that the character of this research is constrained by subjectivity because it is qualitative research. Another point to remember is that you cannot record or analyse your respondents' gestures or reactions when answering the questionnaire. Using an online survey is another method that would have allowed you to get information about their body language while answering the questionnaire.

In any case, it is worth pointing out that such data, if provided in the study, should not be regarded as a weakness or a means of compromising its findings but rather as an asset in the study. Several methods are used in the development of this research, which will be discussed in this chapter. A

qualitative research method was presented and justified based on a questionnaire administered online using Google Docs to conduct the study.

This chapter describes the approaches to the development of the research used for this study that was observed during the study. As a result, the following chapter will focus on your objectives and how you intend to achieve them.

## **CHAPTER IV**

### **PRESENTATION OF THE DATA**

#### **4.1 INTRODUCTION**

This chapter aims to describe the data collected, and a comparison is presented between the theoretical work discussed in this chapter and the methodology used in the study. The study focus on identifying the root causes of multicultural disputes, which are the central aspect of this study. As a result, although conflict is wide in scope, and undoubtedly the cause of multicultural conflicts may vary , but it is narrowed to the multicultural conflicts that arise in Dublin workforce due to their cross-cultural nature. There is a further indication of the narrowness of the study when it focuses on examining the impact of using mediation as one of the methods for resolving cross-cultural conflicts in the Dublin workforce. This work meets the requirement since mediation is one of the alternatives to dispute resolution. It focuses on the phenomenon of conflicts that can arise due to cultural differences. A more in-depth analysis of past studies related to the field is then conducted to formulate ideas and hypotheses regarding the field in question.

Furthermore, the project aims to develop a greater consciousness of the gain of mediation in solving conflicts between parties in a multicultural conflict relationship between the workforce in Dublin. As far as this topic is concerned, there is no denying that it has something to do with dispute resolution. As the primary objective of this study, it aims to manage conflict, prevent conflict, and finally, resolve cultural conflicts through mediation as a means to resolve conflict.

#### **4.2 MEDIATION APPLIED TO SOLVING DISPUTES**

As a method of resolving disputes, mediation is viewed as an effective method because it is confidential, voluntary, oriented toward a solution, it is impartial, it is voluntary, it is voluntary, and the parties involved agree voluntarily to the outcome. Mediation has been widely used among other civilisations including the Romans, who used it in various forms.

In addition, to open group mediation, there has been an elder-led alternative to open group mediation throughout history that has been practised both globally and among American Indian tribes throughout history in order to resolve issues within their communities or tribes. Mediators were not

only seen as sacred figures but also as shamans, medicine women or some man who could mediate between individuals or between individuals and spirit beings. There have been a variety of mutations and transformations in mediation as a result of this. Mediation has developed in particular in countries in the developed world, such as the United States, Australia, and New Zealand, where it has been particularly influential.

As a result of the increasing cost of conflict in large businesses and industries over the years, the concept of alternative dispute resolution has evolved in recent years. There has been a great deal of research on how conflict affects a company's profit, both directly and indirectly. There are many direct costs associated with this, including unproductive time, missed deadlines, lost opportunities, and security, compensation, and legal costs involved. It is worth noting that indirect costs can include a decline in quality and productivity, a loss of motivation or morale, employee complaints, accidents, delays, and sometimes disciplinary actions or investigations taking too long.

When taken into consideration by company accountants, workplace mediation's early resolution, relatively low cost, and high success rate, when compared with litigation, result in a large majority of employees preferring mediation to litigation. Furthermore, there is a growing body of academic research that supports the trend of mediation as well. Although a high percentage of clients did not reach an agreement through mediation, mediation remained successful in providing substantial satisfaction to most of them. Compared with settlements with attorneys (66%) and settlements reached by the court system (40-50%), consumer satisfaction with settlements with attorneys appears to be higher. In most of the samples, the cases could be settled through mediation, even when no attorneys were available for assistance. Study after study has shown that 81 per cent of small claims disputes are resolved through mediation, compared with 48 per cent using traditional methods of adjudication. Furthermore, there is evidence that mediation is a cheaper and faster alternative to litigation for both parties and a way to resolve disputes more effectively (Guyler, 2008).

### **4.3 APPROACH AND METHODS APPLIED ON THE ONLINE SURVEY**

The survey aimed to collect the data that would be used for this research, and this can be found in the chapter above.

The survey was sent by WhatsApp and e-mail with information about the reasons for the study and a message that encouraged the respondents to participate and gave credibility to the survey by encouraging participants to participate hoping to reach the maximum number of respondents,

There is a need for professionals with work experience in companies in Dublin to participate in this survey. We are conducting this survey to collect data that will be analysed and interpreted as part of our research on dispute resolution. It will take less than ten minutes for the researcher to complete this research; it is part of the requirements for graduating from Independent Colleges Dublin's master's program in the arts of conflict resolution; it is part of the requirements for the researcher to graduate.

Using mediation as a tool to address cross-cultural workplace conflicts is a key aim of this study, which will provide an overview of the effectiveness of mediation. Respondents must participate in the development and further understanding of the topic in order to make it more effective. There will be no need to divulge any personal information, such as participants e-mail address or IP address, since the answers are entirely confidential.

If you need clarification or have doubts or concerns, please contact the researcher Mr Tiago Sergio Cachoeira [cachoeiratiaago@gmail.com](mailto:cachoeiratiaago@gmail.com). A registered student at Independent College Dublin."

#### **4.3.1 DESCRIPTION OF THE OBJECTIVES**

This qualitative research method was used to assess if mediation can positively influence the resolution of multicultural disputes in the workplace in Dublin. The data collected from respondents in the survey have been combined with a theoretical foundation and the results of other studies that went before it.

The research aims to answer the question, "It is possible that mediation can play a role in resolving cross-cultural conflicts at the workplace in Dublin". Research objectives to be addressed:

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

*Objective 2:* To assess the definition of mediation and its different styles throughout history

*Objective 3:* To examine mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin

## 4.4 THE DATA COLLECTED

As a result of the chosen methodology, this chapter seeks to introduce a description of the data collected through the online survey. In the following section, we present the objectives and results of the questions asked to the hundred participants based on their responses to the survey.

## 4.5 THE SURVEY QUESTIONNAIRE SECTION I.

### 4.5.2 GENERAL INFORMATION

Question number 1

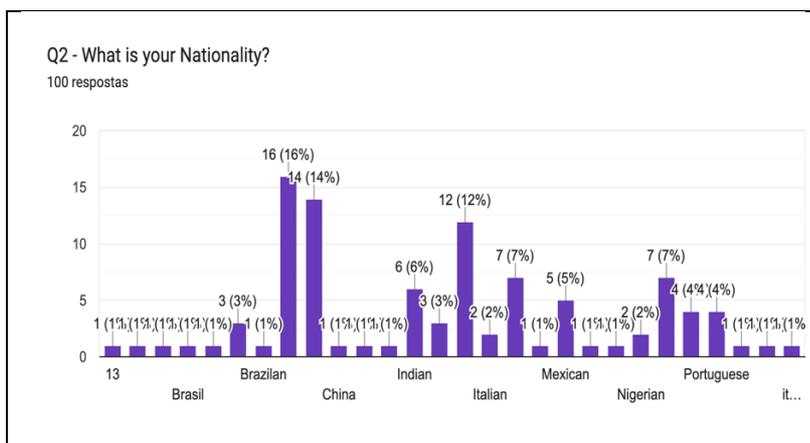
Nationality

Objective

In order to get a better understanding of how multicultural countries is, it is helpful to know the nationality of the participants. A further objective of the study is to understand the way culture could play a role in conflict resolution and to understand the way individuals cope with conflicts in the workforces and how they resolve them.

