



WHEN DIVERSITY BREEDS CREATIVITY – MEDIATING CULTURAL CONFLICT IN THE
WORKPLACE

By

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Abstract

This dissertation explores the connection between diversity and creativity, the effects of cultural diversity in the workplace, and if Alternative Dispute Resolution is a relevant substitute to traditional litigation procedures at work. Once this paper aims at expanding on pre-existing research and theories, based on pragmatic research philosophy and a mixed-method data collection, relevant literature has been examined and compared throughout the following chapters. Furthermore, this knowledge has also been tested against information collected from the questionnaire. The sample was optimized to be as diverse as possible, therefore the questionnaire's results are based on the industry in general.

Comparing the literature and theories with the findings given in the questionnaire has led to the conclusion that, while diversity is important to maximize the chances of creativity in the workplace, it does not often reflect well on the organisations. Whether for a lack of diversity initiatives, or lack of monitoring of the programmes, cultural diversity is still a long way from being completely successful generally in business. Moreover, it is also concluded that, while ADR has the potential of assessing cultural conflict and tension within the workplace, this area is still not explored enough to show benefits to companies.

The findings and conclusions of this dissertation have been limited by pre-determined academic time constraints. Once more in-depth research or extended questionnaire could have been conducted to gather deeper information on certain aspects of the dissertation, these interpretations found at the end of this paper are sufficient to conclude that cultural diversity is a pillar in today's modern businesses and that ADR should be widely explored as a way of assessing interpersonal workplace conflict.

Keywords: Creativity, Cultural Diversity, Workplace Conflict, Mediation.

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Abbreviations

AAPI	Asian Americans and Pacific Islanders
ADR	Alternative Dispute Resolution
BAME	Black, Asian, and Minority Ethnic
e.g.	Abbreviation of “Exempli Gratia”, meaning “for example”
Etc.	Abbreviation of “Et Cetera”, meaning other items also compose the list, but have not been explicitly mentioned
HR	Human Resources
LGBTQIA+	Lesbian, Gay, Bisexual, Pansexual, Transgender, Genderqueer, Queer, Intersex, Agender, Asexual and any other queer-identifying community
N/A	Not available, not applicable
POC	Person of Colour
WHO	World Health Organization
WMA	World Medical Association

Legislation, law, and official publication references

Employment Equality Acts¹, 1998

“An Act to make further provision for the promotion of equality between employed persons; to make further provision with respect to discrimination in, and in connection with, employment, vocational training and membership of certain bodies; to make further provision in connection with Council Directive No. 75/117/EEC on the approximation of the laws of the member states relating to the application of the principle of equal pay for men and women and Council Directive No. 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions; to make further provision with respect to harassment in employment and in the workplace; to change the name and constitution of the Employment Equality Agency and provide for the administration by that body of various matters pertaining to this Act; to establish procedures for the investigation and remedying of various matters arising under this Act; to repeal the Anti-Discrimination (Pay) Act, 1974, and the Employment Equality Act, 1997, and to provide for related matters” (The Irish Statute Book).

¹ As amended S. I No. 21 of 1998. Available at: <<http://www.irishstatutebook.ie/eli/1998/act/21/enacted/en/html>>.

Mediation Act², 2017

“An Act to facilitate the settlement of disputes by mediation, to specify the principles applicable to mediation, to specify arrangements for mediation as an alternative to the institution of civil proceedings or to the continuation of civil proceedings that have been instituted” (The Irish Statute Book).

Declaration of Helsinki³, 2013

“A statement of ethical principles for medical research involving human subjects, including research on identifiable human material and data” (World Medical Association).

² As amended S.I. No. 27 of 2017. Available at: <<http://www.irishstatutebook.ie/eli/2017/act/27/enacted/en/html>>.

³ Established in 1964 but since amended 7 times. As per the World Medical Association (WMA) the current (2013) version is the only official one, and other versions should not be used or cited unless for historical reasons. Available at: <<https://www.wma.net/what-we-do/medical-ethics/declaration-of-helsinki/>>.

Introduction

1. Background of dissertation

I am originally from Brazil, but I was fortunate enough to have experiences abroad throughout my life. I was always curious about other cultures, countries, and their history, so when the time came to choose my field of study, I chose to pursue a bachelor's degree in International Relations. This opened my eyes to different ways people interact and how countries play their roles in the world scenario. I also started developing an interest in understanding the underlying reasoning for an individual's actions. So, when the opportunity to continue my higher education in Ireland was presented, I chose to pursue this master's degree in Alternative Dispute Resolution.

One of the reasons why this subject has been chosen for this research is that I am an immigrant myself. And we see and perceive things differently. Actions that might be normal or not important to those that were born and raised in the country can be harmful, hurtful, or just not acceptable for those that have a different background. And it is extremely hard to find a middle ground, especially in the workplace, when people do not see eye to eye. Therefore, this research is looking at how differences are usually perceived as a problem, but in reality, they have the potential to be something other than that; and whenever they cannot be avoided, how some simple steps can have a positive effect on interpersonal relationship, assessing the 'now' as well as the future.

2. Research Question

The core of this research is centred around three main questions:

- (i) How is diversity connected to creativity?

This question is related to the surge in numbers of culturally diverse people being added to the mainstream workforce. It is believed that there may be a connection between hiring a diverse workforce and an increase in innovative services and products. Therefore, I will attempt to draw a line between these two phenomena to understand the relation between them.

- (ii) To what degree does cultural diversity influence conflict at work?

Conflict surrounds people daily, even if not clearly expressed, and it is an even stronger occurrence at the workplace. Colleagues, managers, supervisors, or even company directors can all be involved or even one of the roots of conflict. But when cultural differences are put in the mix, chances are the conflict will gain much broader and deeper dimensions. This research will attempt to evaluate expressions of conflict and how they are connected to the increasing number of culturally diverse staff.

- (iii) How can mediation be a tool in assessing cultural conflict?

Mediation works on reopening communication, keeping in mind that the emotions expressed are important – as well as what concerns each party. Mediation has proven to be an asset to developing a more self-reflective mindset. This self-reflection can be useful to reflect on actions and ponder if there is a less confrontational route to address the problem. Therefore, I will attempt to find how and explain the benefits of using mediation to assess cultural workplace conflict.

3. Aims and Objectives

Academic research is essential for the development of new theories, and it also helps students expand and mature their skills, while also creating a critical way of thinking (Study International, 2016). No successful research can be conducted without laying aims and objectives to have a realistic analysis and conclusion.

Research aims are usually broad terms of intent or a statement, what the researcher hopes to achieve by the end of the project (Solent University, 2021). Culture, diversity, conflict, and mediation are popular terms among scholars, however, not a lot of research has been conducted associated with how these areas can be connected and affect each other when in this space. Thus, this research study is being conducted aiming at filling some gaps in existing academic research via three aims:

- (i) To evaluate to what degree creativity is connected to cultural diversity.
- (ii) To understand how cultural differences may affect the interaction between workers, eventually triggering conflict.
- (iii) To evaluate how mediation has the potential to positively assess cultural conflict in the workplace.

On the other hand, the objectives are more specific, define measurable outcomes and actions that need to be taken to reach the aim (Solent University, 2021). Firstly, extensive research is being conducted to compile data on the connection between higher diversified working groups and their innovation levels, and how useful is it for a business to implement diversity initiatives. Secondly, a questionnaire is being conducted to gather data on how conflict happens in different work environments, focusing on certain areas that have been pointed out as the most prominent when cultural conflict happens.

Finally, two main models of mediation are being compared in terms of how effective they are when an independent third party is required to intervene in cultural conflict at the workplace. It is important to state that, while the research is focused mainly on the parameters of a company or industry, some findings may also be applicable outside of this environment, given that proper research is further conducted.

4. Dissertation Roadmap

This research follows seven divisions that aim to optimize the flow of information in this analysis:

Introduction

In this section, readers can find a short background of the dissertation, including a description of the researcher and the reasoning behind choosing this topic of study, the explanation of the research question, the main aims and objectives behind the study, this dissertation roadmap, the scope and limitations of the research, as well as the research value.

Chapter 1 – Literature Review

After a short introduction to the topic, this chapter looks at the main theories and ideas already published on the subject. The existing information is analysed, and the authors are compared to explain and lay out the schools of thinking that are associated with diversity in the workplace, cultural conflict, and the use of Alternative Dispute Resolution in the corporate world.

Chapter 2 – Research Methodology

The third section is where the technicalities of the research are explained. The reasoning for the choice of approach, methods, and others, is explained together with a brief definition of what the research methodology is.

Chapter 3 – Presentation of Data

This chapter focuses on the data collected from the questionnaire to support the ideas expressed in the dissertation. Here, the readers will be able to see the reasoning and aim of each question, as well as graphics showing the percentage of the answers in them.

Chapter 4 – Data Analysis and Findings

After presenting it, the quantitative and qualitative data is analysed in hopes of confirming, or challenging, theoretical information also presented in the document.

Chapter 5 – Discussion

This section aims at combining and comparing both the main ideas presented in the Literature Review and the data collected via the questionnaire.

Conclusion

Finally, after extensive investigation and gathering of information, the conclusion draws the final interpretations produced during the conduction of the research.

5. Scope and Limitations of the Research

The scope of this research is to explore how beneficial can cultural diversity initiatives be in the workplace, and how ADR methods can be used when conflict arises from them. To do so, this dissertation covers pre-existing literature on the connection between diversity and creativity, cultural conflict triggers and magnifiers, and the use of ADR in assessing workplace conflict.

The primary limitation of the research is that the workplace is ever-changing. Staff is just as volatile as the business world itself, so setting procedures in stone may not be a solution. Furthermore, conflict manifests differently to people, so it is not perceived the same way. Therefore, this dissertation focuses on general practices and theories that, if tailored to different situations, could be beneficial to industries.

6. Research Value

This research will contribute to the research area by focusing on the value of mediation to the corporate world. Mediation is a relatively newly introduced tool in the corporate world. This thesis is valuable because it will not only focus on how useful mediation can be to the workplace but also how it can be used in several different instances apart from family law. Furthermore, this research will be addressing the problem area of low quantity of research conducted regarding tension created by cultural differences during office hours.

Chapter 1 – Literature Review

1.1 Introduction

Perhaps one of the first displays of workplace diversity happened around the Second World War when women were taking on the responsibility of working in factories to cover the shortage of male employees that had been drafted to war. Decades later, in the 1960s, the Civil Rights Movement fuelled more changes and greater opportunities for people of different cultures and ethnicities in the workplace. By the 1980s and 1990s women were entering the workforce on a more regular basis, and in some cases, into industries previously dominated by men. On the other hand, cultural diversity still struggled and was ignored by most companies until after the 2000s. Only after years of struggle did companies understand the importance of implement diversity initiatives (**Vsource, 2020**).

For a long period, diversity was resumed to hiring women or a couple of people of colour into an all-white male group. Early workplace diversity programs considered that just being part of the team was enough inclusion. Very rarely it went past race and gender. After being hired, these people were expected to adapt their views and opinions to the ones expressed by the majority (**Foster, 2021**). In western society, New York City was arguably the first cultural melting pot of the modern world. Immigrants from all around the globe relocated to America after the industrial revolution looking for a lifestyle that would become known as “the American dream”. After the turn of the century, employers started realizing the significant advantages that cultural diversity brought to the workplace, and the recruitment process was modified to start attracting and retaining a more diverse talent pool.

All over the world companies observed how productivity and innovation blossomed once their doors were open to staff with culturally diverse backgrounds (**Vsource, 2020**). This new era brought men and women that were eager to work to the corners of the world, most of whom had a career or degree

in their home country. However, more often than not, these did not translate into the workforce miles away. But the need to provide for themselves and their families drove immigrants to a great variety of companies and roles. The workplace now was no longer dominated by just one race or culture, it slowly turned more colourful and diverse.

1.2 The Connection Between Creativity and Diversity

Before going into the merits of creativity and diversity, for this research, the definition of creativity is “the process of bringing into being something novel and useful” (**Amabile, 1996; Baas et al., 2011; De Dreu, Baas, and Nijstad, 2008; Roskes et al., 2012, as mentioned by Gocłowska and Crisp, 2014**). People often associate creativity with the arts and its related professions, such as marketing, advertising, design, etc., but if how creativity is manifested and where it comes from is put in a box, soon enough there will be no innovation, once all those deemed creative will look and be shaped the same (**Kin and Carta, 2020**). Therefore, opening up the definition of where creativity comes from allows for a greater talent pool and reduces the incidence of pre-fabricated mindsets.

Our brains are conditioned to, when facing an unknown situation, associate existing knowledge to a certain occurrence, in hopes of solving the problem or overcoming the obstacle. For example, when asked to deliver a presentation, one’s brain is quick to associate that action with research, the making of slides, note cards, standing up to speak, etc. (**Rubicon, 2019**). Creative people are able not only to use existing information stored in their brain but also look for other skills or knowledge that could as well be applied to the task at hand.

A conclusion that there is an association between being bilingual and having higher brain activity (**Kin and Carta, 2020**), would confirm that those who speak more than one language can be more

creative. Whether being born into a bilingual family or learning a new language later in life, this new knowledge also brings new culture and customs. People will learn different idioms and when to use them, what do they mean, and the context behind the language. The research concludes that being exposed to different cultures can also increase creativity levels. As an example of this statement, Picasso, Handel, Hemingway, Yeats, and Stravinsky produced some of their best work when living abroad, while being immersed in the lifestyle (**Rubicon, 2019**).

Human beings are creatures that, when exposed to one another, tend to either absorb information and characteristics or deem that person not compatible with oneself. When an interaction is successful, whether it being romantically, socially, or business-related, people will carry on newly acquired information or skills that they learned from that person. Here is when the development of new ideas and a different way of thinking will start manifesting in one's life, both inside and outside of work. The social scientist **Adam Galinsky (as mentioned by Vedantam, Schmidt, Shah, and Boyle, 2020)**, while conducting research, found that people that have romantically interacted with partners from different countries became more creative than those who have not

Researchers (**Vedantam, Schmidt, Shah, and Boyle, 2020**) would agree that being exposed to a different culture through such a deep relationship would make people open up on a different level and, because of the feelings involved, be more prone to adaptation and change. **Galinsky (as mentioned by Vedantam, Schmidt, Shah, and Boyle, 2020)** proposed that even reflecting on a relationship with someone from a different culture would temporarily boost creativity.

Furthermore, **Gocłowska and Crisp (2014)** also credit that, while part of the creative process is limited by one's previous knowledge and cultural prohibition from their original groups, being exposed to other social norms allows the individual to become more adaptable and flexible, thus

assisting in defeating creative barriers (**Adarves-Yorno et al., 2007; Smith, Ward and Schumacher, 1993; Ward, Smith and Finke, 2008**, as mentioned by **Gocłowska and Crisp, 2014**).

Foster (2021) believes that diversity initiatives in the workplace can be successful if management, Human Resources, or other professionals can monitor the progress and development of the interactions, as well as act fast on any issues that might arise. It is important to note that in a work environment, diversity initiatives are often referred to as affirmative actions, which carries some negative perceptions. While diversity is voluntary and deliberate, affirmative actions can be imposed involuntarily (**McCormick, 2007**).

Bennett (2021) sustains that by focusing on three main areas, organisations can better avail of the power of diversified thought:

- (i) Diverse teams will occasionally face tension, but this friction is where ideas may come from. Therefore, creating and managing it is key for goal harmony.
- (ii) The younger generations have a higher purpose drive, so companies must define their purpose to attract new talent.
- (iii) An assorted team with a range of skills and backgrounds requires time and effort to be put together, but they can deeply inspire and benefit the next generation of workers.

However, **Foster (2021)** also points out the idea that merely hiring employees from minority groups is not enough. A lot of work goes into making sure that the workplace has long term results from diversity initiatives, mainly by embracing the different cultures and finding ways in which these differences can be used for the better good in the organisation.

Recent events of social awakening, such as the **Black Lives Matter⁴ (2021)** movement, have led to significant changes in how people view cultural diversity around the world. “Diversity can no longer be a tick box exercise” (**Rayment, 2021**), so there is a higher pressure on companies to ensure that their values of diversity are reflected in their workforce as well. A constant and increasing demand for innovation in the world market is also changing group mentality into a higher collaborative state, mainly due to the need for expert knowledge in different areas (**Paulus, van der Zee, and Kenworthy, 2016**).

When not working on their own, staff might work in groups to optimize hours. These groups are sometimes formed through the employee’s initiative, therefore there must be some sort of connection between people to form their teams. As **Mazur (2010)** explains, in general, the staff tends to associate themselves with work peers that share similar beliefs and values, creating a homogenous group that has no significant barrier to be overcome amongst themselves. While these similarities may create a safe network, they will also likely leave people’s communication and ideas in a static state, leaving behind individualism and creating a group thought.

However, once other cultures are introduced to the previously homogeneous groups, they have to find ways to break down several barriers, such as language, costumes, and beliefs; in turn, this enables the increase of the group’s creativity and effectiveness. Therefore, it can be concluded that a mixed and diverse group of people are more likely to be open to adapt to different options and ways of thinking when dealing with problems. As **Mazur (2010)** puts it, “creativity thrives on diversity”. Nevertheless, the essence of creativity is subjective to people’s views, geographic location, and background.

⁴ Black Lives Matter, 2021. Available at: <<https://blacklivesmatter.com/>> [Accessed on 6th April 2021].