There is no doubt that this data will be of great value to this research project.

Results:



Graph 1 Nationality of participants

Due to the mixed nationalities among the respondents and the multiculturalism in Dublin's businesses, nationality information is essential.

They vary in nationality from Irish to Brazilians, Mexicans, Polish, Nigerian, Indian, and many other nationalities. It was found that Brazilians constituted the majority of respondents, with 37, followed by 15 Irish, 5 Mexicans and so forth.

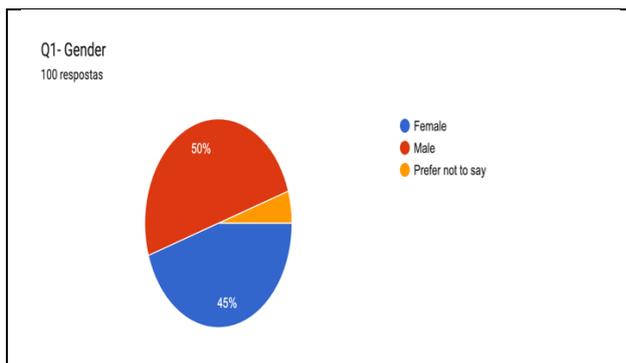
## Question number 2

The gender of the participants

### Objective

When it comes to conflict management and resolution, it is necessary to know the gender of the participants in order to gain a better understanding of the role that gender plays.

### Results:



**Graph 2 Gender of Respondents**

There was an adequate total of responses to the survey. A total of 120 invitations were sent, and 83.33% of the invitations were returned.

On average, online surveys were the most effective method to reach the desired number of respondents within a short period. Thus, online surveys are well suited to cross-sectional studies and international comparisons because of their convenience (no postage or printing costs, no interviewers required) and low cost. (Martin, 2002).

One hundred samples were collected from a possible population of 120 participants, resulting in an engagement rate of 83.33%. Among the respondents, 49% or 44, were female, and 50% or 46, were male, with the remaining 1% preferring not to divulge their gender.

The data indicate that more men than women perform management roles in companies. However, women are also heavily represented in the management of companies. Based on their responses to the survey, they have already come into contact with mediation approaches at some point in the past.

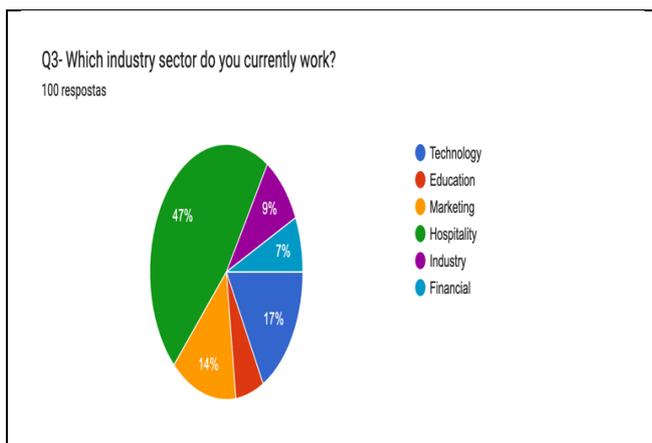
### Question number 3

Industry sector of the respondents

### Objective

The global economy is characterized by a broad range of sectors from all over the world. This information can provide valuable clues that can help reveal if there is a difference in approach to work based on which industrial sector people operate in. Furthermore, it is crucial to consider whether those things are likely to produce conflict or help resolve a conflict.

### Results



**Graph 3 Sector of the Respondents**

Based on the graph above, it can be seen that 47 per cent work in the hospitality industry, which is very interesting. There should, logically, be a lot of restaurants, pubs, and hotels in a city such as Dublin that boasts many social events, festivals, and events. The proportion of respondents working in marketing functions is 14 per cent, whereas 17 per cent of those working in technology do so. Out of the respondents from the financial and industrial sectors, nine per cent and seven per cent, respectively, answered that they were involved in management.

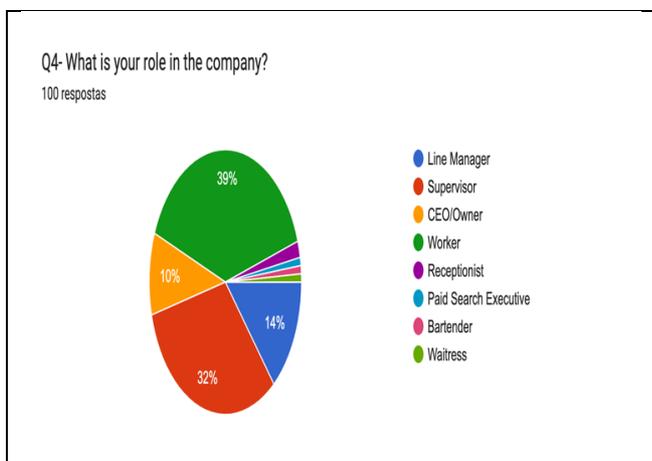
#### Question 4

The role in the company

Objective

It is an important reason why the respondents in this study were asked what their role in the company was since this is relevant data that can provide valuable insights.

There may be a benefit in taking a look at how these participants are capable of managing conflict and resolving it according to the position they hold.



**Graph 4 Role of Respondents**

According to the respondents' roles within the company, there will be a wide variety of roles among the respondents, such as workers, managers, supervisors, and CEOs. In terms of respondents, it can be observed that most respondents (39% of the respondents) are employees, 14% have a role in line management, and 32% are supervisors. There are also 10% of CEOs in the group.

In addition, even if the target population does not belong to the hierarchical position at the top of the company, it may still have a role in management regarding its functions.

## 4.5.2 SECTION II – THE MEDIATION

### Question 5

The question was regarding the belief of the participants about what would be a multi-cultural workplace

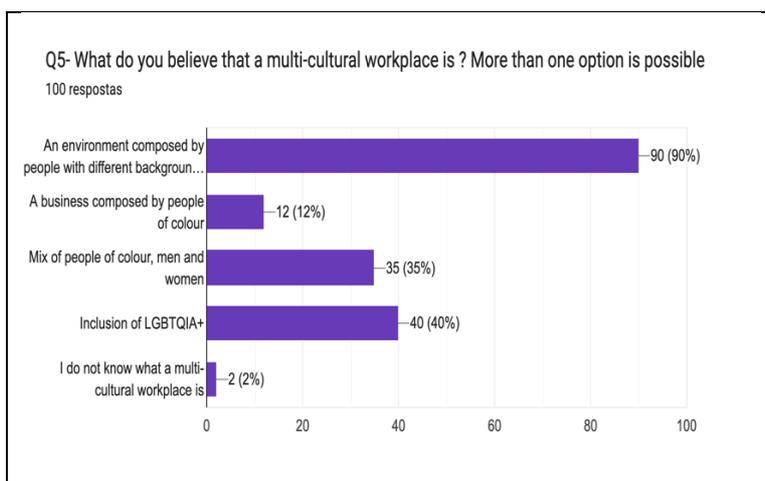
### Objective

According to each individual's beliefs, multiculturalism may have different roots based on their cultural background. As a researcher, knowing the respondents' understanding of multiculturalism is imperative. It is critical to note that this data is helpful for this study.

Following options was given to the participants

- 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:



**Graph 5 Meaning of Multiculturalism for respondents**

For the participants to understand the meaning of multicultural workplaces, they were asked to define it. The respondent's majority (90%) believe that the difference between the backgrounds, values, and

beliefs of the members of a multicultural workforce can be explained by the difference in their backgrounds, values, and beliefs. There were many options that the respondents could select, and they needed to keep this in mind.

The results above indicate that 40% of the respondents think a multicultural environment includes LGBTQIA+ as part of its inclusiveness. In contrast, 35% believe that a mixture of people of colour, men and women, comprise this group. There 12% of people need to be made aware of a multicultural workplace. In contrast, 2% think it is a business only composed of people of colour.

In general, the major part of respondents can recognize what a multicultural workplace is. However, therefore, it is crucial to conduct more research on multicultural organizations due to the fact that exists people are not aware of what would be a multicultural work environment.

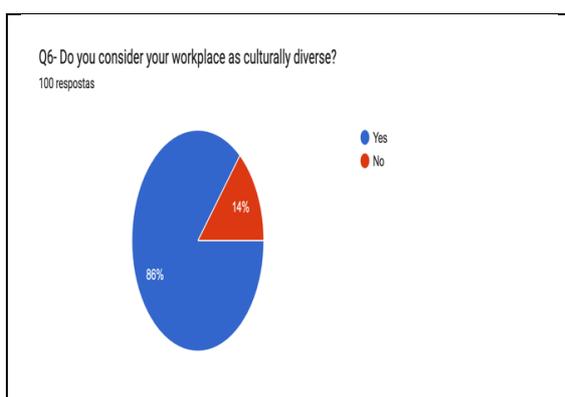
### Question 6

The question asked here was if the participants believe that they have a diverse workplace?

### Objective

In order to prove the researcher's assumption of the presence of a diverse workplace culture in Dublin, it is essential to ask this question. In order to collect the data that will assist in showing the existence of such a culture.

### Results:



Graph 6 Workplace's diversity

In a survey of 86 participants, 86% answered "yes" when asked if they consider their work environment diverse. However, only 14% of the respondents answered "no" when asked whether they consider their work environment diverse.

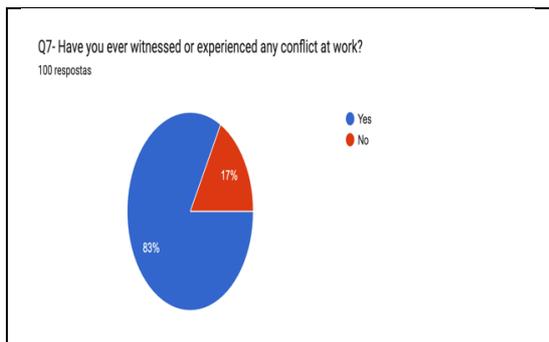
Considering the survey results above, respondents believe that Dublin companies have a greater number of employees from different backgrounds, beliefs, and values working in them. Following the data collected through the survey, it is evident that a multicultural environment exists in Dublin organisations.

### Question 7

Participants were asked if they have been witnessed in conflict or experienced any conflict at work?

Results:

In this question, respondents will be asked about their experiences with conflict at work. The questions aim to develop a comprehensive understanding of workplace cultural conflicts; this data is crucial.



**Graph 7 Experience of conflict at work**

It was found in the study that 83% of the participants had either experienced or witnessed conflict at work, according to the results of the study. In contrast, 17% said they had never experienced or witnessed any conflict at work. It is clear that 83 % is a great total, and there is a possibility of conflict due to cultural differences.

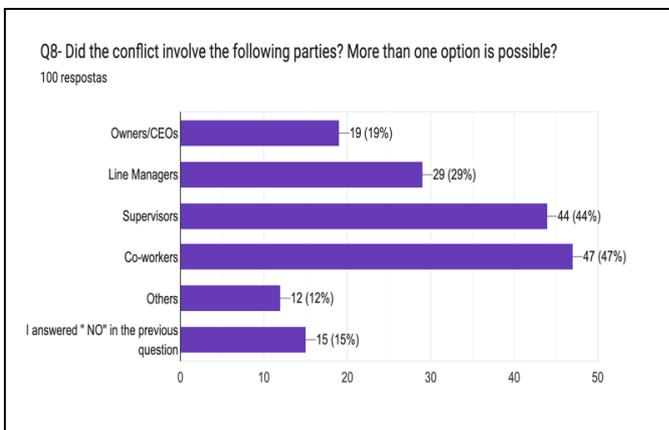
## Question 8

What was the parties involved in the conflict ? (More than one option is possible)

### Objective

In this case, what is needed is data regarding the importance of knowing what was the parties involved in a conflict. The data collected from this study will be crucial, since it will confirm that conflict can occur at work not only between employees but also between managers, supervisors and so forth.

### Results:



**Graph 8 Parties involved in Conflicts at work**

There are significant numbers of employees, supervisors and managers involved in conflict situations, and based on the responses in the survey, the majority of parties involved in conflict situations are employees at 47%, followed by supervisors and managers at 44% and 29% consecutively. The supervisor and workers were considered the two most involved parties in the dispute because they were both executives at the company.

Participants indicated that, according to the study results, all parties involved in the conflict had been identified, which means that conflict can occur among workers, supervisors, managers, and CEOs, regardless of their hierarchy within the company. When people have varying beliefs, values, and cultural beliefs, they may conflict with one another.

## Question 9

To those participants who have experienced conflict at work, they were asked how it has affected their daily routine at work. More than one option was possible for this question

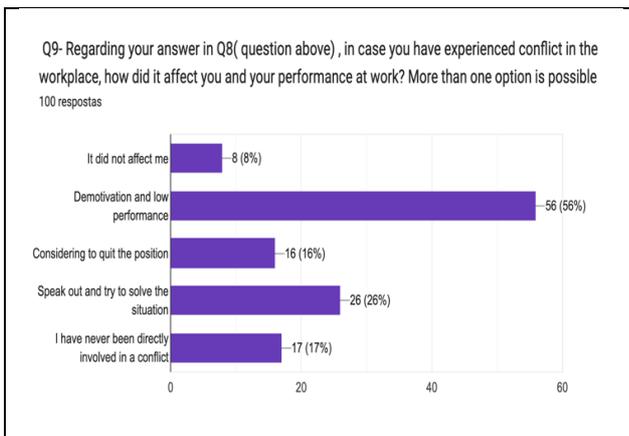
### Objective

There is one purpose for this question, which is to gather the respondents' views on the way conflict would affect them, or not, in their workplace if they were to experience it.

The following options were given to it:

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

### Results:



**Graph 9 Consequences of Conflict at work**

The results of question 9 revealed that, whether or not they are involved in the conflict or witness it, conflicts in the workplace have consequences for all parties involved, even though they are part of the conflict or witness it.

The study found that 56% of employees who have been in conflict at work have performed lower at work, 16% have considered quitting their current position, and 26% have attempted to solve the problem. There were 8% of respondents who felt unaffected by the conflict, and there were 17% of respondents who were not directly affected by the conflict.