While the word has a set of defined meanings, creativity is seen differently depending on how it is expressed, and which “cultural filter” is applied to it (**Ludwig, 1992; Tang and Werner, 2017, as mentioned by Tang, 2019**). For example, in the Western and Eastern hemispheres, the population will associate different nuances to what they understand as being creative, ranging from having a sense of humour, free way of thinking, to wisdom and even appreciation of art (**Shao et al, 2019; Rudowicz and Hui, 1997; Chan and Chan, 1999; Rudowicz and Yue, 2000, as mentioned by Tang, 2019**). But both hemispheres similarly relate creativity to culture (**Shao et al, 2019**). Not only is culture responsible for shaping one’s ideas and personality, but it may as well be the driving force behind one’s creativity and personality traits, thus it is also where core beliefs and values are formed.

A study conducted by **Chua (2015)** analysed how outside factors, namely social networks, conduct values between people and its connection with creativity. Authors (**Burt, 2004; Perry-Smith, 2006; Rodan and Galunic, 2004, in Chua, 2015**) believe that, within these groups, only when new information is relevant can it potentially boost creativity, and that the source where this information is coming from is also relevant. In other words, the cultural groups are responsible for sharing and acknowledging new trends and information, but only when these are deemed relevant for them they are shared through these “pipes” to reach all members of the group. For that reason, culture is not static and is constantly changing and adapting to the times. We can then conclude that the combination of inside and outside factors will eventually meet, allowing creativity to occur.

Diversity dimensions are often demographically variable, e.g., gender, race, language, age, etc., but **Chamorro-Premuzic (2017)** supports the idea that its key is in deeper psychological aspects of culture, e.g., personality, values, beliefs, and abilities. Focusing on how languages are also an expression of culture, **Boroditsky (2017)** believes it shapes how we think and behave. An example is the Aboriginal tribe in the west of Cape York, Australia, the Kuuk Thaayorre people.

This tribe uses phrases based on cardinal directions to express their feeling or what they are doing. And if you are an outsider listening to them speak, you may not understand what that means, but for them, not only does this make sense grammatically, but also figuratively. For example, if they say “hello” in their native language, a literal translation of that would mean “which way are you going?”, to which a common response would be “North-northeast in the far distance, how about you?” **(Boroditsky, 2017).**

Since cardinal directions are so common in their vocabulary and culture, the Kuuk Thaayorre have an amazing sense of direction. This proves that culture and its several dimensions are deeply connected to people’s minds, body language and emotions, which would make it extremely hard to separate these values from the people. Many cultures also strongly associate creativity with ethical standards. Authors have argued that good morals, sociability, respect for the elderly, and even the education structure have a big influence on a group’s **culture (Gardener, 1989; Gacheru et al, 1999, as mentioned by Rudowicz, 2003).**

In the workplace, diverse thinking is being more and more promoted by effective leaders and supervisors by intentionally diversifying teams, mixing backgrounds and points of view to allow for an environment where people are not afraid to question ideas **(Bennett, 2021)**. Culture is also dynamic, adding more layers to diverse groups, who will be adapting to the new ways, hence, creating new forms of interaction or better understanding the groups' needs and desires. The values and beliefs associated with culture will also be very visible in interactions within the organization’s levels.

On the other hand, if the context is not positive for it to grow, innovation and creativity cannot be found at higher levels **(Paulus, van der Zee, and Kenworthy, 2016)**. Furthermore, the difference between generating and implementing creative ideas needs to be understood. **Chamorro-Premuzic**

(2017) argues that diverse teams do have a competitive advantage when there is a need for ideas to be generated. Yet, they do not present any considerable benefit when it comes to selecting, implementing, and monitoring these ideas.

Therefore, companies would benefit from focusing diverse teams to solely curating innovative ideas. In other words, the creative process needs to be open to experiences and brainstorming, yet, if the ideas do not follow rules and expertise, they cannot become innovations. **Chamorro-Premuzic (2017)** goes further and states that “diversity hinders consensus”, meaning, whatever levels of creativity and innovation are gained when culturally diverse teams are asked for it is lost when a lack of social cohesiveness and, eventually, conflict happens.

A study presented by **Tang (2019)** sustains the idea that creativity is not connected with diversity as much as it was thought. The analysis collected data of the past 30 years of team-level studies, and all it was found was a weak connection between job-relevant diversity and team innovation, as well as a negative correlation between background diversity and team innovation (**Hulsheger et al., 2009, as mentioned by Tang, 2019**). The study deduced that while there may be a relevant correlation, by itself, diversity does not equal creativity and innovation. **Chamorro-Premuzic (2017)** also presents a seminal meta-analysis of 30 years of research on the topic, and concluded that “support for innovation, vision, task orientation and external communication is the stronger determinant of creativity”.

Based on the two studies, it is concluded that while it is possible to stimulate creativity with the inclusion of diversity, no significant benefits can be harvested if the initiative and the employees are not supported by the company. This pegs a different question. If creativity is not solely connected to diversity, why is it being discussed and sought after so much today?

1.3 A Critical Analysis of Diversity in the Workplace

Over the last couple of decades, several historical changes have been shaping the world on an economic, political, and socio-cultural level. Especially in the Western hemisphere, these changes are promoting a more open and free speech for people to express their likes and dislikes, and because we are so interconnected, new ways of sharing this freedom are reaching more corners of the world. In the business world, the group way of thinking is being left behind, as it is no longer suitable. There has been an increase in efforts to protect and better the rights of minorities (**Amaram, 2007**).

Finch (2021)⁵ describes this phenomenon: “effectively, we are moving from the ‘colonial’ way of doing business, meaning ‘I know what is best for you, even though you are not like me’, to a new way, where diversity, along with inclusion, is necessary for business and community survival”. A lot needs to be learned from past mistakes regarding minorities and diversity. Thankfully, what we are seeing in recent years is a global trend in the change of how certain people and cultures are perceived. Not far behind, the workplace is also transitioning, bringing together cultures, their perspectives on common dilemmas or complex issues, and diversifying work relationships.

For instance, some cultures are okay with casual interactions in the place of work, while others need a clear idea of hierarchy to follow; or when meeting clients, it would be acceptable for some to shake hands and refer to them more formally, while for others a hug might even be acceptable when closing a deal. Although sometimes challenging, diversity is not something that many companies can afford to pass on. Competition and clients do not come only from one country or area, but rather from several different places all over. No longer can companies preselect whom to interact with. While clientele may be specific, material and service providers may be remarkably diverse.

⁵ Jane Finch is a Diversity and Inclusion Specialist from Shepton Mallet, England – UK, with whom the researcher got in touch online. She agreed to answer a couple of questions regarding the topic and some of her quotes can be throughout the text. See Appendix B > page 115 for complete transcript.

More and more cultures are getting in touch with each other, connecting people from different ethnicities, backgrounds, and values. Once organisations see the effects of diversifying their staff, new people are being invited to enter the workforce, and organisations are also seeing the effects of diversity in performance.

According to **Foster (2021)** some companies today will often hire staff based on metrics that make sure the cultural background of its customers and location of the business is matched by the labour force. Hiring a more diverse workforce guarantees better chances of customers having their needs met, once they are more likely to relate to the staff. To keep business afloat, and to keep up with the latest trends, industries must opt for creative ways to make themselves relevant. For that and other reasons, diversity programs have grown in popularity and importance due to the wave of mix in the population of several countries (**Mazur, 2010**).

Amaram (2007) when pondering on why diversity overrule general group assimilation found three main reasons:

- (i) A quest for social justice: the author believes that social and moral responsibilities have fuelled the search to improve the societal and business life of minorities.
- (ii) Legal obligations: thanks to civil rights laws and programs, companies need to find ways to educate their staff to eliminate discrimination (**Ramakrishnan and Balgopal, 1995, as mentioned by Amaram, 2007**).
- (iii) Affirmative action limitations and strategic imperatives: organisations are suffering more pressure to act on replacing faulty affirmative actions as well as increase their competitive advantage, taking into consideration and recognizing cultural diversity without denigrating others.

In summary, diversity is not only being implemented deliberately within companies but is also being persuaded by other factors. When **Foster (2021)** characterized diversity as “embracing different life experiences and unique individuals who bring to the workplace their diverse backgrounds, prejudice, morals, and opinions”. The author does not, however, acknowledge that this mixture of characteristics may not be perceived all at once. **Mazur (2010)** believes that diversity is a “subjective phenomenon” created by groups of people seeing others as different or similar as themselves; therefore, simply put, a group of individuals that sees a couple or many different characteristics based on social identity will divide themselves from those they do not see an association with.

If this is a subjective phenomenon, there is no formula to be followed to guarantee diversity in the workplace. People will see it manifesting in different levels, as **Mazur (2010)** puts it, from clearly visible, e.g., race, gender, sexual orientation, or disabilities, to less obvious, e.g., religion, educational background, geographic location, and income. These dimensions not only affect how people interact but also play a part in one’s self-esteem and definition of identity. Depending on the type of interaction and the relationship between people these nuances will be displayed differently, and since they are not static, they are much more challenging to understand and manage. Although there are instances of support being shown amongst staff, there is no doubt that the workplace is one of the contexts in which bullying, resistance and need for negotiation arise (**Andersson and Pearson, 1999; Fitness, 2000; Glomb, 2002; Hodson, Roscigno and Lopez, 2006, as mentioned by Schieman and Reid, 2008**).

Moreover, **Frost (2003, as mentioned by Chua 2013)** brings attention to the fact that interpersonal conflict has an extended impact on other staff that is not causally related to the tension, creating a toxic work environment. The author believes that seeing the situation happen, but not being able to resolve it because it is not directly associated with them, can decrease staff’s performance. Here is

when most companies will rely on Human Resources to assess the situation and, as cultural diversity initiatives have changed throughout the years, implement what is known today as cultural competencies.

Simply put, this is the ability to have enough intercultural knowledge that will allow one to interact with people from other cultures (**Foster, 2021; Shepherd, Willis-Esqueda, Newton, et al, 2019**).

We can conclude that these competencies are essential for an organization to understand better not only their employees but also their target audience when designing a product or service. When these practices are being well applied in the workplace, employers and employees are more likely to have a better interaction, which may also reduce the incidence of conflict (**Foster, 2021**).

While cultural competencies seem ideal on paper, when put into practice, the Human Resources department may face resistance to implement the practices within the staff that is not happy to go against their values. **Finch (2021)** also warns that, when not managed well, these initiatives may make the members of the majority group feel threatened if it is not explicit that the practices include everyone. In other words, extra work is needed to have cultural competencies be, not only good on paper but also working effectively in the organisation. On the other hand, employees who are aware of the importance of cultural competencies and receive education regularly know that understanding other cultures and giving them a safe space to express themselves is key to having a successful relationship with the other person.

Gardenswartz and Rowe (2009) formulated that, for a company to fully understand and embrace diversity initiatives, there is a need for both the people and the system to work together. The authors (**Gardenswartz and Rowe, 2009**) also point out three main areas that need to work for this to happen:

- (i) Individual attitudes and behaviours: employees should be encouraged to analyse and identify their behaviour to understand how they feel about different cultures and identities being expressed in the workplace, e.g., multiple languages being spoken, open expressions of sexual preferences, different values between generations, etc. For this to be positively assessed, people must be able to connect these differences to feeling they might experience. Only then can changes occur.
- (ii) Managerial skills and practices: there is no “one size fits all” model that managers can follow in the workplace. Giving feedback, for example, is acceptable for some to be done in public, while others prefer a private conversation or even a note via email. Managers need to recognize the different cultural setting because they are directly connected to work performance and will also affect how conflict is resolved.
- (iii) Organizational values and policies: the organization’s values and policies need to be cohesive with the image that is exposed from the company. Often people in charge tend to push for those alike to get promotions or to be hired, so adjusting these systems makes the organization more equitable and broadens the talent pool. Thus, it is important to ensure that diversity and inclusion are part of the broader vision of the company and are supported by all members of staff, especially those who are more senior.

Companies that step away from traditional structures that do not support diversity but, in turn, are more flexible, have the potential of not only attracting the best talent but also amplify the access to different markets (**Halfen, 2014**). A bigger clientele equals more exposure for the brand, which, in turn, equals higher profit.

Therefore, only if the organization understands the value of cultural diversity and implement well-defined programs for using its full potential can they find an advantage over the competition (**Halfen, 2014**). Just as in the consumer market, the competition is always changing and adapting to new trends, so a good business plan depends on applying the skills of employees that are familiar with the location or the targeted market. A remarkable example of applied skills can be found in the history of Madam C.J Walker.

Working as a laundress, she saw the need for hair products designed especially for black women. She believed that these women could have a business career and financial independence if they looked more “acceptable” for the mainstream white society of the early 1900s. Madam Walker then became the first female self-made millionaire in America, opening a door for women of colour to have not only products designed for them but also equal chances of work opportunities (**Moore, 2010; Bibliography, 2021**). Madam Walker was looking to have her needs met, but since no company catered for her, she seized the opportunity to fix her problem and other people’s as well, making a business out of it.

Employees are the ones that bring in special skills, so they need to be in sync with the corporation’s values and competencies. These are the core of the company, their value, what they do that no other business does, how they see and treat their customers. An organization’s core competencies today are present within the staff as well, thanks to it not being static. Once the value of employee diversity and the skills this mix can bring to the business is respected, it can be used to fully capitalize on creativity (**Moore, 2010**).

If an organization wishes to benefit from diversifying its staff, it is necessary to make sure that “organizational identification aligns individual interest and behaviours with interest and behaviours that benefit the organization” (**Dutton, Dukerich and Harquail, 1994, as mentioned by Luijters et al, 2008**). However, this statement needs to be taken with a grain of salt. If a company is seen trying to impose its values on its employees, this may be construed negatively as a way of silencing individualistic thinking. It is this connection between employer and employee that builds the company up and delivers the right product or service that the customers look for. Only when disagreeing individuals can take part in a productive and mutually appreciative debate can they produce creative alternatives (**Leonard and Swap, 1999; Nonaka, 1994, as mentioned by Chua, 2013**).

While the inclusion side of diversity is always in the spotlight and being discussed, exclusion is something that we often turn a blind eye to. **Gardenswartz and Rowe (2009)** believe that “at its core, diversity is about inclusion and exclusion”. And unfortunately, in the ultra-connected world that we live in, it is almost impossible to avoid dealing with cultural conflicts at the workplace.

1.4 Cultural Conflict in the Workplace

Zia and Syed (2013) say that “conflict is, in essence, a situation which occurs naturally in every organization where diverse ideas, attitudes, skills, and experiences are combined to work together”. Furthermore, conflict can in certain levels also be subjective. For example, an individual may not be happy with the way co-workers are pulling their share of responsibilities in a group project; but this individual never brings this issue to their attention and continues to do their tasks, as well as the ones that were supposed to be done by others. Nevertheless, the opposing party is not aware of it. Conflict happens unpredictably when mixing groups of employees, and it may not be visible to others.

Zia and Syed (2013) also argue that conflict also manifests from the deliberate competition amongst colleagues, which, in culturally diverse groups, is often a constant. This can be explained by the need individuals feel of proving their worth within an organization. While on the one hand, mixing groups of employees can increase the chances of creativity and innovation, on the other hand, it is also a way of initiating conflict (**Zia and Syed, 2013**). If diversity initiatives are seen by other employees as a way of increasing productivity, new staff may be perceived as direct competition, which in turn may also be where the interpersonal conflict starts.

When considering conflict, **Marsella and Noren (2003, as mentioned by Marsella, 2005)** understand that its causes can be multiple, from moral, economic, political, and religious to psychological issues. What all these realms have in common is their connection with history as well as culture. As we know, history has always been the base for much of a group's culture, once it is by sharing this knowledge that generations have learned about their roots and belief system. Moreover, **Luijters et al (2008)** also note that values have developed hand in hand with culture and are deeply rooted, and they are one of the responsible factors that regulate human behaviour. In some senses, culture is much more than just how people assimilate social queues and personal characteristics. Therefore, trying to separate the individuals from their beliefs is no easy task.

Cultural diversity is proven to bring advantages to companies and their employees, but a very prominent issue that often comes with these initiatives is that the new staff may lack the feeling of belonging and being part of the group. These emotions are closely related to, and sometimes even understood to be the same as, discrimination at the workplace, defined by the Employment Equality Act 1998⁶ as an instance when “employer, workmate, or a company [...] treats (individuals) less favourably than another person, because of who (they) are”.

⁶ As amended S. I No. 21 of 1998. Available at: <<http://www.irishstatutebook.ie/eli/1998/act/21/enacted/en/html>>.

If employees do not feel associated with the organization and are treated differently from others, they are less inclined to go the extra mile, put in more effort or even care less about the job they do, eventually increasing job dissatisfaction and eventually leading to complete disconnection with the organisation (**Luijters et al, 2008**).

According to **Mazur (2010)**, diversity can have the negative effect of pushing mutual agreements further away, creating clashes that can stop or damage any progress by minority groups in the workplace. Thus, diversity cannot happen where there is unsureness that could lead to indecision and frustration. While culturally diverse groups are associated with higher levels of creativity and innovation, homogenous groups present lower communication issues and less employee turnover (**Mazur, 2010**). One way of attempting to make individuals see eye to eye is to increase the identification between them.