In the study, we found that those who answered yes to experiencing or witnessing conflict at work had a negative impact on their job performance. It could negatively affect the company as well. For example, when employees quit or perform badly, a company may have to pay for recruitment and training costs to replace them.

Research in this area aims to identify the root causes of cross-cultural conflicts in the workplace. Questions 10 and 11 provide evidence of this.

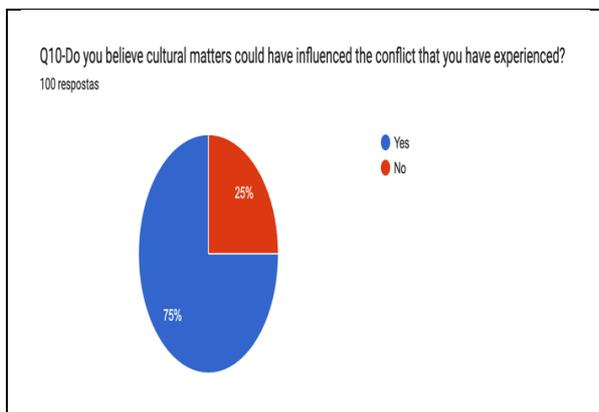
#### Question 10

Participants were asked whether or not the conflict that have experienced was caused by cultural matters

#### Objective

Using the data collected through this question, the researcher can measure the extent to which cultural issues have been brought up in conflicts at work. In order to prove the hypothesis of the study, this data will be very valuable.

#### Results:



**Graph 10 Cultural Matters**

The data collected from the survey revealed that 75% of respondents identified cultural factors as the cause of their conflicts at work. In comparison, 25% of respondents did not identify cultural factors as the cause of their conflicts at work.

## Question 11

According to their experience, participants were asked about what the roots of a conflict in the workforce would be. (More than one option is possible?)

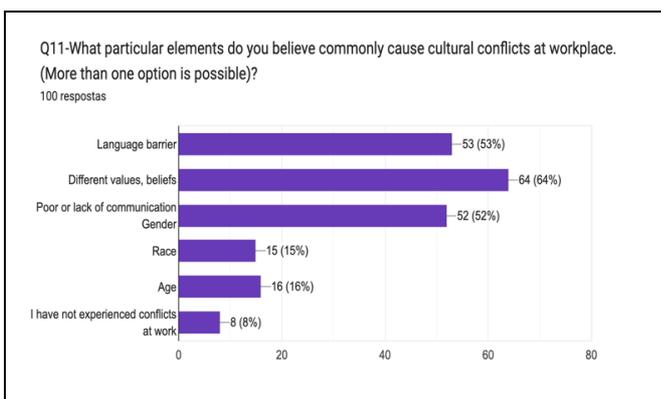
### Objective

In this case, the aim here is to collect thoughts about what would cause cultural conflict from those who respond to the survey. The purpose of this question is to confirm one of the objectives of this research, and the data that this question can obtain will be helpful to the researcher in gathering the needed information. There were a number of options given to the respondents when it came to this question.

As a result, the following options were suggested:

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

### Results:



**Graph 11 Causes that leads conflicts at work**

The results of question 11 have demonstrated that participants are very concerned about differences in values and beliefs at work because they believe that this is one of the most important aspects that lead to conflict in the workplace. As a result of differences in values, there is a great deal of conflict, followed by poor communication due to language barriers and a lack of communication due to language barriers, all of which contribute to conflict. The chart below illustrates that 64% of

participants believe those are the most common reasons for disputes in the workplace based on the results survey.

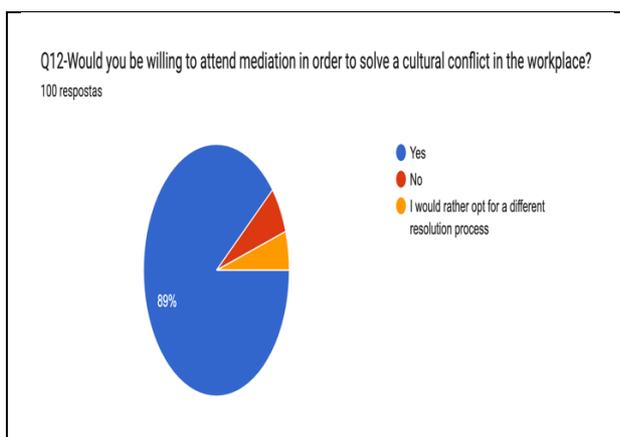
### Question12

The participants were asked whether or not they would attend mediation to solve a cultural conflict in the workplace?

### Objective

The aim of this question to gather information whether or not the respondents would attend Mediation in order to be able to solve their conflicts at work, and in particular. This question is relevant as it could give us some evidence of how respondents feel about having Mediation as an alternative dispute resolution method when resolving disputes.

### Results:



**Graph 12 Willingness to attend Mediation**

A further objective is to investigate the effectiveness of Mediation in the context of resolving cross-cultural conflicts at work. In order to visually represent data, flow charts can be used.

Most participants (89%) agreed that Mediation would be an excellent method for resolving their disputes. There is a high probability that people involved in conflict within the workplace will attend Mediation to resolve the conflict.

### Question 13

The respondents were asked about what they believed that mediation could provide them with a future conflict at work. Tick 2 options

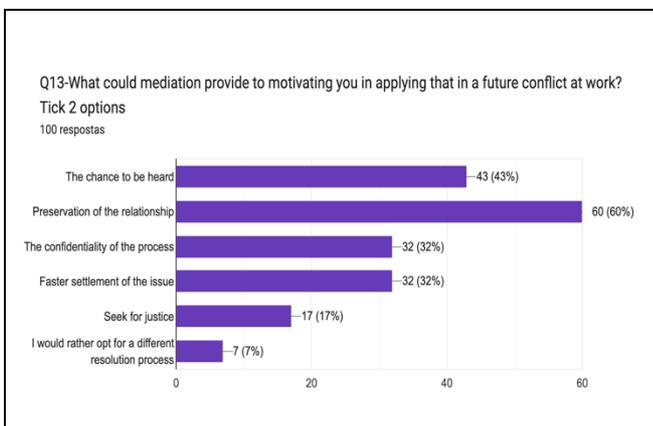
#### Objective

It is important to obtain data in the form of this question here in order to calibrate what Mediation can do for resolving disputes in terms of the benefits that Mediation can bring to such disputes. Moreover, it is also important to note that this question relates to one of the objectives of this research.

Options were given to the participants:

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

#### Results:



**Graph 13 Benefits of Using Mediation**

The participants also pointed out that Mediation is an alternative dispute resolution method because of its benefits. Concerning the motivations behind using Mediation. According to the survey, 60% of respondents said they would attend Mediation because it preserves relationships between disputants. Participants feel motivated to use Mediation because they get the chance to be heard, while 32% feel

motivated because of the confidential process. The speed of settlements is also a motivating factor for 32% of the participants, and 17% would use Mediation for justice purposes.

In light of these factors, Mediation could positively resolve workplace conflicts, and 60, 43, 33, and 32 participants have this concern consecutively.

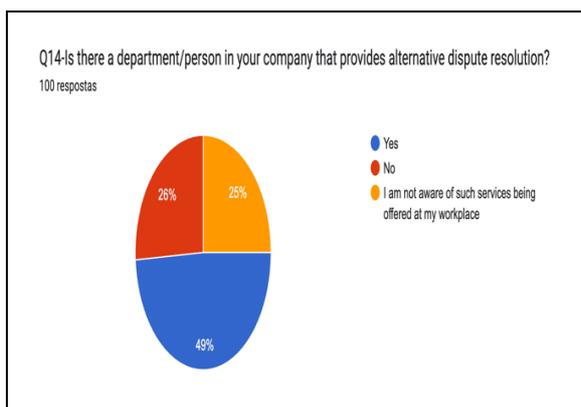
#### Question 14

The participants were asked whether or not there is a presence of a department/person in their company that provides ADR?

Our goal is to find out whether or not the organizations have a department to help parties in a conflict to deal with workplace disputes or for people to deal with them. As a result of this data, we can see how many companies provide departments/people to deal with workplace conflicts, so our data will show us the number of companies that provide such departments/people. Based on the choices made by the respondents, the following are the results.

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

Results:



**Graph 14 ADR departments at work**

There was a question posed to the participants regarding whether the workplace has a conflict resolution department/person since it seems likely that participants involved in or experiencing conflict will be willing to attend Mediation in the future. According to the survey, 49% of participants have an ADR department or an individual capable of assisting them with resolving conflicts at work.

There is, however, a meagre average amount compared to the other 26% of respondents who answered "NO" and the other 25% who were unaware of this department's existence.

A conflict between disputants can escalate very quickly as a result of miscommunication, a language barrier, and a clash of values and beliefs once disputants find themselves involved in a conflict and they have no place within the company to approach for representation, confidentiality, and to preserve their relationship if they are confronted with it. It is strongly recommended that companies hire qualified mediators to resolve conflicts among groups within the company, as well as establish a department for this purpose.

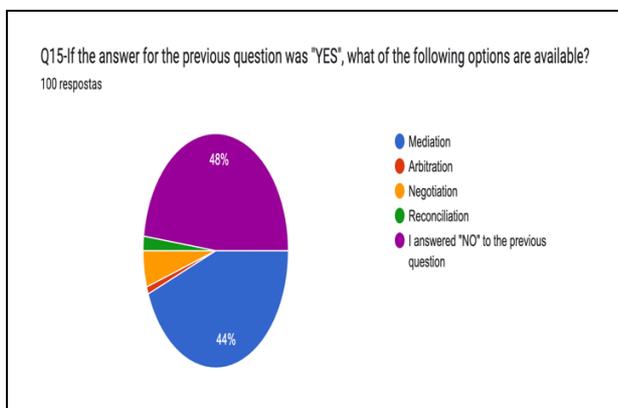
### Question 15

To those participants who answered “yes” to the previous questions, the researcher asked what ADR is available at their workplace to help them to deal with their disputes.

### Objective

Here the aim is to determine what are the methods that can be used by workers in order to resolve disputes.

### Results:



**Graph 15 ADR options available at work**

A dispute can be resolved in many ways in the workplace. The chart below illustrates some of the different available options. In this study, participants were unaware of an ADR department/person at the company. Consequently, 48% answered no when asked whether such services were available at their company. Most people aware of their options within the company answered that they have a mediation department that deals with disputes, and 5% answered that they have a negotiation

department that deals with disputes. Additionally, 2% of respondents chose reconciliation, while 1% said they wished there was an arbitration department to deal with disputes at work.

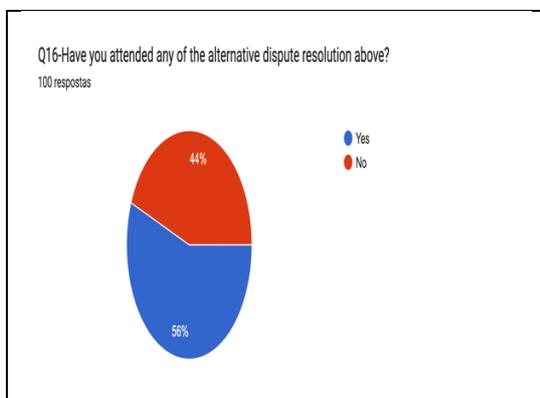
### Question 16

Participants were asked if they ever attended any ADR

#### Objective

Essentially, this question aims to investigate whether or not participants have attended any ADR sessions to deal with workplace conflicts that may arise.

Results:



**Graph 16 attendance in any ADR**

It should be noted that according to the results above, 56% of the participants have attended some form of alternative dispute resolution in the workplace. It is noteworthy that 44% of participants, however, have never used a form of alternative dispute resolution in the workplace. Despite the low percentage of participants going through this process, there has been a significant increase in the number of participants participating in ADR.

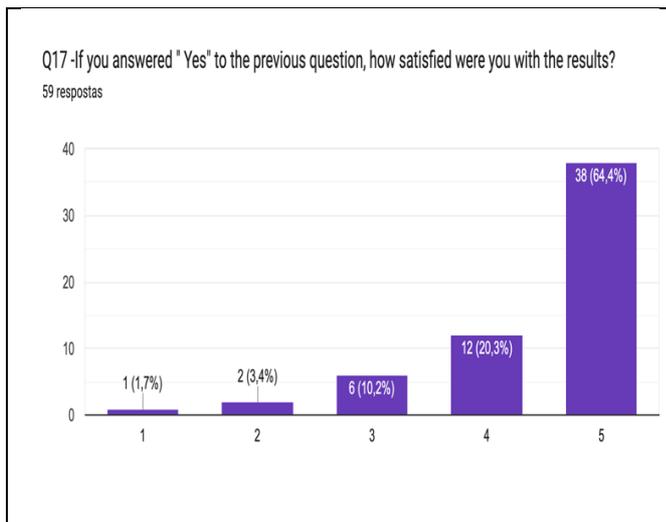
### Question 17

Those who answered " Yes" to the previous question were asked about their level of satisfaction with the use of mediation to deal with their disputes a work

## Objective

In this study, we are trying to find out how satisfied the respondents were with how Mediation was used to resolve workplace conflicts.

## Results



**Graph 17 Level of Satisfaction**

Considering the chart above, it can be seen that all of the participants who have attended Mediation as a means of resolving workplace disputes have expressed a high level of satisfaction with the Mediation process as a whole. The high level of satisfaction reported by participants who have attended Mediation to resolve disputes may be shared by those who have also attended Mediation to resolve disputes. It relates to their motivation to use Mediation, which is to preserve relationships, hear their side, and settle disputes quickly.

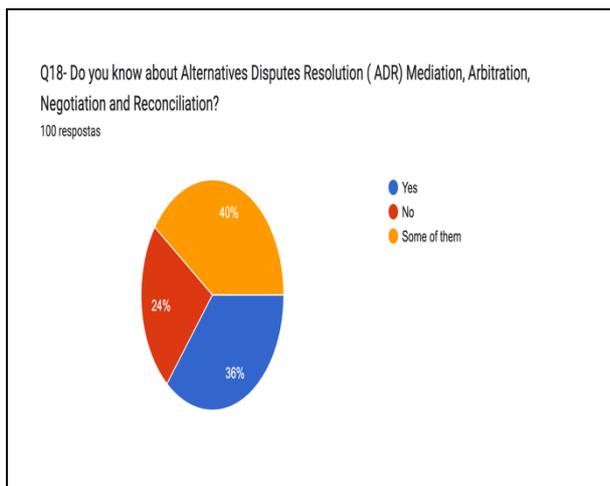
## Question 18

Participants were asked if they are aware of any ( ADR) Mediation, Arbitration, Negotiation and Reconciliation

### Objective

The purpose of this question is to know the respondents' knowledge of ways that disputes can be resolved.