Luijters et al (2008) propose that “identification is enhanced by the perception of shared characteristics”. This will not be true in an environment where minority group members perceive fewer similarities than majority groups, so they are more likely to have lower associating with the company once they feel out of place. This can be categorized as fear, meaning that minorities are afraid to share ideas because they believe they will not be heard; they might be outnumbered when voting; and the constant fear of rejection will drive individuals further away from the idealistic collectivism that the organization might be looking for. Furthermore, **Mazur (2010)** also supports that the fear of being outcast creates barriers between minorities and majorities, leading the former to be less participative to avoid conflict.

A recurring issue associated with cultural diversity in the workplace is related to stereotypes, most commonly related to gender, race, religion, job title or hierarchical position, and even political views.

Chamorro-Premuzic (2017) affirms that demographic variables, such as race, language, and age, will often perpetuate stereotypes as well as biased characterization. People's notions of beauty, capability, and status come from friends and family, personal experiences, the media or even our peers at school or work. These communication channels will determine rules and expectations that individuals will carry with them to a variety of environments and situations. When working close together, even the smallest tension can start a conflict.

This negative association with displays of diversity can be imprinted on people from a young age. A study conducted by **Orupabo (2018)** interviewed students in Norway who were finishing school before entering college. The author found that students who felt less secure in their skills and future opportunities in the job market had previously witnessed or experienced marginalisation and connected their feelings to forms of exclusion. The study concluded that students that believed they did not fit in or were out of place, in a professional context, were more likely to accept and adapt to a more marginalised position (**Orupabo, 2018**). Interestingly enough, in another study conducted by **Shepherd, Willis-Esqueda, Newton, et al (2019)** people did not associate the lack of cultural competencies with racism and power imbalance.

Not only do stereotypes externally affect how people interact and see each other, but they can also be the cause for internal conflict within individuals. Once conflict happens, employees' productivity decreases, as well as their morale. Researchers (**Jehn and Mannix, 2001; Stephan and Stephan, 1985, as mentioned by Chua, 2013**) find that cultural diversity is a hotbed for "intercultural anxiety, tensions, and conflicts because of differences in world-views, values and norms".

Leonard (2018) goes further and states that pretraining stereotypes is not only offensive but is also ignores who people are behind a false and generalized image of them. Stereotypes are also visible in

certain positions within organisations. If the idea that some jobs are only suitable to certain people is strong in the workplace, employers are also prone to judging the suitability of certain employees and their performances, perpetuating stereotypical views (**Friberg and Midtbøen 2017; Van Den Brink and Benschop 2012 as mentioned by Orupabo, 2018**). Stereotypes have been in society for decades, passed on generation after generation, and in many cases, they do not remain static. They will change according to the political and economic climate and adapt to either the progress or retrogress a culture may face.

Lyons and Kashima (2001) believe communication is to blame for how culture is reproduced and, consequently, how stereotypes are disseminated. Information shared through communication channels, e.g., social media, entertainment content, or news channels, or any other ways, such as word of mouth, influence the number of facts available and affects whether cultural knowledge will be confirmed or not (**Lyons and Kashima, 2001**). In other words, stereotypes will continue for as long as people continue sharing and implying descriptions that englobe a group or culture in a negative light, making it harder to deconstruct them.

With globalization came a wave of cultural dissemination filled with “dos” and “don’t” that the average person would not be too worried about. But culture has become a problem for everyone since the growth of the world started uncovering political and conceptual problems about culture (**Poster, 2001; Tomlinson, 1997; Hall, 1997, as mentioned by Mazzarella, 2004**). Furthermore, as culture is expressed in so many different ways, it would be extremely hard to shut oneself from being exposed to it daily, hence, it has become a generalized and multi-layered “problem”. And at its core, one of the main problems that the globalized world faces today is discrimination.

Whether it is happening more often, or information is just travelling further and faster, stereotypes and bias are deeply associated with higher incidents targeting cultural minorities all over the world. Research presented by **de Guzman et al (2016)** confirms that individuals that hold racial biases when asked to interact with people of colour show an increase in levels of stress hormones. More recently, the United States of America saw a surge in police brutality against African Americans, as well as Asian American hate concerning the spread of COVID-19 (**World Health Organization, 2020**).

Signs of this hateful trend are spreading and being reported by the media. However, not every aggression makes it to the front covers, and several studies have been conducted to show that victims of discrimination may suffer what are called “microaggressions” almost daily (**de Guzman et al, 2016**). This is perhaps not a suitable term at all, not only regarding what represents to the victims, but also because it affects a whole environment, which can then become hostile and make the minorities feel threatened and intimidated.

An increasing concern over the work environment when more diversified staff is being hired has led some companies to employ diversity management (**Hoffmann, 2005**) to assess the differences and similarities between co-workers successfully. Nonetheless, when staff is relocated to another country or is hired and asked to relocate, not always can management foresee issues before they arise. People have to leave their homes, sometimes not see family for months, and face new costumes, beliefs and values that may not be what they were expecting. These feelings are present in the phenomenon known as “cultural shock”. It often happens for an extended period and people may start suffering from anxiety, isolation, and performance deficit (**Hoffmann, 2005**).

Kirmayer (2012) concluded that, just as in many other ways, cultures will express and experience emotion differently, leading to an incredibly open or narrow discussion about mental health

promotion and treatment. The author (**Kirmayer, 2012**) also rationalizes that different groups present specific health issues as a result of social disadvantages based on their constructed identities. The majority will regulate and categorized what is deemed more important when dealing with issues, thus not all cultural differences are given the attention they are worth. When this is transferred to the workplace, staff that is suffering from certain physical or health issues may have them be aggravated due to bullying or harassment based on cultural differences and could end up not treating them accordingly.

Workplace conflict is often identified as the source of stress, anxiety, mistrust, anger, violence, and reduced levels of morale (**Kramer, 1999; Sloan, 2004; Folger and Baron, 1996; Weakliem and Frenkel, 2006, as mentioned by Schieman and Reid, 2008**), which depending on the frequency and intensity of the symptoms can cause higher employee turnover or absence, poor productivity, and lower job satisfaction (**Kidder, 2007 as mentioned by McKenzie, 2015**).

These symptoms are not exhausted but often be associated with a “tokenism syndrome” when people are hired solely to make the organization seem diverse. Directly, tokenism greatly affects the minorities, as well as the diversity initiatives present in the workplace (**Finch, 2021**). If individuals see themselves as a publicity stunt, they are more likely to lose interest in the position and will not see their value. Workplace conflict can take many different forms and it can even be unintentional, but one way or another, it will always involve negative emotions (**Kidder, 2007, as mentioned by Mckenzie, 2015**). An alternative often opted by employees is to look for absent days in hopes of distancing oneself from the issues (**McKenzie, 2015**). Regardless of effectiveness, this is a temporary solution that could, in turn, transform the conflict into something much bigger.

1.5 A Critical Review of the Role of Mediation in Workplace Conflict

In recent years, Mediation has been used as an option for those looking for a dispute resolution process tailored to their needs and expectations. Section 2 of the **Mediation Act 2017**⁷ defines it as “a confidential, facilitative, and voluntary process in which parties to a dispute, with the assistance of a mediator, attempt to reach a mutually acceptable agreement to resolve the dispute”. When parties agree to go through mediation, an independent and neutral third party is assigned to assist in resolving the matter in a consensual, collaborative, and voluntary manner (**The Mediator’s Institute of Ireland, 2021**). The parties have free will during the process, so even if it has already been started, they can choose to withdraw at any time and cannot be required to continue to use mediation to resolve the dispute. Finally, according to the **Mediation Act 2017**, “once a settlement agreement is concluded and signed by the parties in mediation, it can be enforced like any other binding contract”.

Frequent changes in employment law and the increasing pressure within companies to deliver high-quality services and products bring tensions to work (**Podro and Suff, 2013**). These tensions are often aggravated when not dealt with properly or not dealt with at all, because the complaints are not taken seriously, or because, as **Podro and Suff (2013)** point out, managers wear many hats and have a wide range of responsibilities, especially in small business. Based on this, it is easy to understand why Mediation has grown in popularity as an alternative dispute resolution in recent years. Not only for cases that would have previously been dealt with in front of a judge but also as means of finding a resolution for workplace conflict.

To solve the conflict in a less negative, nonjudicial and constructive manner, employers are relying on mediation (**Bollen and Euwema, 2013**). When thinking about why this has become such a sought-

⁷ As amended S.I. No. 27 of 2017. Available at: <<http://www.irishstatutebook.ie/eli/2017/act/27/enacted/en/html>>.

after option at the workplace, **Teague, Roche, & Hann, (2011 as mentioned by Saundry, Bennett and Wibberley, 2016)** name and explain a couple of reasons linked to the core characteristics of mediation:

- (i) The process is voluntary; therefore, an organization cannot compel employees to attend. This means that the process is completely dependent on the parties' willingness to participate. Just as well, reaching a solution will only be possible once parties are happy to negotiate.
- (ii) Since the process is confidential, no details can be shared with managers or other staff not involved in the mediation. This guarantee of confidentiality allows for parties to feel more comfortable sharing their thoughts, which, in turn, creates the feeling of personal and close attention to their concerns.
- (iii) Parties will decide whether or not they want to reach an agreement and its terms, without being persuaded by any authority from the company. This power of choice gives party confidence in the process, once they know that they are truly in charge of how a conclusion will be drawn.

Another relevant characteristic that can be observed is that the mediator comes from an independent third party, which helps eliminate internal pressure for a resolution of the dispute. Although the parties are, essentially, in control of the process, mediators are still required to follow certain steps to allow for greater success. **Bingham (2004, as mentioned by McKenzie, 2015)** lists three main features involved in the general process of mediation:

- (i) Participation: the parties are actively involved in the decision-making process.
- (ii) Representation/reparation: parties are encouraged to express their needs and concerns about the situation. In some instances, an apology may be issued as a form of reparation.
- (iii) Validation/reintegration: parties cooperate to solve the dispute respectfully. In conclusion, not only does mediation produce better organisational outcomes, but it is also more satisfactory for the parties once they are much more involved in all the steps of the process.

It is greatly appreciated that this process is only possible once the parties are willing to come face to face and discuss the conflict. Without them, there is no mediation. But not only are parties needed to be physically present in the process, but they also have to be mentally and emotionally available to understand where these actions come from. While in the presence of their opposite party, they are also given the chance to put themselves in their place, creating a new more empathic channel to express their feelings. Finally, after broadening their minds to understand what has happened that led them to mediation, parties are much more likely to negotiate how to move forward.

It is also important to point out that, not only is the mediation outcome important to solve the current conflict, but it may also shape the way parties view mediation, or any other ADR processes, in the future and their willingness to partake again. Also, how the mediator behaves and conducts the procedure influence how the parties feel. For example, negative feelings are fuelled if parties do not feel listened to, and it can also harm the possibility of an outcome. Some of these factors cannot be controlled and can vary as the process is running. But to maximize the chances of a successful process, the mediator must be willing to learn and adapt as well.

Bollen and Euwema (2013) argue that, generally, the mediation process is divided into three measures:

- (i) Pre mediation: any variables that are present before the process starts. These can be clearly displayed, such as age and gender; require deeper interactions to be understood, such as motivations, whether parties are participating voluntarily or not; or need to be decided before the beginning of the process, based on existing knowledge on the dispute and the parties involved, such as mediation style and techniques.
- (ii) *In situ* mediation: the process dynamic. In other words, how the actual process is being conducted and how the mediator is making use of their skills and tactics, e.g., mediator empathy, problem-solving and decision-making dynamic, etc.
- (iii) Post mediation: how the parties, as well as the mediator, see the conclusion of the mediation. If there is satisfaction with the outcome and with the process, with the duration, efficiency, and costs, etc. These factors will prove to be the main determinators of whether these individuals will either be willing or not to look for mediation again in the future.

When a mediator is assigned a case, it is imperative that one of their first actions preparing for the process to be to understand underlying issues that may be affecting the conflict now or in the future, as well as the way the parties are seeing the situation. At the same time, being aware that these issues can also be connected to culture assists the mediator in grasping the client's background and how they may affect the outcome of the conflict.

As an example of how culture can affect the process of mediation, **Chowdhury (2014)** describes that in some cases of family mediation, for example, the cultural role of the mother is to look after the children, while the father would be the main provider for the family. Therefore, the system in these

countries will tend to assign mothers as the primary and sometimes sole decision-maker of the child. In these situations, when the cultural standard is historically imprinted in the parties, the idea of sharing parental responsibilities is a big point of discussion, and some people may not be comfortable letting their ex-partner having a relationship with their children, because social stigmas may harm their chance to remarry (**Chowdhury, 2014**).

Chowdhury (2014) also points out that some professions have different codes of conduct in different countries, which can pose an issue if any malpractice happens outside of the legislation they are accustomed to operating in. **Bollen and Euwema (2013)** argue that culture also shapes the context of the environment mediation happens, by affecting the perceived value of the process, expectations, and preferable outcomes, as well as the party's participation. "Mediators from more collectivist cultures tend to emphasize harmony more than do their counterparts from more individualistic cultures, use less assertive mediation tactics and call more on disputants to forgive or apologize" (**Kim et al., 1993; Callister and Wall, 1997, as mentioned by Bollen and Euwema, 2013**).

Mediation advocates (**Saundry, Bennet and Wibberley, 2016; Podro and Suff, 2013**) believe that it allows for earlier intervention, minimizing the chances of the conflict escalating, especially when taken into consideration that not always can the beginning of the dispute be identified, as well as saving time and resources. Here lies another reason why mediation is being more frequently introduced in companies: the process of mediation in the workplace searches for a fast and casual solution and it can be used at any stage in the conflict (**Podro and Suff, 2013**).

Therefore, deciding to go ahead with mediation avoids extensive disciplinary procedures, long-term absence, and the chances of grievance between parties affecting their productivity and, in some cases, the team's work (**Corby, 1999; Kressel, 2006; Seargeant, 2005, as mentioned by Saundry, Bennet**

and Wibberley, 2016). By allowing for a safe and confidential space, the mediators assist parties in exploring the reasons for the conflict, as well as where their concerns are coming from, why they are reacting the way they are, all while keeping open communication and showing parties a way of putting the pieces together to find a solution to their dispute.

Contrarily, the high involvement of the parties in the process can likely make it lose its fairness and justice. Furthermore, in a workplace context, mediation should be facilitated independently from the organization (**Budd and Colvin, 2014, as mentioned by Saundry, Bennett and Wibberley, 2016**), but some prefer to have an internal dispute resolution system in place, either resided or organized by the HR department, which often results in breeches of the confidentiality and impartiality of the process. **Budd and Colvin (2014)** also point out that, in case one of the parties is not happy with the outcome of the mediation, they would have to bring any complaints forward via formal procedures.

Hamberger (2018) argues that the effectiveness of alternative measures lies in the number of resources they absorb and neglecting to resolve conflict can cause lengthy legal procedures that could harm the company's image as well as cost them production time. On the occasion that the mediation is performed "in house", parties may not feel comfortable bringing forward any complaints, because they might end up in the hands of the same core authority group. Additionally, the outcomes of mediation are unlikely to be consistent, "since the parties retain control of the resolution, any inconsistencies are agreed by the parties (**Saundry, Bennett and Wibberley, 2016**).

These drawbacks sometimes are enough for companies to resist implementing mediation in dispute resolution, and for employees to feel that the process would not benefit them. On the one hand, the open, confidential, and impartial nature of mediation would allow employees to raise their voice. But in reality, the constant fear of repercussion or retaliation can harm the process, along with the

increasing need to assess and navigate delicate issues, such as cultural conflict.

Bollen and Euwema (2013) believe that the effectiveness and success of a mediation process do not lie solely on the tactics or style chosen for the conflict, but it also lies on the distinct characteristics of the dispute, parties' attitude, and context. The authors (**Bollen and Euwema, 2013**) also argue that if there is no significant need to maintain the relationship on good terms after the process, the mediator might adapt a certain posture, whereas if a long-term amicable relationship between the parties is also a goal, a different approach might be required. But adaptation also comes depending on what is being communicated from the parties, once tendencies to compete or cooperate will also dictate which approaches are more effective (**Swaab et al, 2012 as mentioned by Bollen and Euwema, 2013**).

Moreover, **Bollen and Euwema (2013)** also believe that when parties are acknowledged by the mediator they are more likely to see the effectiveness of mediation. Coming face to face with a disputant party can trigger a more competitive mindset, often culminating in a more hostile and aggressive stance. This, in turn, can harm the process greatly, regardless of the style chosen. Mediators, however, can avail of private separate meeting either prior (pre-caucus) or during (caucus) the process, as a way of deescalating negative feelings, as well as providing a more comfortable, safe space for parties to share their concerns.

Even with some drawbacks, not only will mediation allow for a commonly agreed outcome, reducing the chances of bias decisions, but it will also open the door for a more cooperative problem-solving mindset between parties in the future. This is especially intriguing in a work environment, once tensions can arise at any moment for the simplest reason. Reducing the chances of conflict is not one of the main objectives of mediation, rather a side effect when the correct style of mediation is applied to the right situation and people. These characteristics are what empower the parties to fight for their

needs in a safe environment, without the fear of being pressured or judged. As **Bollen and Euwema (2013)** conclude: “disputants are primed to participate in mediation when they feel it gives them a voice, recognition, and empowerment, and when they perceive mediator empathy”.