### Results:



**Graph 18 Knowledge about ADRs**

Furthermore, it is noteworthy that 36% of the participants were aware of the methods for resolving disputes and that 36% were familiar with these methods. It was found that 40% of those who participated in the survey are familiar with at least one form of alternative dispute resolution, while 24% need to be made aware of any. As a result of Mediation, the relationship between the parties can be preserved, conflict managed and prevented in the workplace when the parties are aware of the mediation process.

### Question 19

Here the participants were invited to leave any comment if they wished

### Objective

Lastly, there are two purposes for this question. The first is to give the respondents a chance to express their ideas and concerns , feedback that may assist the researcher in understanding and noticing aspects that have not been noted before in the development of the survey questionnaire.

### Results:

I believe we have to do everything to motivate people at work	I believe People can resolve problems with conversation and empathy
Unfortunately for the most companies that I work for they do not care about.	No comments and thoughts to add.

**Graph 19 Comments of Participants**

## CHAPTER V

## DISCUSSION

This study, the purpose is to determine if mediation is a valid method of solving workplace conflicts from promoting employee cooperation; this study aims to evaluate whether mediation can be used for this purpose. As discussed in earlier chapters, this chapter discusses the materials found, the literature, the data collection, and the data analysis. The chapter focus on reviewing the literature related to workplace mediation. An overview of the research objectives is provided by discussing the development, applicability, and benefits associated with it in recent years, including the following:

1. To investigate what are the most common factors that cause cross-cultural conflicts in the workplaces in Dublin
2. To assess the definition of Mediation and its different styles throughout history
3. To examine Mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin

## **6.1 INTERPRETATION OF THE FINDINGS**

It should be noted that the answers to the questions may vary as a result of the participants' experiences and areas of specialization. Through the data collection, however, positive insights have been revealed regarding Mediation's effectiveness in solving workplace conflicts.

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

It has been discovered from the material collected through the online survey that Dublin has a wide diversity of professionals in its companies. In line with the survey results, 86% of the respondents think they are part of an innovative and diverse workforce, as shown in the survey results. The fact that Dublin is such a well-known city for businesses, especially because many of the large companies are located in Dublin, is one of the reasons why people come different parties of the world to work there. Consequently, it enhances the city's appeal to tourists. The number of professionals who believe their workplace does not embrace multiculturalism is only 14 per cent.

Some nationalities have an extensive community in Dublin, and they tend to hire or work with people from the same country to facilitate communication, which is part of the explanation for 14% of respondents believing that a multicultural environment does not exist in their lives.

It is important to note that because Dublin has a multicultural population, the data collected indicated that the nationalities of the residents range from Irish to Brazilians, Mexicans, Poles, Nigerians, and many more. Among the respondents, 37 were Brazilians, followed by 15 Irish and 5 Mexican respondents, who comprise most of the respondents. Considering that the researcher is Brazilian, it is worth noting that the vast majority of the respondents are Brazilian, since he was able to reach a larger number of people from this community due to his nationality. Considering that different nationalities, backgrounds, and beliefs constitute a multicultural environment characterized by professionals from diverse backgrounds, cultures, and nationalities, the data collected contributes useful information for this research.

Recent times have seen the emergence of many disagreements because people have different viewpoints about their interests, beliefs, beliefs, lifestyle, or other factors. Based on the survey results, it can be concluded that 75% of respondents believed that cultural matters are the cause of conflicts at work, as judged by the data collected through the survey. It is no secret that many professionals come to Ireland to improve their careers worldwide. Furthermore, the survey also revealed that 90 % of the respondents believe that multiculturalism, or a multicultural workforce, results from differences in background, values, and beliefs related to diversity. In the Dublin organizations, there are a variety of different ways of thinking, different beliefs and different backgrounds. It is an indication of the diversity of the organization.

On the other hand, the other 25 % of the participants are still determining whether cultural issues are connected to workplace conflicts. It is also shown in the results that 40% believe that a multicultural workplace should include LGBTQIA+ members. At the same time, 35% of the respondents believe that there is a mix of people of colour, men and women, in that group. Similarly, 12% and 2% of the respondents think that it is a company composed only of individuals of colour, or they need to learn what multiculturalism is.

In order to interpret the roots of multiculturalism in a way that is meaningful to an individual, the workplace is, respectively, there can be a variety of interpretations based on their different experiences. In contrast, most respondents seemed to believe that immigrants from different ethnic backgrounds can bring their own values, beliefs, and experience to a new country, which they have developed while living in their new country. Therefore, it is inevitable that workers will have differing perspectives on various aspects of the workplace due to these differences between them, resulting in conflict among employees who work in the same environment due to their differences. Relationships between the parties will be protected if this is managed correctly. For all of these reasons, it may be necessary, in order to resolve or to manage future conflicts within the workplace, to be aware of the roots of the conflicts within the workplace.

In line with the findings from the survey, a 64 per cent majority of the respondents who responded to the survey have indicated that the main causes of cross-cultural conflicts in Dublin's workplaces are differences in values, beliefs, and backgrounds. The respondents chose an inability or lack of communication was chosen 52 times by the respondents, while a language barrier was pointed to 53 times as the main cause of workplace disputes. Moreover, the data shows that 15 times the respondents indicated that race was a causal agent of cross-cultural conflict, and 16 indicated age as a causal factor. This study will use the survey data to determine the leading causes of cross-cultural conflict in the Dublin workplace based on the survey results. People may find it difficult when communicating in a language other than their own. Many respondents do not speak English as their first language, which is the language spoken in Ireland. This may result in barriers between people within an organization due to a lack of language skills. Having a language barrier at work can prevent professionals from communicating effectively. Communication remains difficult due to the language barrier. Due to the lack of communication, sometimes there are misunderstandings between the parties.

Conflict must be understood and resolved for people to escape stuck situations, gain insight, and gain new perspectives. The sources of workplace conflicts should also be considered as part of our understanding of the conflict. Combining the wheels with the survey data will help us prevent and resolve multicultural conflicts at work in Dublin by assisting us with analyzing the results of the literature review.

## **II. To assess the definition of mediation and its different styles throughout history**

The survey results revealed that, based on the information collected, people choose Mediation to resolve conflicts at work for various reasons. According to the study, 89 per cent of respondents predicted using Mediation to resolve workplace conflicts in the future. According to the survey, 36% of participants have experience with alternative dispute resolution (ADR), meaning they may understand what Mediation can do for parties in conflict.

According to the study, 24% of the respondents needed to learn about alternative dispute resolution (ADR). Due to this, only 6,6% of respondents said they would not be willing to attend Mediation. That may be why the percentage is so low. Participants weren't familiar with mediation approaches, even though this was a small sample size, so they would not attend Mediation. These professionals

have yet to use Mediation as an alternative dispute resolution method because neither they nor their employers offer Mediation as a dispute resolution option, so they have not encountered Mediation situations or know that such a service exists.

As a result of a large number of respondents, it has become evident that some are aware of how Mediation can be beneficial for resolving workplace disputes. Mediation will positively impact relationships between the parties. In accordance with the results of the survey, 5,56 of the respondents believed Mediation assists in resolving cross-cultural conflicts by allowing both parties the chance to be heard. According to the results, 60% of the participants think Mediation can help maintain relationships between the parties. The Mediation process allows for the resolution of emotional issues and the development of mutually beneficial agreements. Both parties must work together to determine the outcome, focusing on both parties' interests and finding a more helpful solution. To arrive at a satisfactory result, separating the problem from the individuals is necessary.

According to the study, 32% of respondents chose Mediation as an alternative method for resolving disputes since they do not believe alternative dispute resolution maintains confidentiality (32%). Compared to other dispute resolution methods, the process results in a faster agreement (32%).

In addition to improving communication, Mediation also allows people to step back from their intense desire to obtain justice and listen to the needs of each other more readily; as a result, problems de-escalate much more rapidly than with any other alternative dispute resolution method.

Since Mediation can often fail to achieve a settlement in some cases, the low percentage of respondents (7%) who indicated they would consider another alternative dispute resolution method reflects this. They are, however, thriving in the majority of cases.

When a professional uses Mediation at work and fails to reach an agreement, they may have taken a negative view of the method, thereby choosing not to use mediation techniques in the future to resolve workplace disputes.

### **III. To examine mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin**

Without a doubt, conflict can occur in a company regardless of the sector and the individual's role. As a result of a survey that was conducted on professionals in Dublin, data collected through a survey was able to illustrate the diversity of sectors within the organization, where 47% perform their functions in the hospitality sector. Undoubtedly, an average city like Dublin is filled with restaurants, pubs, cafés, hotels and other types of accommodation. Regarding respondents from the technology sector, 17% of those who responded performed management tasks as part of their responsibilities, whereas respondents from the education sector (6%) and the financial sector (7%) performed management tasks as part of their responsibilities answered consecutively.

Throughout the study, the respondents held many different positions, and a rate of 47% indicated that conflict with their co-workers had occurred at some point during the course of the study. It could be argued that in this study, these co-workers played an important role in the company's management since they were not in hierarchy-level positions. However, they still played an important role in the company's management during their daily work. In the case of small tasks and teams in a company, it is important to recognize that many people involved in managing those tasks and teams are not supervisors, owners, or managers. However, they also play an important role in the company's management.

It was also found that supervisors (44%), managers (29%), and owners (19%) played a substantial role in the cross-cultural conflicts in the workplaces in Dublin while playing a management role in their functions in the study by experiencing cross-cultural conflicts as part of their roles and responsibilities in their roles in the workplace. In conclusion, there is no doubt that conflicts occur at different levels of the hierarchy held by different groups of professionals. These conflicts may result in consequences for all parties concerned, as well as the entire company. 16% of the participants in the study considered quitting the position or performing less on the job than they were capable of doing (56%) as a result of the study's results because some businesses do not have a dispute resolution department at work. There is a high probability that the parties will work at a lower level or even quit their jobs due to a dispute, which would negatively affect the company's or the parties' relationship. There is a decent understanding of Mediation and its benefits among this group of professionals (49%) who have a department within the organization that allows both parties to express their thoughts and concerns or they have a department in their organization that allows them to talk out their problems. It should also be noted that eight per cent of respondents did not think they were directly affected because they were not involved in the conflict (17%).

There is a great deal of importance in how the conflict is handled in the early stages of the conflict. Dispute mediation is a form of alternative dispute resolution used in the workplace for a long time to resolve disputes. Mediation has the benefit of managing and preventing conflict and is an effective

means of resolving disputes. The existence of departments in companies is also a crucial factor that must be considered to deal with problems that may arise within the company. Some respondents ( 26% ) responded that their company has no department that deals with disputes, and there is no person for that purpose within their company. Since the respondent knows how Mediation benefits the disputants and the organization, the data is valuable to this study since these organizations do not have a Mediation department of their own accord.

Approximately 25% of the respondents were unaware of the services offered by the company and did not know they were offered. The reason for that is that supervisors, managers, and CEOs often attempt to resolve a dispute in the workplace. However, they have no experience and training in workplace mediation. It could be difficult for the parties to communicate with one another when a manager or supervisor is playing this role since the interplay between them would be hampered. It is also important to note that some professionals act as mediators and attempt to resolve issues without having the requisite qualifications. It can result in their bias causing the problem to escalate due to their biased approach leading to the issue becoming more complex.

As a result, a department or a person within the company must act as an agent of neutrality and partiality. He or she will not share any information with any other sector within the organization.

The research also indicates that mediation is one of the most commonly used alternative dispute resolution (ADR) methods used by companies to resolve workplace conflicts, and the level of satisfaction among respondents indicates that the majority of them ( 64,4% ) are satisfied with Mediation approaches when it comes to resolving workplace disputes. Only 1,7% of respondents who have already used mediation approaches found it to be unsatisfactory.

Despite the results of the study indicating that professionals are aware of the benefits of mediation, as well as its positive impact on parties and companies who have utilized it, the training of professionals who can effectively apply this approach to increase the degree of satisfaction with this approach appears to be lacking. The theory presented by this approach does not match the training of professionals who can effectively employ it.

## **CHAPTER VI**

### **CONCLUSION**

One hundred respondents, both men and women at various levels within their organizations, participated in the survey. According to the analysis results, respondents were classified based on the questions they answered or the answers they provided. The research objectives were based on additional aggregates created based on the analysis results. Superiors and subordinates should follow a standard guidance model. Additionally, the meeting allowed for discussion of the use of mediation in the future to resolve workplace conflicts and disputes.

## **7.1 SUMMARY OF THE FINDINGS**

This research was conducted to investigate the effectiveness of Mediation approaches for solving disputes in Dublin organizations when they happen in constants situations, as well as how useful mediation approaches may be for solving conflicts when they occur in recurring situations. It is important to point out that the previous study validated the theoretical review, which consists of a survey aimed at verifying the opinions, studies, and positions that are cited in the theoretical review based on the responses obtained from the survey. There is, therefore, a clear correlation between the use of mediation techniques in resolving conflict in Dublin and the proven results of their effectiveness on this front. Our objective is to give an overview of mediation approaches and conflict management relationships to answer the research question.

It is possible that mediation can play a role in resolving cross-cultural conflicts at the workplace in Dublin?

Although the professionals interviewed know that Mediation can be an effective method to resolve conflicts at work, there is still a lack of training on this topic, accompanied by some theory-based training, even though they are aware of its effectiveness.

Observations were conducted on a sample of Dublin workers engaged in managerial activities. Since the research was carried out on non-probability sampling, the results cannot be regarded as definitive and generalizable. The findings of this study are based on the survey responses of individuals working in Dublin who have been interviewed for this study. The findings of this study may have an impact on future studies on the topic.

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

A study conducted by this author found that the most common factors leading to multicultural disputes are differences in values, beliefs, and backgrounds, language barriers, and ineffective and inadequate communication. Different thinking styles, ideas, and values are brought with people from other countries. These differences may cause conflict when they are brought into the same workplace environment, and if not handled appropriately, may escalate and create disharmony within the organization. South Americans are the most likely to respond and do not speak English as a first language. Language barriers can therefore lead to workplace conflict.