Empowerment is one of the key elements of Transformative Mediation, one of the newest models of mediation. **Zumeta (2000)** describes Transformative Mediation as an approach that focuses on empowering the parties as much as possible while enabling parties to recognize each other’s needs, values, and points of view. In Ireland, however, mediation is defined “confidential, facilitative and voluntary process” by the Mediation Act 2017 (**Law Society of Ireland, 2021**), thus setting the Facilitative style as required by legislation. But there are opposing ideas as to whether this is the best approach for disputes, or if there is room for debate.

1.6 Facilitative and Transformative Mediation: Assessing the Mediation Styles

Not only does the mediator’s style affects the conduction of the process, but so does the country and jurisdiction where it is taking place. In the United States of America, once increased workplace regulation and legislation came into effect, an increasing trend for innovative conflict resolution processes started to happen. In Europe, the European Commissions, in 2002 and 2004, along with the government of countries such as France, Italy, Germany, the Netherlands, and the UK have started opening workplace mediation centres (**Dolder, 2004**) as well as promoting mediation as a way of resolving conflict (**Bollen and Euwema, 2013**). In Ireland, on the other hand, this shift did not follow the same route (**Teague et al., 2015, as mentioned by Curran et al., 2016**).

Heffernan (2011) associates the growth of ADR practices in Ireland to an overwhelmed judicial system. In 2011, on average, mainstream court cases were taking up to two years or longer to be heard before a judge (**Heffernan, 2011**). Often judges and even legal representatives will advise parties to try to resolve their dispute by taking a non-litigious route process in hopes to work through the backlog in the judicial system.

Allowing parties to look for alternative legal routes has a couple of benefits, namely: it saves time, resources, and it helps reduce the influx of small cases into court, allowing the system to focus on more complicated disputes. While access to court is a constitutional right, the ADR option is a better fit in some instances, for example, when parties want to work on their relationship moving forward or want to guarantee that the outcome will be specifically focused on their needs.

Bollen and Euwema (2013) believe that since union membership has declined, the relationship between employers and employees has changed, and staff now is negotiating their own settlements in the company (**Lipsky, Seeber and Fincher, 2003; Dolder, 2004; Goldman, 2011, as mentioned by Bollen and Euwema, 2013**). In Ireland, if mediation is being used in the workplace, the services are often provided by the **Workplace Relations Commission⁸ (2020)** or by private mediators, individuals, or firms. Moreover, depending on the size and type of the organisation, they may avail of internal mediators (**Curran et al, 2016**) often members of the Human Resources department that receive training in the area.

It is important to notice that, however easier, employees often benefit more from external assessment of the conflict, as a study conducted by the **Indiana Conflict Resolution Institute (1999, as mentioned by Manning, 2006)** found. Workers that participated in the research were higher satisfied

⁸ Available at: <<https://www.workplacerelements.ie/en/>>.

with mediation and its outcome when used by an external mediator, opposed to a problem-solving approach conducted by an internal party (**Manning, 2006**). Perhaps the main reason why employees feel more comfortable discussing the issue with a third party is because of the perceived notion of power imbalance between staff and boss. According to **Muller (2017)** “power is about what people need and their option for getting those needs met”.

Employees need to feel heard and acknowledged, while employers need their staff to work hard and give their best. When either or both parties cause a power imbalance, they adopt a defensive position and will be less likely to cooperate. Typically, at this moment the HR department would step in to intervene in the conflict. **Muller (2017)** goes on to say that employees may see this department as a management ally, therefore only contributing more to the problem, and on the other hand, employers may believe the HR is already on their side because both exercise management positions (**Muller, 2017**).

Whether the mediation comes from an internal or independent party, it is imperial that mediation is not used or seen as a counselling session. Furthermore, **Podro and Suff (2013)** highlight that mediation is not suitable in cases when:

- (i) It is used as a first resource to ending the conflict. Parties must try to solve the dispute among themselves before engaging in mediation.
- (ii) It is used by a superior trying to avoid their responsibilities.
- (iii) One of the parties has requested a workplace investigation.
- (iv) One of the parties has learning disabilities that may impair their judgement.
- (v) One of the parties is using mediation to bring up unrealistic expectations of a positive outcome.

- (vi) Parties do not have the power to agree on a settlement. For example, if the dispute involves several areas of the business and the parties do not have authority to decide on behalf of others in cases when staff may also be affected by the outcome.

The authors (**Podro and Suff, 2013**) bring attention to a side of workplace mediation that is often overlooked. The process is not and cannot be used as a “one fit for all” type of solution. As **Bollen and Euwema (2013)** confirm, not always does workplace conflict only require a legal solution, rather it requires a long-lasting and constructive answer, that manages the negative emotion associated with the situation. This might be a difficult task, especially if the mediator is contracted by the organisation. Having a connection with the parties could affect the impartiality of the process, and the outcome might be bias once the mediator may also be affected by having some sort of affiliation with one of the parties.

The mediator must, however, be “focused on facilitating the disputing parties in coming to a resolution on their own” (**Mediate Ireland, 2021**). Some of the benefits of workplace mediation, when correctly administrated, are the rebuilt of broken relationships, enhanced performance, culturally sensitivity and reduced occupational stress (**Curran et al., 2016**).

Bush and Folger (1994, as mentioned by Spangler, 2013) sympathise with the idea that mediation also has the power to deeply change interpersonal relationships in the long run, opposite to a dominant problem-solving mindset that short-term fixes the problem. The authors (**Bush and Folger, 1994, as mentioned by Spangler, 2013**) propose that this form of ADR should look for ways of addressing more complex social issues once it has the power to transform individuals. This personal growth is associated with mediation allowing for more reflective thinking and understanding of the conflict, which helps the individual develop the ability to solve problems on their initiative, as well as have

their relationship transformed during the process (**Zumeta, 2000**). This concept is known as Transformative mediation.

Bush and Folger (1994, as mentioned by Spangler, 2013) believe there are two main characteristics to this style:

- (i) Empowerment: achieved by giving the parties the chance to determine the issues and find a way to a solution if that is also their desire.
- (ii) Recognition: achieved by assisting parties to understand the other's point of view, their issues, and their ideal solution.

Savage (1996) goes further and states that empowerment means to return to individuals a sense of own value and strength when dealing with life's problems, and recognition brings forward empathy for the situation and others, allowing for a more cooperative solution.

In summary, this approach does not seek resolution of the immediate problem, but rather, seeks the empowerment and mutual recognition of the parties involved". The primary goal of Transformative mediation would then be giving parties the necessary tools to assess not only the current conflict but also any other that may arise in the future (**Bush and Folger, 1994, as mentioned by Spangler, 2013**).

Zumeta (2000) argues that both Transformative and Facilitative mediation empowers the parties to take responsibility for the process as well as the resolution of the dispute. Furthermore, some would also argue that the parties can decide if they are willing to reach an agreement and should not be pushed to do so by the mediator. On the other hand, critics believe that mediation often takes too

long, and there may not even be a resolution at the end of the process (**Zumeta, 2000**).

In general, it does take several sessions for the parties to deescalate their negative feeling towards one another, and sometimes just assessing and discussing the reasons for the dispute may be enough for a peaceful reconciliation. Moreover, some may agree that “there is no consensus on the suitability of a specific set of mediation styles of strategies to particular disputes or contexts” (**Curran et al., 2016**).

Curran et al (2016), nonetheless, also goes on to point out that culture, ethos, and inherent attitudes can greatly influence how an organisation approaches dispute. It is important to note that other factors, such as the size of an organisation would also affect how they see, approach, and resolve conflict. Considering that the parties involved in any conflict in the work environment will still have to be around each other a considerable amount of time, it would make sense to opt for ways of resolving disputes that are not damaging to their relationship in the future.

The necessity of correctly assessing workplace conflict also lies in the understanding that this type of disputes often falls into the category of occupational health and safety issue. Thus, emotions and feelings, such as exclusion, harms the channels of communication and can trigger other negative feelings such as anger and low self-worth (**Retzinger and Scheff, 2000, as mentioned by McKenzie, 2015**). When parties are assisted in seeing the conflict as an opportunity for moral growth, they become more open to looking for the transformative effect that mediation can have on an individual and group level (**Savage, 1996**).

As **Bush and Folger (1994, as mentioned by Spangler, 2013)** elaborate: “(mediation) helps disputants develop a range of emotions for dealing with the situation”. **Bush and Folger (1996)** developed this idea two years later, stating that “mediation is likely to have (these) transformative

effects only to the extent that mediators [...] concentrate on the opportunities that arise during the process [...]”. In other words, the mediators must develop abilities to spot changes during the process, when formulating questions or listening to parties, to allow disputants to have more clarity and perspective on the situation as a whole, as well as their opposite party’s point of view.

While, in general terms, both Facilitative and Transformative mediation have certain similarities in structure, such as asking questions, searches for underlying interests, guides parties in analysing possible solutions, a couple of main differences separate the two styles. When Facilitative mediation first started being used, the mediators were not required to have any specific knowledge in the area of the dispute, thus, also not required to provide any advice. This characteristic perpetrated through time, and today complete neutrality and not giving any recommendations or opinions is core to the Facilitative style (**Foster, 2003; Zumeta, 2000**).

Transformative mediation also has the distinct characteristic of seeking to empower and recognize parties’ views on the dispute, having the ultimate goal of transforming the relationship between the disputants by applying as much interaction and communication as possible (**Foster, 2003; Zumeta, 2000**). This style of mediation has the tools and definitions that would make it suitable for assessing disputes between staff in a work environment. By transforming their views on each other, as well as their perception of self-power, people can be guided into a more regular cooperative mindset in the future, as well as the present.

Regardless of the style and objective of the mediation process, it is understood that parties will feel more satisfied once they feel that the procedure has been fair, and this can be achieved by giving parties the chance to fully participate and take charge of the process, treat them with respect and guarantee impartiality (**Bollen, Euwema, and Müller 2010; Bollen, Ittner, and Euwema 2012, as**

mentioned by Bollen and Euwema, 2013). Mediation takes care of people's needs and concerns, focuses on the relationship, and looks for a mutually favourable outcome.

This can be interesting for companies because it is a “low impact” way of solving problems that, sometimes, might be overly complex to deal with. Issues regarding culture can be overly complicated and have quite different levels. Mediation can help promote a culture of open dialogue between parties, which is good for a diverse workplace. This will not only benefit the employees at that moment but can also create in them more empathy for the future. Nevertheless, the lack of consensus, added to limited access to resources, size of the organisation and where the mediator is coming from have a deep impact on workplace conflict resolution. Even with the best of intentions, if not correctly applied, mediation can do more harm than good.

Chapter 2 – Research Methodology

According to **Rajasekar et al (2013)** research methodology is the “science of studying how research is to be carried out”. Through using this science, the researcher will systematically answer their research question and find a solution to the research problem. More simply, it will guide the researcher when describing, explaining, or predicting a phenomenon (**Rajasekar et al, 2013**). Developing a research methodology is essential, and only by having one in place can the study be conducted in an effective and understanding manner, aiming at satisfying the set objectives.

Before getting into the merit of each division, it is important to outline what **Saunders et al (2007, as mentioned by Crossley and Jansen, 2021)** describe as a “research onion”, with layers that allow for a better and more thoroughly described research methodology. The onion is divided into six layers, each looking at different decisions needed for the design of the research methodology, whether for academic or general research (**Crossley and Jensen, 2021**). Therefore, this chapter will look into explaining the methodology selected for this research, as well as the rationale behind the choices.

2.1 Research Philosophy and Approach

Saunders et al (2007, as mentioned by Crossley and Jansen, 2021) begin the onion with the choice of research philosophy and approach, which comprehends the nature of knowledge and beliefs regarding what is being investigated (**Thesismind, 2019**). In general terms, philosophy is the core belief on how the research should be conducted. This will reflect the author’s ideas and assumptions, layering the base for the research itself. The philosophy research choice is used to select how data should be gathered, analysed, and used (**Business Research Methodology, 2021**).

Once data can be collected from a variety of sources, an adequate approach must be selected. Even before starting the process, one's concerns and goals will have a great influence on the way the research is conducted.

The choice between different philosophies is influenced by practical implications. Depending on the aim of the research, one may be more concerned with a more theoretical and numeric approach, rather than an empirical analysis of factors, for example. Once this research is using a mix of both quantitative and qualitative methods for data collection and is focusing on the analysis of factors and behaviours amongst individuals, the research philosophy that best associates with these characteristics is pragmatism (**Business Research Methodology, 2021**).

The pragmatic philosophy understands that there is far too much complexity in interpreting the world, so one sole point of view cannot englobe the whole picture, and that there may be multiple realities. Furthermore, certain aspects of life also tend to be somewhat subjective, meaning that analysis may vary from person to person. This layer of the onion also considers the research question to be the most important determinant of the philosophy (**Saunders, Lewis, and Thornhill, 2012 as mentioned by Business Research Methodology, 2021**).

The second layer of Saunders's Research Onion, the research approach, presents two different choices: the inductive and the deductive approach. This decision will determine how decisions regarding data collection and analysis will be made (**Crossley and Jansen, 2021**). Firstly, the inductive approach generates a hypothesis or theories from research, meaning there is little pre-existing knowledge on the subject and a need for information to be gained. On the other hand, the deductive approach uses existing theories or thoughts and tests these during the research (**Crossley and Jansen, 2021**).

Since this research does not aim to develop a new theory and is starting from pre-existing ones, the deductive approach is deemed more suitable, also due to its use of questionnaires to compare different views on data (**Thesismind, 2019**).

2.2 Research Strategy

As **Crossley and Jansen (2021)** state, this layer begins to look at more tangible and practical concepts, meaning the actions required to conduct the research. In the third layer of Saunders' Research Onion, the strategy is chosen. This describes how the work will be conducted. It includes experimental tactics, creating a process to examine experimental against expected results, survey, allowing reliable data to be collected by sampling population, and case study, focusing on one or more groups of people in an area (**Thesismind, 2019**). For this study, a survey strategy will be applied once correct and specific data must be collected. While the population is diverse, the survey focuses on specific areas, allowing for a greater picture of how theories apply to the sample group.

Data is what will test if the research has reached its aim and objectives. Without the collection of relevant data and its analysis, the theory is only on paper, wasting the chance of being applied to real situations. Two types of research can be conducted to collect the information: descriptive, when it is gathered without the intervention of the researcher, or experimental when there is intervention and measurement of the outcome (**Scribbr, 2021**). For analysing the information, the researcher may avail of either quantitative or qualitative methods. The former focuses on understanding the recurrency and correlation of numerical patterns in descriptive research and cause and effect in experimental research. The latter looks at words, ideas, and theories using the own researcher's judgement as a base (**Scribbr, 2021**).

Once this research will be collecting numerical data but also analysing and comparing it with theories and ideas, the best methodology is to use a mix of quantitative and qualitative methods to collect the data. This will allow a more complex and broad use of the data collected (**Wisdom and Creswell, 2013**), which is required in some situations to maximize the accuracy of the findings. As this is a study of how people respond to certain situations and how circumstances affect them, **Bernard (1994, as mentioned by Kumar, 2011)** concludes “whatever our theoretical orientation, a sound mix of qualitative and quantitative data is inevitable in any study of human thought and behaviour”.

2.3 Research Design and Methods

When deciding how to collect data, options will vary depending on the type of data required, e.g., qualitative or quantitative; primary or secondary; and descriptive or experimental, and how it will be analysed by testing variables and analysing patterns in data (**Scribbr, 2021**). Simple decisions can help one to understand the needs of the research. Between qualitative or quantitative, the former is used for ideas or for things that cannot be measured or expressed by numbers, while for hypothesis testing and a more mechanical topic, the latter is better fitting (**Scribbr, 2021**).

Between primary or secondary, the researcher only needs to decide if the data is original and being collected by the author, to answer the research question, or if the data is being used from other previously conducted research. between descriptive or experimental, the researcher must choose whether to conduct an experiment or use available data for measurements (**Scribbr, 2021**).

The fourth layer of Saunders Research Onion, the research choices, helps research find which type of methodology to use. The mono method cannot combine qualitative and quantitative methodology, the mixed method allows methodology to be combined to develop a specific set of data; finally, the

multi-method also allows to combine them, without establishing particular data (**Thesismind, 2019**). Once the research follows both quantitative and qualitative data, the choice of the mixed method is seen as more appropriate.

Finally, the last layer is the time horizon. It simply defines the necessary time for completion of the work. This can be cross-sectional, which is a time already established by which the data needs to be collected, or longitudinal, which is when data is collected over a longer period (**Thesismind, 2019**). Since this research is being conducted to satisfy a pre-determined academic calendar, it will be following the cross-sectional time horizon.

2.4 Ethical Considerations

This research has been conducted in conformity with the **WMA Declaration of Helsinki (2013)** ethical principles which purpose “[...] was to provide guidance to physicians engaged in clinical research and its main focus was the responsibilities of researchers for the protection of research subjects” (**Williams, 2008**). The individuals who willingly accepted to take part in the questionnaire were not requested to share any personal information, and their responses were secured by a password. Furthermore, the collected data from several online sources, ranging from websites, online journals, and papers, as well the questionnaire, have all been properly cited and added to either the Bibliography or the Appendix of this research.

Chapter 3 – Presentation of Data

This dissertation has collected numerical data and compared it with the ideas and theories presented in Chapter 1 – Literature Review. The manner used to do so was a mixture of both quantitative and qualitative methods, giving the research a greater ability to use the collected information. Since the beginning of 2020, the outbreak of COVID-19 (**World Health Organization, 2020**) has limited face-to-face interaction between people. Therefore, the collection of data was done one hundred per cent via online platforms. However, this did not prove to be too big of an obstacle, once conducting the questionnaire online has managed to reach more people than in-person interviewing could have done in the same amount of time.

Regarding the questionnaire, it was open for answers from the 22nd of March until the 12th of April via the Google Forms⁹ platform. The questions were approved by this research's supervisor and the academic institution and were designed following the confidentiality principles to protect the integrity of the participants as well as of their place of work. A total of twenty-three questions and options to elaborate the answers composed the questionnaire. The full questionnaire and answers can be found in Appendix 1¹⁰. For better clarity, this chapter, just as the questionnaire, has been divided into three main topics. The questions and the explanation of each of their aims are as follows:

⁹ Available at:

<https://docs.google.com/forms/d/e/1FAIpQLSeupV6j91LQ_fXnTxfM151hIOxd7SiSqx3WFAyyyGuIpQBxrg/viewform?usp=sf_link>.

¹⁰ See questionnaire questions from page 120 and answers from page 125.

3.1 Geographic Location and Diversity in the Workplace

Figure 1

1A. What region were you born in?
97 responses

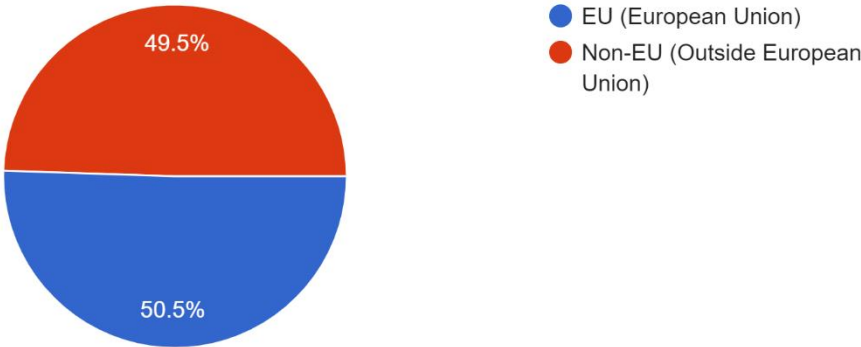
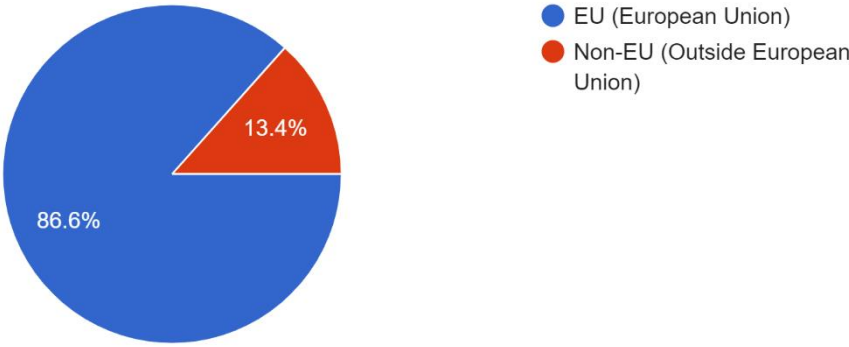


Figure 2

1B. Which region do you currently reside in?
97 responses

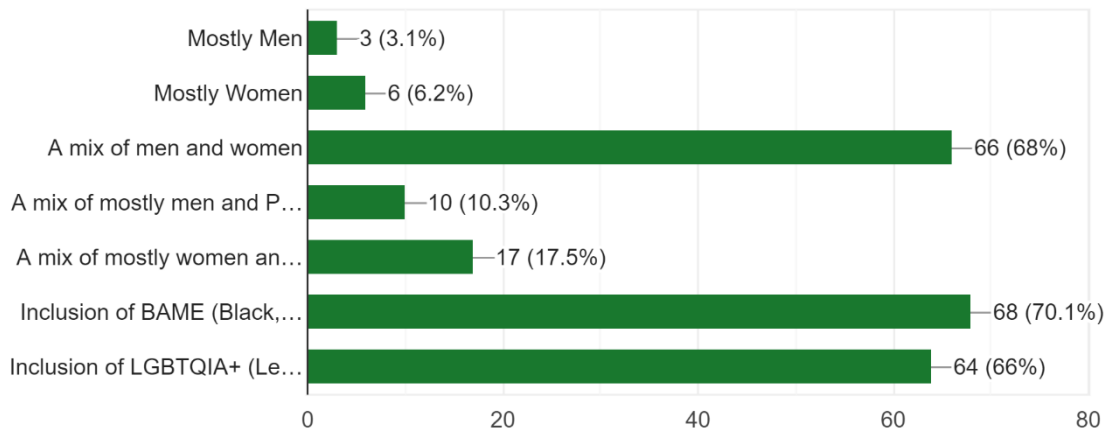


The two first questions were designed to identify where the individual is originally from and where they are currently situated. In accordance to some authors, geographical location affects how people communicate, as well as how they perceive conflict. Therefore, these two questions were aimed at either confirming or denying the connection between certain countries and their people’s views on conflict and diversity.

Figure 3

2. When you think of a diverse workplace, what does the staff look like to you?

97 responses

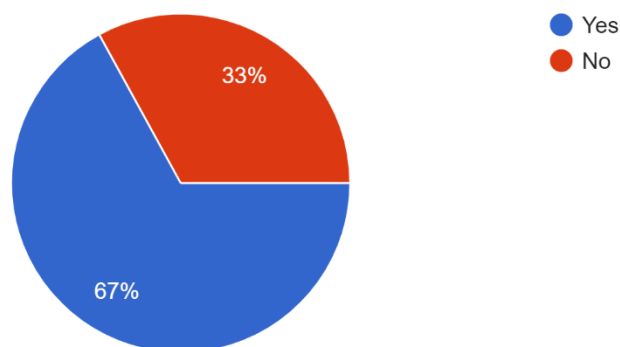


This question was specifically designed to make people think. At some levels, diversity is subjective to the eyes of those who see it. Therefore, giving people some biased option was a way of testing if views would vary to what a diverse workforce represents. The options were attempted to be as broad as possible, including different scenarios with or without minorities.

Figure 4

3A. Having read the options in Question 2, would you consider your workplace to be culturally diverse?

97 responses



Question 3B

Please provide some anonymous details regarding your answer in 3A

These two are connected to the previous question. Firstly, the participants were given the chance to consider whether their workplace was culturally diverse based on the options available on Question 2. This required some reflection, perhaps because those that believed their workplace was diverse, after seeing the options given in 2, could no longer see it the same way. It is important to highlight again that the options given were not exhausted to the ones presented. Secondly, individuals could elaborate on their answer on 3A. The main reason for the explanation was to collect any details or the reflection people had after comparing the options given and the actual mix of staff in their workplace.

3.2 Workplace Conflict: Causes and Effects

Figure 5

4A. Have you ever experienced conflict at work?

97 responses

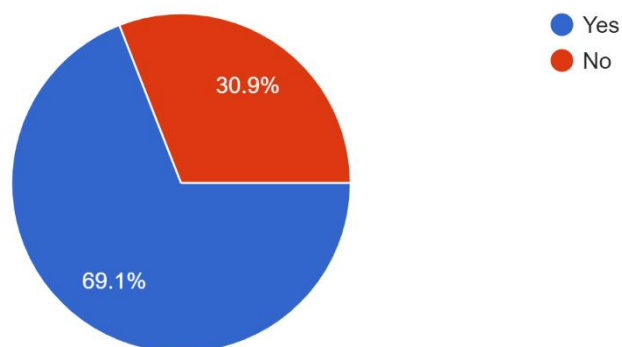
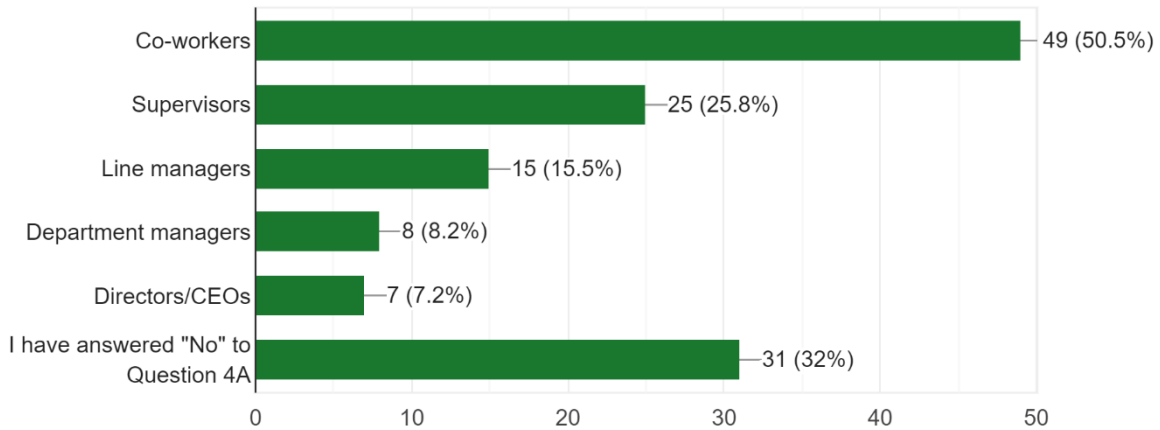


Figure 6

4B. If you have answered "Yes" to Question 4A, was the conflict involving:

97 responses



Question 4C

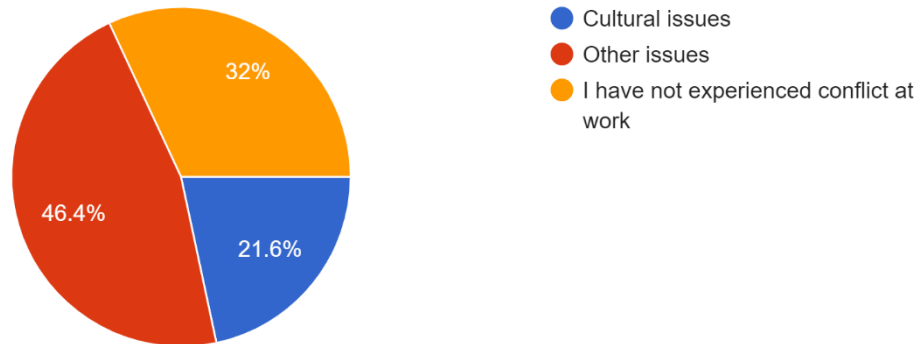
Please provide some anonymous details regarding your answer in 4B

The first question was meant to be very straightforward, based on the probability that most people would be able to identify, or not, at least one instance when they experienced some type of conflict. This being based on the widely agreed premise that conflict is a constant that surrounds people. Question 4B aims to get a deeper insight on the conflict, more specifically, who was involved in the said occasion. The options were focused on interactions that employees would normally have within an organisation. No option of an outside conflict party was possible once the main focus was to understand how disputes happen in the workplace. Finally, the last question was again an opportunity for people to elaborate on how other parties came to be involved in the conflict.

Figure 7

5A. Regarding your answers in Question 4, do you believe the conflict was caused as a result of cultural issues (i.e. language barriers, different values or beliefs, etc.) or other issues?

97 responses



Question 5B

Please provide some anonymous details regarding your answer in 5A

Once again, the questions are connected to the previous one. Question 5A focuses on analysing the situation when participants found themselves involved in the conflict at work. This question aims to try to find if the conflict was related to cultural barriers between individuals, such as different languages, values, ethics, etc., or any other issues, for example, work not being properly conducted, sharing responsibilities, clash of personalities, etc. Following that, when individuals were given the chance to share more information on the reasons for the conflict, they could provide other nuances to the same occasion. If people did not have the chance to reflect on the conflict at the time, now they were able to rationalize the reason why it happened.

Question 6

Regarding your answers in Question 5, if you did experience conflict in the workplace, how did it affect you and your performance? Please provide some anonymous details regarding your answer

In general, conflict can harm people's physical and mental health, as well as their performance. Here, participants could reflect on how the dispute affected them both on a personal and/or professional level. The main aim of this question was to understand how people saw the aftermath of conflict, and if the effects were lingering or not.

Figure 8

7A If you did experience conflict in the workplace, did you speak to anyone about the situation?

97 responses

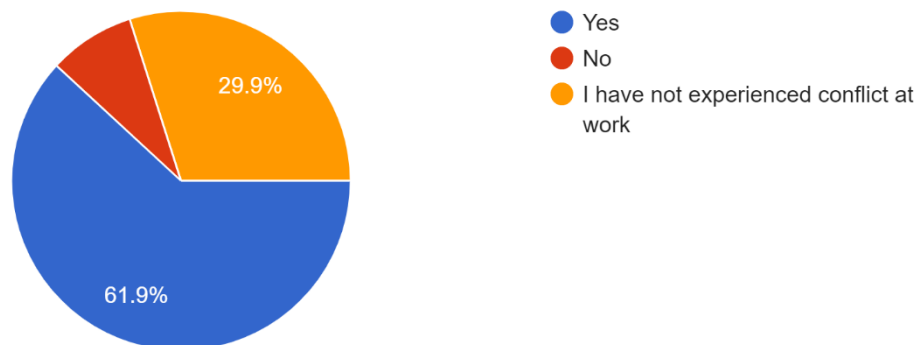


Figure 9

7B. If you answered "Yes" to Question 7A, who did you speak to about the conflict?

80 responses

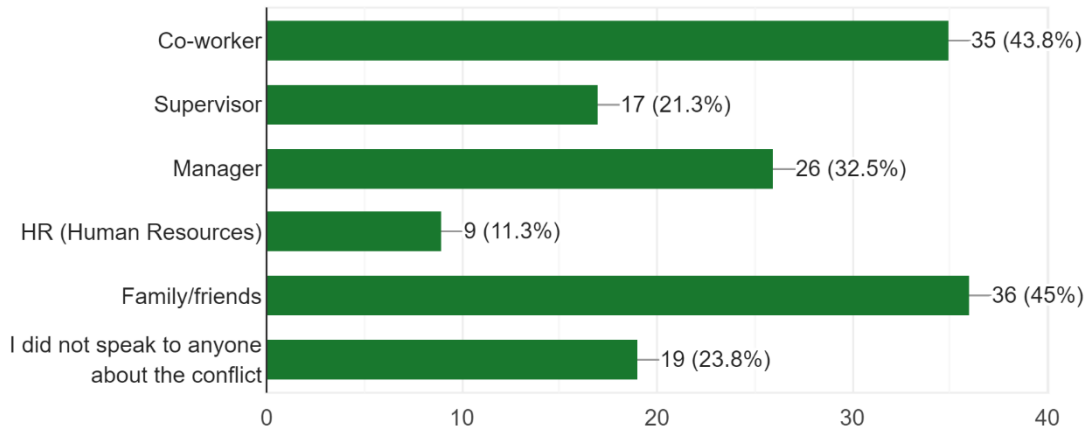
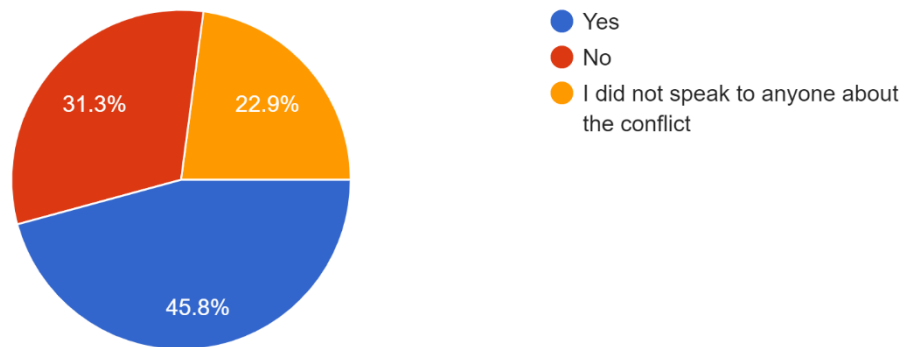


Figure 10

7C. Regarding your answer in Question 7A, if you did speak to anyone about the conflict, did it help you in resolving the issue?

83 responses



Question 7D

Please provide some anonymous details regarding your answer in 7C

Question 7E

Regarding your answer in Question 7A, if you did not speak to anyone about the conflict, was there a reason? Please provide some anonymous details regarding your answer

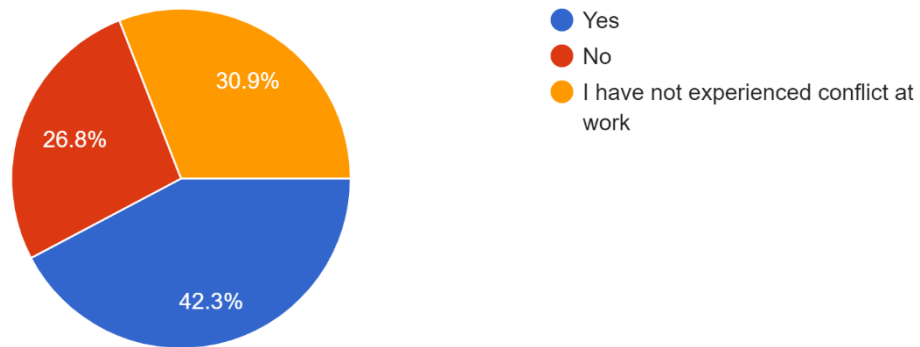
Firstly, looking at whether individuals shared their concerns about the conflict with others paints a broader picture of how people assimilate conflict. Only “yes” or “no” options were available, however, on 7B, people had the chance to elaborate on that. Again, the options were centred around interactions that would happen in the workplace, but the impact of family and friends had to be added as possible as well, as in some cultures, especially family, would have a deep connection with one’s values and beliefs.