When messages are misunderstood or delivered improperly, conflict can occur despite speaking the same language. A lack of communication may also influence this factor. Language barriers often prevent corporate professionals from communicating with each other. In contrast, the other party may perceive it differently, resulting in conflict.

According to many studies, a lack of communication between professionals within an organization is a leading cause of workplace conflict. Without good communication between professionals, they may find it difficult to express themselves. A mediation process differs from traditional conflict resolution methods in that it emphasizes external factors like communication and interaction between conflicted parties, seeking ways to improve or let go of problems. (Pope, 2002).

### **Objective 2- To assess the definition of mediation and its different styles throughout history**

Mediation has been studied extensively for its effectiveness in resolving workplace disputes. As a result of the survey, we found that Mediation is an effective way to resolve workplace disputes. It allows people to separate themselves from the conflict and listen to one another's viewpoints.

Additionally, it facilitates parties' communication, maintains their relationships and reduces employee loss and litigation resulting in discord in the workplace.

Researchers found that professionals working in Dublin's organizations had identified Mediation as an efficient means of resolving workplace disputes. Participants widely accept mediation approaches as a tool for maintaining relations, as evidenced by their willingness to attend mediation approaches. Additionally, participants knew that Mediation benefits both parties and the company. Furthermore, the survey data and literature review suggest that Mediation is a crucial tool for resolving cross-cultural conflicts at work, which benefits all parties. As a result, Dublin's workforce will be able to take steps that will contribute to implementing mediation departments, practices and policies.

### **Objective 3 To examine mediation's benefits in resolving cross-cultural conflicts in the workplaces in Dublin**

According to the study, mediation is recognized as having benefits for both disputants . According to the survey, most participants expressed an interest in attending Mediation to resolve work-related disputes instead of looking for justice or being right. Mediation was widely accepted as a method of resolving disputes by the participants. In the study, most participants preferred Mediation to settle disputes because it is confidential, the parties determine the outcome, the process is fast, and it maintains confidentiality. Dublin companies needed help setting up departments or hiring personnel to handle conflicts. In some cases, companies refuse to add a department/person even if they believe it is necessary, resulting in higher costs. Dublin's organization often hire professional to act as mediators, however, these professionals lack mediation skills.

By implementing the findings of this study, these professionals in Dublin could better perform their duties, and companies could achieve better results. A mediation department could help the organization increase its results by implementing the right strategies.

## **7.2 RECOMMENDATIONS**

As part of the effort to enhance the potential application of mediation approaches in the future of organizations, the following suggestions have been made

- Individual interests and the company's interests must be balanced between many factors. In addition, employees are encouraged to be self-reliant and engage in debate, periodic audits are conducted, and experts can adapt mediation techniques to their environments
- In order to create a high level of trust, respect, and intellectual freedom in the workplace, employees need to feel accessible, present, communicate and collaborate, and interact with each other. Provide professional development opportunities by defining pathways, defining dialectics, and creating a framework for harmonizing idealistic and ethical ideals in order to support professionals in their roles
- Following an analysis of the results of the online survey and observation of the interest of respondents, a further investigation of mediation approaches to workplace disputes in Dublin might

be worthwhile, as well as expanding this study to other places as a result of the online survey and the interest expressed by respondents

- As part of the preparation for mediation approaches being applied within the organization, space must be created to provide training, discussion, and reflection on what mediation approaches should achieve. There would be an opportunity to develop methods of better aligning the theory and practice of mediation approaches to help improve the effectiveness of the process

- In order to provide employees with access to this practice and its benefits, seminars involving professional mediators and the workforce should be frequently organized in order to provide them with this information. Thus, the professionals can engage in open discussions and answer questions from each other, enabling employees to learn from one another about this practice, thereby contributing to the improvement of internal company processes and preventing conflicts.

This study aimed to identify whether Mediation impacts resolving cross-cultural conflicts in Dublin by examining the impacts of Mediation on conflict resolution. While the results of this study indicate that the theory substantiated in the literature is well accepted among Dublin-based professionals, it still needs to be disseminated more widely and improved between it and the practice applied in the daily activities of these organizations, regardless of the high level of acceptance.

### **7.2.1 FURTHER RESEARCH**

Experts who have used mediation methods to settle workplace disputes in the past should be interviewed. This way, the results can be described in more detail, and themes can be identified.

It is worthwhile to find and examine how professionals opposing mediation approaches faced difficulties and how they resolved the issue; this could be used as a theme for future research.

In order to learn more about the use of mediation methods and what level of satisfaction CEOs and business owners were experiencing in the process of Mediation, it is necessary to interview CEOs and business owners. Examine areas within the scope of the study that may contribute to the research objective and may be able to contribute to the study's objective.

## **REFLEXION**

One word, I would probably choose the word "challenge" to describe the process of writing my dissertation. In light of the recent pandemic that has been devastating the United States, I was challenged to draft a dissertation in a different language at the same time as I was drafting my thesis.

I often cried during the entireness, while I was also trying to calm myself. In my mind, this was a remarkable opportunity, and I knew that.

There were many challenges to overcome! There is no doubt that being here, away from home, was one of the most challenging experiences of my life. Not many other feelings could have led me to feel anxiety, fear, and apprehension if I had not had this opportunity to travel to a foreign country. In addition, I can learn a foreign language, learn about a different culture, and pursue a degree at a renowned institution. As a result, I also feel a sense of pride for having come this far, making me feel like I can do anything in the future. It inspires me to continue moving forward in the right direction.

It has been challenging to stay mentally healthy due to the pressures of completing such an overwhelming project. However, things are starting to return to normal now. It was difficult to access physical material at the beginning of the process due to the severity of the pandemic, which made accessing materials more difficult. According to the government, one of the wisest things they could have done was to close the public libraries and bookstores. It was in an attempt to contain the spread of the disease.

Nevertheless, we can continue by using the onsite and online materials that allow us to continue. Especially if we are sharing an apartment or a room. It is because studying is an important task that needs maximum concentration if we share a house or even a room. Keeping a frequency of study was challenging because I had to plan all my time in advance and sometimes find a way to be alone so that I could write my dissertation.

It is priceless the feeling of accomplishing my thesis and despite all the anxiety, it gives me a sense of relief and pride for everything that the competition of writing my thesis represents to me.

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## **APPENDIX (A) - SURVEY QUESTIONNAIRE**

Seção 1 de 2

THE EFFECT OF USING MEDIATION TO SOLVE MULTICULTURAL DISPUTES IN THE WORKPLACES IN DUBLIN

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 Mr. Tiago Sergio Cachoeira Cachoeiratiaago@gmail.com

A registered student at Independent College Dublin.

Thank you for your collaboration.

Q1- Gender

\*

Q2 - What is your Nationality?

\*

Q3- Which industry sector do you currently work?

\*

Q4- What is your role in the company?

\*

Seção 2 de 2

THE EFFECT OF USING MEDIATION TO SOLVE MULTICULTURAL DISPUTES IN THE WORKPLACES IN DUBLIN

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

Q6- Do you consider your workplace as culturally diverse?

\*

Outros...

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

\*

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

\*

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

\*

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

\*

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

\*

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

\*

Q13-What could mediation provide to motivating you in applying that in a future conflict at work? Tick 2 options

\*

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

\*

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

\*

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

\*

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

1 Very Dissatisfied

1

2

3

4

5

Very Satisfied

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

\*

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.