Following this, participants were given the chance to share if their personal experience and concerns helped resolve the conflict. Here the expectation was that if people had contacted their superiors to act on the dispute, for example, it would also have been solved by them. Finally, 7E gave those that had not talked to anyone about the dispute the space to describe the reasons for that. These five were created to gather a view on how people react when facing conflict if they tried to act on their own or if they were prone to look for help.

Figure 11

8A. Were you able to resolve the conflict?

97 responses



Question 8B

Please provide some anonymous details regarding your answer in 8A

Participants were given the chance to share if the conflict was solved or not. This question was related to the previous ones. The intention was to see if there was a connection between the people that assisted the individual with the situation and if their help was indeed useful. Asking individuals to elaborate on their answer was aimed to understand not only how the conflict was solved, but also gather some details of the actions that were taken for that end.

3.3 ADR in the Workplace

Figure 12

9A. Does your workplace provide Alternative Dispute Resolution services to understand and reduce conflict?

97 responses

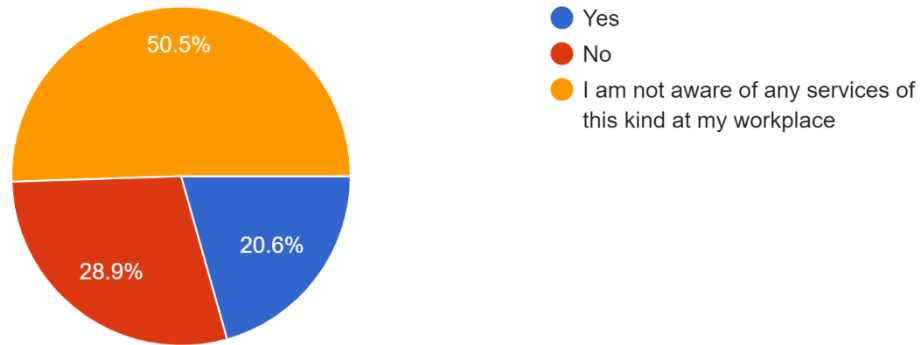


Figure 13

9B. If you have answered "Yes" to Question 9A, which services are available?

97 responses

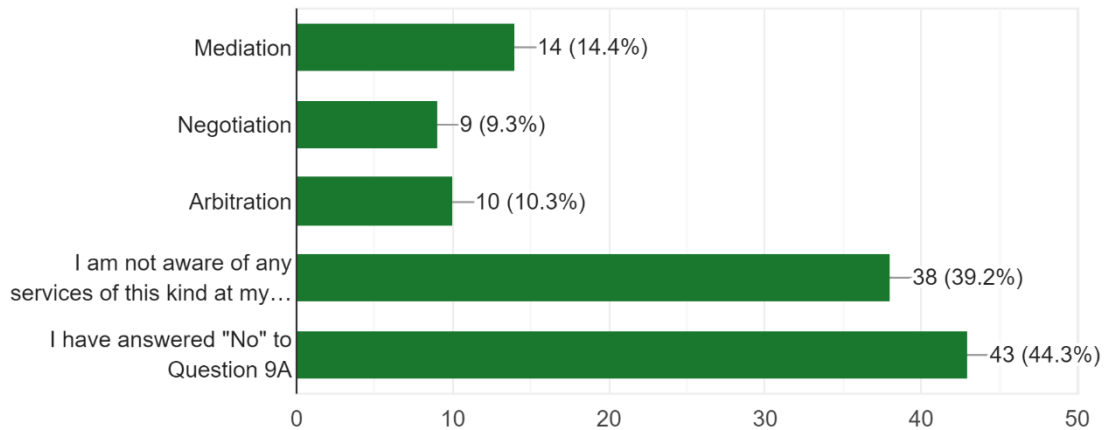


Figure 14

9C. Have you ever used any Alternative Dispute Resolution services (Mediation, Negotiation, Arbitration)

97 responses

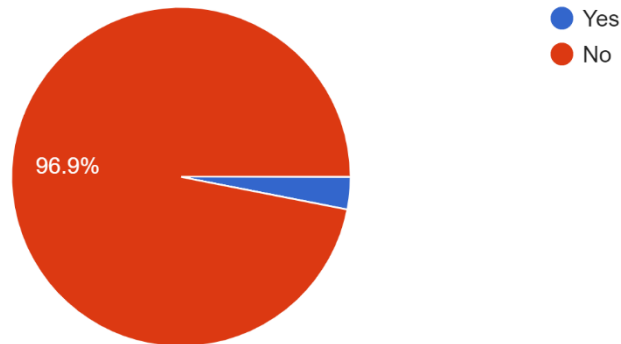
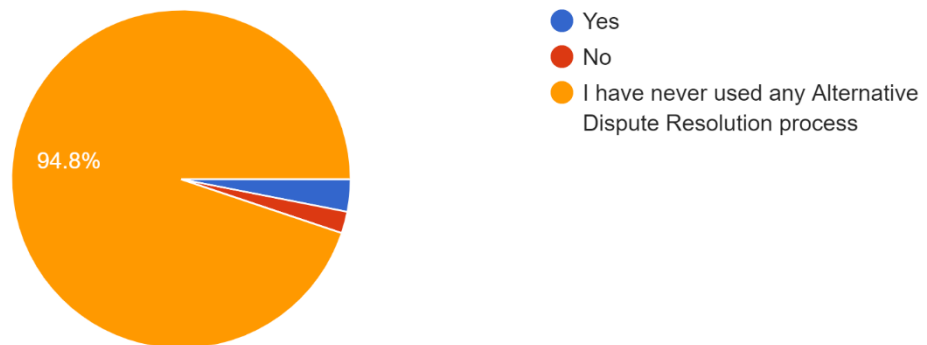


Figure 15

9D. If you have answered "Yes" in Question 9C, did the Alternative Dispute Resolution process help resolve the conflict you experienced?

97 responses



Question 9E

Please provide some anonymous details regarding your answer

This section of the questionnaire starts focusing on ADR and its use in workplace conflict. Here, participants could say if they were aware of any initiative being offered as a resource to assess disputes, as well as which one, if any, of the main ADR practices were available for employees.

The two first questions aimed to look for a connection between ADR availability in a work environment and the type and incidence of conflict happening amongst staff. 9D and 9E look into the possibility that ADR is not present or not too visible as a way of assessing conflict within an organisation. Participants were also given the chance to elaborate on if they have ever used ADR methods, as well as if they found this to be a valid alternative to resolving conflict. Finally, they were again given the space to expand on their knowledge and use, or not, of the main forms of ADR given as an option in 9B.

Data collection is important once it is by doing so that researchers, as well as businesses, have the chance of gathering information necessary to make decisions, prove theories or even act as evidence for future analysis on the topic (**Import.io, 2018**). The questionnaire has been conducted to gather data on how conflict happens, it is perceived and dealt with in different work environments. Before it being released to the public, a couple of trials were made and edited for all the necessary criteria regarding confidentiality to be met, as well as to have all the section of the questionnaire flow better.

The sample obtained consisted of ninety-seven participants. As there were no specific criteria that needed to be met for the collection of the data, people from various backgrounds, levels of experience, different gender, age, as well as geographical location were contacted. People were asked directly via social media platforms, email, or text message if they were willing to participate in the research.

Furthermore, the questionnaire also relates to the aims of objectives of this research, once it was designed to:

- (i) Collect data on how the participant's place of work sees and applied diversity initiatives.

- (ii) Understand the dynamics of conflict, how it affected each person, as well as how they looked for help.
- (iii) Look for expressions of ADR practices in the workplace.

By allowing individuals to reflect on their workplace, their colleagues, as well as any incidence of conflict, the questionnaire ties the main aims of this research to practical data. People were given the chance to analyse incidents that may have been overlooked or forgotten, while also looking at the effects of these interactions. As conflict is a variable and therefore fluctuates between being clearly expressed and felt for some and not for others, the questionnaire aimed at providing the participants with the chance to take a moment to look over how cultural diversity, as well as conflict, has manifested in their place of work.

The answers and statistics obtained through the questionnaire are analysed and explained as follows in Chapter 4 – Data Analysis and Findings.

Chapter 4 – Data Analysis and Findings

Each method of data collection focuses on different types of information. As **McLeod (2019)** explains, quantitative data refers to quantities and numbers, whereas qualitative refers to occurrences that are seen but cannot be measured in numbers, as language, for example. This research benefits from a mix of both qualitative and quantitative data. This choice was made based on the fact that the research, especially the questionnaire, has a mixture of both numerical information, as well as a description of characteristics. Following these clarifications, the results achieved via the questionnaire are communicated and explained in the following.

This chapter looks at the answers obtained in the questionnaire and elaborates on the percentages, as well as the descriptive answers, comparing them to the literature presented in this paper. These findings and conclusions are based on what the numbers and descriptions represent but are not exhaustive to how the workplace reacts to expressions of conflict or diversity. Moreover, for clarification and maintaining of individual's anonymous identities, some answers have been shortened or edited.

4.1 Geographic Location

The two first questions refer to the participant's geographic location, and although there was a fair split between EU (50.5%) and non-EU (49.5%) born, there was a huge gap in numbers between people currently living inside (86.6%) and outside (13.4%) of the EU. Several factors can explain this phenomenon, such as hights in immigration influx to European countries for the past decade, which is a likely explanation for these numbers. One example of this is that even though Independent

College¹¹ is located in Dublin, Ireland, a high number of its students are Latino. Although people relocate based on different personal reasons, this tells us that a good number of people prefer leaving their country of origin, maybe in hopes of better opportunities, work, or education.

These questions also present an interesting fact that, while the sample for this research is small, there is a significant amount of non-EU individuals working and living in Ireland. And these people come from various cultures, have different values, and beliefs. While only these two questions are not enough to confirm the theories that geographic location affect how people see conflict, based on their own culture, the answers collected here have to be considered when analysing the following questions as influencing factors. However, further research could be conducted to understand the degree of relationship between culture and the idea of conflict.

4.2 Diversity

“Inclusion of BAME” (70.1%), “a mix of men and women” (68%), and “inclusion of LGBTQIA+” (66%) were the three options with the highest percentage of voting. Based on the percentages, people believe that the workplace should embrace different genders, ethnicities, and sexual orientations. However, it is interesting that BAME is the one with the most votes. Perhaps due to the current socio-political climate, when we are seeing an increase in the reports of deaths of African Americans and incidents of xenophobia and discrimination towards Asian and Pacific Islanders people, and also due to movements, such as Black Lives Matter and Stop AAPI Hate¹² marches.

¹¹ Available at: <<https://independentcolleges.ie/>>

¹² Stop AAPI Hate, 2021. Available at: <<https://stopaapihate.org/>>.

A valid question, based on the answers from the questionnaire, would be if people are associating diversity solely with race. This is not farfetched since this has been the most pertinent idea of diversity for decades. Some of the elaborated anonymous answers sustain the idea that people are still quick to associate diversity with race and ethnicities. A couple of examples¹³ are the following answers:

Participant No.3¹⁴

“Yes, (in my workplace there are) people from different countries”

Participant No.16¹⁵

“We are a team of Irish, Brazilians, Philippines, Indians, Romanians, Nigerians, and Polish working together”

Participant No.20¹⁶

“My workplace is diverse because it has people of various nationalities and diverse ethnicities”

It is also interesting that, even though several were available, the simple option of “a mix of men and women” is the one with the second-highest percentage. In today’s time and age, after years of social awakening, you would assume that the workplace has already embraced women more equally. But this assumption can be very deceiving, meaning that even though the ratio of men to women may be balanced, are the women in the same position, or seen as equal to men?

Women can also be just a diversity hire. Further research could be conducted to understand why this option was so highly rated, and to what degree are women breaking into industries. Opposite, not surprisingly, the options of “mostly men” (3.1%) and “mostly women” (6.2%) have the least percentage of voting, still, “mostly women” have double the votes as “mostly men”.

¹³ All transcripts of the questionnaire answers can be found in Appendix D, starting on page 125.

¹⁴ See Appendix D > Question 3B

¹⁵ See Appendix D > Question 3B

¹⁶ See Appendix D > Question 3B

When given the opportunity to provide some details on how diverse their workplace was, some of the individuals quickly identified the presence of different nationalities in the staff, as well as members of the LGBTQIA+ community, exemplified by the following anonymous answers:

Participant No. 8¹⁷

“Because there is (a) mix of people from different nationalities and sexual orientation”

Participant No. 81¹⁸

“There is a good number of LGBTQIA+ people at work, Brazilians, and Easter Europeans”

On the other hand, a good number of responses, as exemplified below, identified a clear majority of men and Caucasian people in their workplace:

Participant No. 7¹⁹

“No ethnic minorities in the workforce. Mostly Irish men and women”

Participant No. 29²⁰

“Mostly white males”

Participant No. 76²¹

“Almost everyone is a straight white male”

It is never surprising that the nationals of the country compose most of the workforce. Yet, since Ireland has been open to other countries for years, its workforce today is greatly diversified, which is sustained by 67% of the participants that confirmed their workplace was diverse. Further research

¹⁷ See Appendix D > Question 3B

¹⁸ See Appendix D > Question 3B

¹⁹ See Appendix D > Question 3B

²⁰ See Appendix D > Question 3B

²¹ See Appendix D > Question 3B

could clarify what people saw or failed to see in their workplace that brought them to their answers. A deeper description of the participant's workplace could provide more information on what the phenomenon looks like through different eyes.

4.3 Conflict

A high number of participants confirmed to have experienced conflict at the workplace (69.1%). The percentage was a surprise, though, once it is a general opinion that work is one of the main sources of stress and a hotbed for tension between people, the percentage is not that high. Moreover, 30.9% of people said to not have experienced conflict at work, which is also surprising, even though it is roughly half of the number of people that answered "yes".

Issues with co-workers are the most common (50.5%). This does not come as a surprise, once this is probably the most common interaction within the employee's daily routine. Some participants anonymised this type of conflict as follows:

Participant No. 6²²

"Feeling threatened by a co-worker"

Participant No. 34²³

"I had (a) conflict with my co-workers regarding workplace management"

Participant No. 81²⁴

"I had a problem with a co-worker that was trying to take hours from me. I can only work part-time, and she could work full-time"

²² See Appendix D > Question 4C

²³ See Appendix D > Question 4C

²⁴ See Appendix D > Question 4C

Managers are also in constant interaction with employees, so having these options fall middle of the other options seems fair. It is, however, interesting to see that Directors/CEOs represented 7.2% of the answers. These roles are usually not in the first-hand contact with general employees, but it could be assumed that some of the participants work for small businesses, so their supervisors may also be the directors of the company.

This explanation could also mean that, once superiors wear many different hats, they are more in touch with the employees while performing tasks. Some participants anonymously shared details as follows:

Participant No. 63²⁵

“My manager was rude and spoke loudly to me”

Participant No. 25²⁶

“This was down to bullying of the manager”

Participant No. 85²⁷

“Difficult employer”

Participants were given the opportunity to identify the reasoning behind conflict in the workplace, and the highest percentage went to the “other issues” option (46.4%). Further research could be conducted looking into what this would constitute, but based on some of the anonymous elaborated answers, these issues could mean lack of communication, lack of proper leadership, and other organizational problems. Participants identified this type of conflict as follows:

²⁵ See Appendix D > Question 4C

²⁶ See Appendix D > Question 4C

²⁷ See Appendix D > Question 4C

Participant No. 41²⁸

“Dispute regarding procedures”

Participant No. 29²⁹

“Conflict about work practices”

Participant No. 74³⁰

“Lack of cooperation, not behaving as (a) team, self-centred approach”

While culture was not often pointed as the cause of issues (21.6%), when participants were given the chance to anonymously elaborate on how they saw the reasoning behind conflict at work, some identified cultural issues as follows:

Participant No. 6³¹

“Extremely sexist (quite common in his country of origin [...])”

Participant No. 16³²

“When people spoke on their language and excluded other people from the conversation”

Participant No. 18³³

“I believe she thinks she was better than me because I was (an) immigrant”

Participant No. 57³⁴

“Different values, religion”

²⁸ See Appendix D > Question 4C

²⁹ See Appendix D > Question 4C

³⁰ See Appendix D > Question 4C

³¹ See Appendix D > Question 5B

³² See Appendix D > Question 5B

³³ See Appendix D > Question 5B

³⁴ See Appendix D > Question 5B

Conflict is volatile, and it is seen differently from person to person. Therefore, limiting the reasons for it to happen is a nearly impossible task. However, these answers prove that there is a visible trend on where the tension may be coming from.

4.4 Assessing the Conflict

It is generally agreed that talking about an issue can help one solve it and alleviate the burden, so it is not a surprise that 61.9% of participants confirmed to have talked to someone about the conflict at work. Sharing one's concerns over an issue can shed a different perspective on a possible solution. An example of how talking about the conflict can help solve it, or find a way of minimizing its effects, some participants answered as follows:

Participant No. 40³⁵

“Speaking with managers and also to the person who I was in conflict (with) [...] led to a resolution. It's better to do this (at a later time when) both parties have cooled off and can reflect and see each other's perspective”

Participant No. 57³⁶

“We as a group had a meeting with the team and tried to settle the conflict”

Participant No. 81³⁷

“Talking to another co-worker helped me to talk to her”

When analysing who individuals chose to talk to, it is interesting that family/friends (45%) and co-workers (43.8%) were at the top. Thinking of a conflict that initiates and continues within an

³⁵ See Appendix D > Question 7D

³⁶ See Appendix D > Question 7D

³⁷ See Appendix D > Question 7D

organisation, reporting it to the HR department or a superior would probably have made more sense to correctly assess the dispute. However, talking to those that are closer to people provides a safer and more comfortable space, with no judgement.

Moreover, the HR department has the least votes of all options (11.3%). This may be due to some companies not even having the department active, perhaps due to the business' size, some would not deem the department relevant, so a superior would take on the responsibility of acting as the HR. Another possible reason why HR is at the bottom of the list may be due to some pre-conceived notion that this department may be passing on the dispute details to the superiors, breaking confidentiality; or that those who look for their help may become a target amongst their co-workers for bringing up the issue. A surprise came when 22.9% of participants answered not to have talked to anyone about the conflict. Some of the discoursed answers are as follows:

Participant No. 94³⁸

“The issue was not resolved due to continuing interpersonal conflict, which only ended when I left the company”

Participant No. 20³⁹

“I did not think it was worth (reporting) certain situations, mainly because nothing would change”

While other answers connected that to the lack of evidence and even people being “set on their ways” and not capable of change, a good number of answers also informed that individuals were feeling powerless facing the situation, as exemplified as follows:

³⁸ See Appendix D > Question 7D

³⁹ See Appendix D > Question 7D

Participant No. 44⁴⁰

“Feeling of intimidation”

Participant No. 19⁴¹

“Sometimes it is not worth discussing”

Participant No. 32⁴²

“He was friends with the bully, so I felt it was pointless (to raise the issue with a superior)”

This confirms that when disputes are not assessed fast and properly, individuals suffer from an array of negative emotions, such as stress, low self-esteem, and anxiety, which leads them to disconnect from the company. Finally, it is a bit odd that some people say they have not experienced conflict at work (30.9%). Authors would agree that conflict is a constant, around us at all times. So, it is curious that some participants have not experienced it, especially when thinking of a work environment. Perhaps conflict is not happening within the staff, but with customers. Further research could be conducted to explore this area.

4.5 ADR and the Conflict

When 50.5% of people answer that they are not aware of ADR initiatives at work, it is clear that there is no presence of alternative methods to deal with disputes, and if there are, they are not being advertised to staff. However, it is also possible that there are ADR initiatives in the company, but they have different names, so participants were not able to identify them while answering the questionnaire.

⁴⁰ See Appendix D > Question 7E

⁴¹ See Appendix D > Question 7E

⁴² See Appendix D > Question 7E

This raises another question. If the company does provide ADR methods to assess conflict, why would they be renamed? Perhaps there are some stigmas associated with these practices, and renaming the process is a way of still implementing the practices. Deeper research would need to be carried out to confirm this hypothesis. When asked if they could provide some anonymous information about the use of ADR at their workplace, participants discoursed as exemplified as follows:

Participant No. 34⁴³

“I believe ADR (would) help to solve the problem. But in my workplace, we (have never had the option of) ADR”

Participant No. 59⁴⁴

“An Alternative Dispute Resolution (option) would be a great help”

Of all options available, Mediation being the one with the highest percentage (14.4%) also reinforce that this approach is often the best low-impact and long-lasting option to assess workplace conflict. Furthermore, a considerable number of participants confirmed the lack of ADR initiatives in their workplace (28.9%). While nothing can be proved without proper research, we can assume that people that have answered no to being aware nor using ADR before could be the same people that have not tried solving the conflict within the company. Perhaps individuals are not aware of the initiatives because they have never looked for them.

⁴³ See Appendix D > Question 9E

⁴⁴ See Appendix D > Question 9E

Chapter 5 - Discussion

This section aims to evaluate the general findings while connecting them to the literature review and research questions while producing an argument to support a conclusion (**McCombes, 2019**). This chapter is looking at the primary research that was conducted for Chapter 1 – Literature Review in comparison with the data found while conducting the questionnaire and presented in Chapters 3 and 4 – Data Presentation, Analysis and Findings.

This analysis supports the theory that not only is diversity related to creativity, but it is also an underlying issue that can trigger the incidence of conflict in the workplace. Furthermore, data suggests that ADR is still not being sufficiently explored in businesses as a valid alternative to deescalating conflict. A discussion is being presented on how all this information is either confirming or challenging one another. Further clarification and testing of theories are also being given during this chapter. For coherence, the main text has also been subdivided following the order of presentation of information in the earlier chapters.

5.1 Cultural Diversity and Creativity in the Workplace

The analysis conducted in this research has found that, while authors such as **Mazur (2010)** and **Chamorro-Premuzic (2017)** argue in favour of a connection between the incidence of creativity and diversity, these two phenomena are yet too dense and subjective to be correlated with each other. On the one hand, allowing for a more open-minded and accepting environment can be the key to unlocking innovation. But on the other hand, displays and expressions of creativity change from person to person, as well from industry to industry. Taking for example modern art. For some, it is noticeably clear what the artist is trying to convey, while for others it looks messy or confusing.

While diversity alone is not completely linked to the incidence of creative thinking, it is highly connected to how individuals design new ideas. Exercising one's brain to overcome linguistic, behavioural, and ethical barriers while in a work team can trigger higher brain activity that will, not only be useful when creating proposals but also when interacting within a culturally diverse group. Not only can creative thinking be achieved by introducing cultural diversity at the workplace, but the organisation will also have a better chance of reaching a diverse customer base, once they associate more with staff that shared characteristics with consumers. These initiatives also show that the business is open to evolving with society.

Surprisingly, contrary to the association of diversity and innovation, the results achieved through the questionnaire raise the implication that the general workplace is yet not as diversified as one would assume. Participants presented evidence of a certain predominance in the work environment, whether from a specific gender, nationality, or ethnicity. This also contradicts the assumption that today's workplace is widely diversified, with a mix of nationalities, races, and gender. Analysis might suggest that diversity is the answer to finding innovation and creativity. The reliability of this information is connected to the sample material collected for this analysis, however, based on these findings, due to the generalized lack of true expressions of diversity, current occurrences of creativity cannot be associated with this hypothesis.

As proven by the results obtained⁴⁵, the occurrence of certain workplace conflict is associated with a disconnect between values from different cultures. These results contribute to work conducted by **Mazur (2010)** and **Luijters et al. (2008)** where lies a hypothesis that individuals that do not see similarities amongst a group will not associate with one another, hence making a culturally diverse team more prone to disagreements. These teams may also be more likely to suffer from tension once

⁴⁵ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 4C for transcripts.

often people are unsure on how to act or react to different expressions of work morale and standards.

The results obtained in the questionnaire also build on the fact that often people are quick to associate the idea of diversity with race and ethnicities⁴⁶. This age-long dilemma is often perpetrated by communication channels, as well as some corporations. Furthermore, this association puts diversity into a box, and it cannot be seen past that parameter. In a way, the results found in the questionnaire contribute to the hypothesis by **Finch (2021)** that “token hires” are often the only way in which diversity is introduced to the workplace. When questionnaire participants answer that their organisation values people from different ethnic backgrounds, are they pretraining that isolated expressions of diversity are enough?

It is important to deconstruct the idea that race is the only or the main way in which cultural diversity exists. Culture goes much deeper than just the colour of the skin or the way people look. This is supported by **Boroditsky (2017)** when the author claims it is within values, beliefs, religion, which is why work needs to be put into diversity initiatives to make them reflect what the concept is. This data contributes to the understanding of why employees, when noticing differences in treatment compared to the rest of the staff, may have a hard time adapting to a pre-existing group, triggering anxiety and feelings of loneliness.

If culture is being treated solely as a way of marking boxes, these negative feelings arise, harming people’s desire to contribute to the work, because they may fear being bullied, discriminated against, or have their ideas shut down. This can also be associated to certain feelings of exclusion people experience when groups of workers that come from the same country, therefore sharing the same language, customs, etc. instantly connect, often out casting the remaining of the staff.

⁴⁶ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 3B for transcripts.

5.2 Cultural Diversity and the Workplace

Discrimination in the workplace can present itself in different ways, but more commonly and easier identifying are racism, xenophobia, and stereotypes. It is extremely hard to keep these from entering the workplace, especially given that often people may not even be aware that they carry these factors until they manifest. In conformity with work conducted by **Zia and Syed (2013)** that conflict is naturally found in every organization, questionnaire participants also identified a significant percentage⁴⁷ of conflict happening amongst themselves and other staff, as well as management figures.

The workplace is filled with diverse ideas, skills, and personalities. It is necessary that management and directors closely monitor the interactions between staff, as well as the diversity initiatives, to guarantee that people and ideas are not being cast aside. The data collected from the questionnaire builds on existing work by **Marsella and Noren (2003, as mentioned by Marsella, 2005)** and confirms this hypothesis. The authors (**Marsella and Noren, 2003, as mentioned by Marsella, 2005**) believe that there are several different possible causes of conflict that range for several issues. As per the information collected from the questionnaire, participants confirm that not always, even in a diverse workplace, is conflict related to culture and it can often be the result of political, religious, or moral friction.

All organisations are vulnerable to issues, but due to specific problems associated with diversifying staff, some companies take a step back on taking proper action to guarantee the success of diversity initiatives. Hiring assorted types of people is treated as a way of maintaining the corporation's image, in other words, it is done solely based on social pressure and a need to tick boxes. It could be said

⁴⁷ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 4B for statistic value.

that managing a diverse team is much more challenging than a homogenous group, once the former requires closer attention and more dedicated time to make sure all collective needs and concerns are met, without overlooking others. Diversity needs to be understood not as “these people matter more than you”, rather as “all employees are just as important and should be treated as such”.

Whenever, for any reason, conflict does arise, it is important to act fast. Leaving the situation to worsen or to grow bigger can only bring more problems to the organisation. Not only are the parties directly involved in the dispute being affected, but also those around them. Close work friends, acquaintances, and staff, in general, are the channels that will likely propagate the conflict throughout the office, intentionally or not. However, as close relationships will often do, when they choose to side with either or of the parties or try to get involved to help, things may get worst, and they are likely to become an active conflict party themselves.

Due to the lack of data on the connection of specific cultural expressions within the sample that participated in the questionnaire, it is beyond this study to test how culture affects nuances and how people see conflict in the workplace. However, the results can be generalized based on a hypothesis by **Luijters et al (2008)** that culture is so deeply rooted in people when disputes are triggered by cultural aspects it may have long-lasting negative effects on the staff.

5.3 Cultural Conflict

When cultural conflict arises is also when the diversity initiatives are put to test. If the company acts fast and can assess the conflict, minimize its effects, and maintain a good relationship amongst staff, they could say that the initiatives are successful. But if they are using the program as a way of ticking boxes and hiring people as a token, when conflict arises, it will become noticeably clear that the

intentions of the company were never to retain diversified talent. Once people realize their values do not align with the company's, total disconnection is frequently what staff would look to do. This is confirmed when, in some answers from the questionnaire⁴⁸, individuals identified the desire or the action to leave the company they worked for. Furthermore, in line with this hypothesis, work directed by **Kidder (2007, as mentioned by Mckenzie, 2015)** also agrees that in any expression of conflict there are always negative emotions surrounding the parties.

Nobody likes conflict. Having to assess it is a hard task, which could be one of the reasons why conflict is often overlooked and pushed aside, under the rug, and people are told to just get over it. While this is confirmed when some participants point out in the questionnaire that they failed to bring the issue to their superiors, these results can only be considered when understanding that several unidentified factors affected the result that brought this person to make that decision.

While existing research by **de Guzman et al (2016)** argues that several people may often carry racial biases when asked to interact with minorities, it is beyond this study to test this hypothesis. However, the results gathered from the questionnaire contribute to existing evidence that **de Guzman et al (2016)** names as "microaggressions". Participants shared⁴⁹ expressions of feeling disconnected from others or being treated differently from the majority of the represented group in the staff. A non-resolved conflict can create ten more. Mediation proposes that disputing parties have a safe and confidential space to talk to each other, with the guidance of an independent third party, in hopes of finding a common solution that satisfies all people involved.

What often happens in companies is that the HR department is asked to act as a mediator when conflict

⁴⁸ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 8B for transcripts.

⁴⁹ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 4C for transcripts.

happens. While having an in-house system to tackle tension amongst staff seems appropriate, concerns can be raised especially regarding the impartiality that is core to the process of mediation. Being part of the management departments, the HR would be in contact with staff regularly, creating bonds and relationships. This could taint the process, swaying it towards a side that the department is closer to. However, it is important to note that this is not always the case, but it is also not the only worry. Staff may not be comfortable sharing certain aspects of the dispute or their thoughts with HR, so bringing a third party from outside the company can be a much better option.

5.4 Alternative Dispute Resolution in the Workplace

Over the past few decades, ADR has become more and more popular as a way of assessing workplace conflict. Namely, mediation is often the first choice for many when dealing with interpersonal conflict, especially if a delicate issue is involved. While the way of conducting the process will vary depending on factors such as the style of the mediator, cultural background of the parties, or methods applied during the process, mediation saves time, resources and the relationship between the parties can also be maintained. As the work presented by **Bollen and Euwema (2013)** confirms, often the necessary resolution for the conflict goes beyond just a legal solution. Nonetheless, the credibility of this hypothesis is limited by the fact that ADR is still not widely known in the workplace, as has been evidenced by the questionnaire⁵⁰.

Building on the data presented by Bollen and Euwema (2013), although transformative mediation may not be the first style that comes to mind when thinking of workplace mediation, its core principles can help employees not only in assessing existing or future conflicts but also in improving their

⁵⁰ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 9A for statistic value.

relationships with co-workers in general. This theory can be considered when thinking that, as proven by the questionnaire⁵¹, people will often choose to leave the situation of conflict rather than facing it. This data can then bring new insight into how the core principles of transformative mediation can be used to assess workplace conflict.

Firstly, empowerment can be achieved in the mediation by allowing parties to take over the decision-making part of the process, giving them space and necessary tools to find their voices to act on their needs. If this empowerment is transferred to the individual's daily life, they can apply this same principle of expressing themselves when interacting with colleagues. This will likely create in them a sense of self-worth, boost confidence and can even improve their performance at work. On the other hand, as proven by data collected from the questionnaire⁵², the staff is less likely to delegate even more power to superiors when facing a conflict. These results fit with the hypothesis done by **Muller (2017)** that employees may see management departments as allies amongst each other, hence overlooking the employee's needs.

Secondly, recognition is what could potentially minimize the chances of future conflict. Understanding the other party's concerns and where they come from, as well as reflecting on their actions, helps parties see a light at the end of the tunnel where they can discuss if a solution is viable. Sometimes just talking about the problem can be enough to give parties the closure they need on the conflict. Bringing this understanding of the need for empathy to their work life, individuals are more likely to be cooperative and create a helpful environment around them. They are more open to seeing an opposite point of view, and they are surer of where they stand on issues.

⁵¹ This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 8B for transcripts.

⁵² This refers to anonymous answers given by questionnaire participants. See Appendix D > Question 7B for statistic value.

Just as diversity initiatives, mediation needs to fit the organisation, not the other way around. Mediation can help promote a culture of open dialogue between parties, which is good for a diverse workplace. This will not only benefit the employees at that moment but can also create in them more empathy for the future. Cultural diversity has been a highly discussed topic in the workplace as a reflection of how organisations are trying to keep up with the trends around the world.

Bringing different ethnicities into the office is allowing for companies to create a more innovative portfolio, as well as connecting with a broader customer base. However, this mix can also be the reason for the increase in interpersonal tension, anxiety, and absence amongst employees. A low-impact and long-lasting solution to addressing this type of conflict is mediation. By giving the parties the confidential and impartial space they need to express their needs and concerns, this ADR method has proven to be a highly valuable option. While a debate remains regarding which methods and approaches to employ, it is clear that mediation has the potential of being the main dispute resolution alternative.

Conclusion

At the beginning of this thesis, three main questions structure the layout of the paper, centring the paper on the connection of diversity with creativity, the influence of cultural diversity in workplace conflict, and the use of mediation as a tool to assess this type of dispute. After an extensive process of investigation, conducting a questionnaire, and analysing the available literature on the topic, we can conclude that the research questions have, indeed, been answered throughout this paper.

The first topic that has been covered is the link between diversity and creativity. Following work conducted by **Mazur (2010)**, **Gołowska and Crisp (2014)**, and **Vedantam, Schmidt, Shah, and Boyle (2020)** we can conclude that there is a connection between the incidence of creative levels with a highly diversified group of individuals. These interactions are responsible for driving people outside of their comfort zone to overcome several barriers, such as language, for example. Therefore, those that interact with different cultures are given the chance to broaden their horizons and learn from their divergencies, hence, also allowing for more creative and innovative thinking.

Following the second topic, we look at the levels at which cultural diversity can be a conflict trigger at work. While this answer has, in a way, been answered, this is not exhausted, and different conclusions can be drawn. Certain aspects have been explored, such as the presence of racism as one of the ways of initiating disputes, but on the other hand, what has been called “microaggressions” by **de Guzman et al (2016)** may not be as visible as expressions of ethnical exclusion, and yet they have the same power to become the beginning of the conflict. In a sense, cultural conflict can be a major reason behind interpersonal tension. However, the different ways in which this can be expressed, as well as how the conflict is viewed can change the degree to which culture plays a part in contributing to the dispute. Future research can be conducted to understand other ways in which cultural differences can either be a cause of aggravator of conflict in the workplace.

Finally, the last topic was focused on analysing how mediation can be useful when assessing cultural conflict in the workplace. More specifically, transformative mediation was studied as perhaps a more suitable style when action on disputes that are related to culture. After examining several aspects of mediation and how they interact with cultural disputes and the workplace, it is clear that ADR is the answer for a more efficient and personal way of dealing with disputes. For those and other reasons, the workplace is moving fast towards fully implementing these approaches whenever conflict arises. Moreover, while more work can be conducted to expand these findings, the use of transformative mediation could be the answer to assessing sensitive conflict, such as culture-related disputes, in the workplace.

This work started looking at a somewhat stiff notion of the main concepts of creativity, diversity, conflict, and mediation. However, it must be made clear that these conclusions are not final and can eventually even become wrong depending on how the workplace, the use of mediation and the concept of creating change in the next few years. The research was conducted at a time when the world is believed to be incredibly open and welcoming, which is contradicted daily with reports of aggressions towards minorities and an even longer road for inclusion and acceptance. Nonetheless, we can conclude that, as long as people still believe that diversity can bring positive aspects into workgroups, we will continue to see several efforts to make it a constant, not only in the workplace but also in other aspects of society.

Reflection

I decided on the theme for this dissertation while in one of our course classes. I had the idea of using aspects of culture or the life of an immigrant as part of the thesis, and looking at these in the workplace, in my mind, would broaden my views, as well as readers' views, on certain work-life aspects that we tend to overlook. Finding the scope of the project was a difficult task. Firstly, my draft idea was too broad, and I had to look for ways of focusing on the area of studies. My intention was never to tackle one specific issue, rather, to have open research that would allow me to move to different aspects within the same area.

Secondly, I did not want to restrict my questionnaire sample, nor other materials that I used, based on age. I believe that cultural issues can, unfortunately, happen to anyone at any time of their lives. Regardless of the form it takes, ethnicities living amongst a different one will experience at least one occurrence of cultural tension. Therefore, the way I found to focus the thesis in one area was to bring in the work aspect and limit the research to a specific environment. Again, no criteria needed to be met to qualify which type of business or organisation I would look into, as conflict is a constant in human behaviour.

When I started looking into sources, not only did I use an array of articles and websites, but I also tried getting in touch with people that are experts in the area of diversity and inclusion in the workplace. After a couple of unsuccessful interactions online, I was able to find a couple of people that were willing to help the best they could. Thankfully, even those that could not help much were happy to point me in the direction of contacting other people or send me some material they believed to be relevant. Getting to know people that work with the subject daily helped me see a more practical need for research like this to look into the various ways the workplace can be improved.

Another challenge was the actual writing that went into putting all the work, sources, and opinions in order. Writing a dissertation paper in my native language would be a big task on its own but having to do it in English adds another layer to it.

Very often I would have a hard time transferring my ideas to paper or finding the words to express myself clearly. Thankfully, throughout this process, I could surround myself with people that supported me and gave me constructive feedback on my work. One of the most rewarding exchanges of knowledge happened when I was invited to deliver a talk on the thesis by Community Law and Mediation⁵³, a non-profitable organisation in Dublin I had the pleasure of volunteering with for a couple of months between 2020 and 2021. Even though the talk was an informal conversation, sharing my thoughts and the process of writing the research with other volunteers and mediators gave me the chance to receive great constructive and thoughtful feedback.

Starting this course was a well-thought decision, but never in all my planner could I have predicted that I would be doing the masters at the same time a global pandemic is affecting the planet. While this did affect the chance to practice some of the teachings face to face, it was one of the reasons why I could put this much effort and time into doing the course. I lost my job due to the pandemic, but I saw this as a chance to use the time to do my research and absorb and learn from what I was doing. Today, I can look back at the beginning of this project and be proud of how far I have come.

As one of my aspirations moving forward is to work in the field of recruitment and Human Resources, conducting this study has helped me understand that diversity is much more than just one isolated

⁵³ Available at: <<https://communitylawandmediation.ie/>>.

hire, or an exercise of ticking boxes, but that it can deeply impact employees as well as the image of a company.

Looking into how I have structured the dissertation, I can confidently say that I have covered all my areas of interest. I was always a fan of the arts and being able to analyse the incidence of creativity and diversity bring me great joy. I am an immigrant myself, so I always saw the many nuances of diversity in inclusion from remarkably close. Finding the connection between creativity and diverse was an interesting path that I am happy to have chosen to study for this paper. Researching how diversity affects the workplace is also a journey that I will be continuing after this research. I have always been interested in working closely with people in a work environment, so I took all the chances this research gave me to broaden my horizons on the subject.

I am confident that all the time and work I put into this research paper has brought not only academic but also personal growth. During the year and the months, I have been focusing on writing the dissertation, I had to endure some hard times and some tough personal decisions had to be made. But I am happy and glad for the difficult times because they have also helped me get where I am today.

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Appendix

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Appendix A: Ethical Approval Form

Form A: Application for Ethical Approval	
Undergraduate/Taught Postgraduate Research	
This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor if the proposal has already been accepted.	
Please save this file as <i>STUDENT NUMBER_AEA_FormA.docx</i>	
Title of Project	When diversity breeds creativity – mediating cultural conflict in the workplace
Name of Learner	Carolina Camargo Schimitel
Student Number	51696461
Name of Supervisor/Tutor	Mr. John Dunne B.L.

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

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

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

<p>If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. You will need to fill in Form B Ethical Approval and submit it to the Research & Ethics Committee instead of this form.</p> <p>There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.</p>	
<p>I consider that this project has no significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).</p>	<input checked="" type="checkbox"/>
Name of Learner	Carolina Camargo Schimitel
Student Number	51696461
Date	13/03/2021
<p>I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.</p>	<input checked="" type="checkbox"/>
Name of Supervisor/Lecturer	John Dunne BL
Date	21/03/2021

Appendix B: Transcript of Jane Finch’s interview answers

Why is do you believe diversity is being discussed so much today?

I believe this is a combination of historical changes. In the West we have become increasingly individualistic until there has been a clash between how we are expecting to be treated and how we are actually treated. This causes more and more people to speak up and say, this is not ok for me and this is not okay for other people either. Because we are now globally inter-connected and communication is no longer controlled in the way it was historically, we can see that injustice is occurring in many places and we are not the only ones affected. On top of this businesses are beginning to understand that the old ways, with one dominant way of thinking, are not sustainable. Effectively we are moving from the ‘colonial’ way of doing business (‘I know what is best for you even though you are not like me’) to a new way where diversity along with inclusion is necessary for business and community survival.

Do you see a connection between diversity in the workplace and an increase in innovation and creativity?

I absolutely do, as long as everyone values each other's contribution. The different viewpoints mean more ideas and more chance of seeing the pitfalls of a particular course of action.

What are some drawbacks that, when not correctly introduced and monitored, diversity initiatives can have in an organization?

- Perceptions of tokenism, which is damaging for the individual and for the initiative.
- A lack of the expected creation and innovation because the 'diverse' people are not included or valued.
- Conflict because of a lack of understanding of cultural differences
- Conflict because the dominant demographic think that they still know best or try to force the 'diverse' people into the existing culture
- A loss of commitment and creativity because an exclusive culture hasn't been addressed
- Turnover of the 'diverse' people because the environment is poor or even unsafe

Can diversity be a conflict trigger?

Yes, see above. Also, if not managed such that inclusion explicitly means including everyone then members of the majority group can feel threatened

What are some steps that a company can take in order to reduce negative behaviours towards minorities?

- Ensure diversity and inclusion are part of the strategic vision and actively supported by the most senior staff

- Ensure the business case for diversity and inclusion is explained and the value of diverse ideas is talked about
- Educate employees on an ongoing basis on how to be inclusive, how to recognise their own biases and blind spots, how to talk about poor (exclusive) behaviour, ensure everyone is included
- Be seen to deal with exclusive behaviour and reward inclusive behaviour
- Train managers and HR so they are able to deal with poor behaviour appropriately, including sensitive treatment of the aggrieved person (e.g., they are not fobbed off with ‘I’m sure they didn’t mean it’)

Are you aware of any diversity initiative that advises on applying any Alternative Dispute Resolution methods (mediation, negotiation, arbitration) as a way of assessing conflict in the workplace?

I am not aware of this, no.

Is there any material (previously conducted studies, research, interviews, etc.) you believe would be useful to my research?

I am aware McKinsey have done research on the business case and they note that poorly managed diversity does not help – not sure they actually talked about conflict resolution. I will keep my eyes open and send you anything I see.

Appendix C: Information Consent for Questionnaire Participants

MASTER OF ARTS IN DISPUTE RESOLUTION

IMPORTANT NOTES

Purpose

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

Confidentiality

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

Aim

The research aim is to understand the impact of mediation with respect to cultural conflicts in the workplace.

Declaration

This research is being carried out in accordance with the WMA Declaration of Helsinki (2013) ethical principles (available at: - <https://www.wma.net/policies-post/wma-declaration-of-helsinki-ethical-principles-for-medical-research-involving-human-subjects/>)

Concerns

In case you have any doubts or concerns in relation to this research, you are welcome to contact the research supervisor, Mr. John Dunne BL (john.dunne@independentcolleges.ie) and the research

candidate Ms. Carolina Schimitel (carolinaschimitel@hotmail.com) who is a registered student at Independent College Dublin undertaking the degree of Master of Arts in Dispute Resolution.

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

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

Proceeding with the questionnaire, you are automatically indicating that:

- You have READ and AGREED with the above information
- You agree to participate this research VOLUNTARILY
- You are 18 years or over

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

Appendix C: Complete Survey Questionnaire

1A. What region were you born in? *

- EU (European Union)
- Non-EU (Outside European Union)

1B. Which region do you currently reside in? *

- EU (European Union)
- Non-EU (Outside European Union)

2. When you think of a diverse workplace, what does the staff look like to you? *

More than one option is possible

- Mostly Men
- Mostly Women
- A mix of men and women
- A mix of mostly men and POC (People of Colour)
- A mix of mostly women and POC (People of Colour)
- Inclusion of BAME (Black, Asian, and Minority Ethnic) community
- Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community

3A. Having read the options in Question 2, would you consider your workplace to be culturally diverse? *

- Yes
- No

3B. Please provide some anonymous details regarding your answer in 3A *

A short answer explaining why do you believe your workplace is or is not diverse

Your answer

4A. Have you ever experienced conflict at work? *

Yes

No

4B. If you have answered "Yes" to Question 4A, was the conflict involving: *

More than one option is possible

Co-workers

Supervisors

Line managers

Department managers

Directors/CEOs

I have answered "No" to Question 4A

4C. Please provide some anonymous details regarding your answer in 4B

A short answer explaining the conflict you have experienced

Your answer

5A. Regarding your answers in Question 4, do you believe the conflict was caused as a result of cultural issues (i.e. language barrier, different values or beliefs, etc.) or other issues? *

- Cultural issues
- Other issues
- I have not experienced conflict at work

5B. Please provide some anonymous details regarding your answer in 5A

A short answer explaining what you believed caused the conflict

Your answer _____

6 Regarding your answers in Question 5, if you did experience conflict in the workplace, how did it affect you and your performance? Please provide some anonymous details regarding your answer.

Your answer _____

7A If you did experience conflict in the workplace, did you speak to anyone about the situation? *

- Yes
- No
- I have not experienced conflict at work

7B. If you answered "Yes" to Question 7A, who did you speak to about the conflict?

More than one option is possible

- Co-worker
- Supervisor
- Manager
- HR (Human Resources)
- Family/friends
- I did not speak to anyone about the conflict

7C. Regarding your answer in Question 7A, if you did speak to anyone about the conflict, did it help you in resolving the issue?

- Yes
- No

7D. Please provide some anonymous details regarding your answer in 7C

Your answer _____

7E. Regarding your answer in Question 7A, if you did not speak to anyone about the conflict, was there a reason? Please provide some anonymous details regarding your answer.

Your answer _____

8A. Were you able to resolve the conflict? *

- Yes
- No
- I have not experienced conflict at work

8B. Please provide some anonymous details regarding your answer in 8A

Your answer

9A. Does your workplace provide Alternative Dispute Resolution services to understand and reduce conflict? *

- Yes
- No
- I am not aware of any services of this kind at my workplace

9B. If you have answered "Yes" to Question 9A, which services are available? *

More than one option is possible

- Mediation
- Negotiation
- Arbitration
- I am not aware of any services of this kind at my workplace
- I have answered "No" to Question 9A

9C. Have you ever used any Alternative Dispute Resolution services (Mediation, Negotiation, Arbitration) *

- Yes
- No

9D. If you have answered "Yes" in Question 9C, did the Alternative Dispute Resolution process help resolve the conflict you experienced? *

- Yes
- No
- I have never used any Alternative Dispute Resolution process

9E. Please provide some anonymous details regarding your answer

Your answer

Appendix D: Anonymized questionnaire answers

Question 1A

Participant Number	Answer
1	Non-EU (Outside European Union)
2	Non-EU (Outside European Union)
3	Non-EU (Outside European Union)
4	Non-EU (Outside European Union)
5	Non-EU (Outside European Union)
6	Non-EU (Outside European Union)
7	EU (European Union)
8	Non-EU (Outside European Union)
9	EU (European Union)
10	EU (European Union)

11	EU (European Union)
12	EU (European Union)
13	EU (European Union)
14	Non-EU (Outside European Union)
15	EU (European Union)
16	Non-EU (Outside European Union)
17	EU (European Union)
18	Non-EU (Outside European Union)
19	EU (European Union)
20	Non-EU (Outside European Union)
21	EU (European Union)
22	EU (European Union)
23	EU (European Union)
24	Non-EU (Outside European Union)
25	EU (European Union)
26	Non-EU (Outside European Union)
27	Non-EU (Outside European Union)
28	EU (European Union)
29	EU (European Union)
30	EU (European Union)
31	EU (European Union)
32	Non-EU (Outside European Union)
33	Non-EU (Outside European Union)
34	Non-EU (Outside European Union)

35	EU (European Union)
36	Non-EU (Outside European Union)
37	EU (European Union)
38	Non-EU (Outside European Union)
39	Non-EU (Outside European Union)
40	EU (European Union)
41	EU (European Union)
42	Non-EU (Outside European Union)
43	EU (European Union)
44	Non-EU (Outside European Union)
45	Non-EU (Outside European Union)
46	EU (European Union)
47	EU (European Union)
48	Non-EU (Outside European Union)
49	Non-EU (Outside European Union)
50	EU (European Union)
51	Non-EU (Outside European Union)
52	Non-EU (Outside European Union)
53	EU (European Union)
54	EU (European Union)
55	EU (European Union)
56	EU (European Union)
57	Non-EU (Outside European Union)
58	EU (European Union)

59	Non-EU (Outside European Union)
60	Non-EU (Outside European Union)
61	EU (European Union)
62	EU (European Union)
63	Non-EU (Outside European Union)
64	Non-EU (Outside European Union)
65	Non-EU (Outside European Union)
66	EU (European Union)
67	Non-EU (Outside European Union)
68	EU (European Union)
69	EU (European Union)
70	EU (European Union)
71	EU (European Union)
72	EU (European Union)
73	EU (European Union)
74	EU (European Union)
75	EU (European Union)
76	EU (European Union)
77	EU (European Union)
78	Non-EU (Outside European Union)
79	Non-EU (Outside European Union)
80	EU (European Union)
81	Non-EU (Outside European Union)
82	EU (European Union)

83	EU (European Union)
84	Non-EU (Outside European Union)
85	EU (European Union)
86	Non-EU (Outside European Union)
87	EU (European Union)
88	EU (European Union)
89	Non-EU (Outside European Union)
90	Non-EU (Outside European Union)
91	Non-EU (Outside European Union)
92	Non-EU (Outside European Union)
93	Non-EU (Outside European Union)
94	Non-EU (Outside European Union)
95	Non-EU (Outside European Union)
96	Non-EU (Outside European Union)
97	Non-EU (Outside European Union)

Question 1B

Participant Number	Answer
1	EU (European Union)
2	EU (European Union)
3	EU (European Union)
4	EU (European Union)
5	EU (European Union)

6	EU (European Union)
7	EU (European Union)
8	EU (European Union)
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16	EU (European Union)
17	EU (European Union)
18	EU (European Union)
19	EU (European Union)
20	EU (European Union)
21	EU (European Union)
22	EU (European Union)
23	EU (European Union)
24	EU (European Union)
25	EU (European Union)
26	EU (European Union)
27	Non-EU (Outside European Union)
28	EU (European Union)
29	EU (European Union)

30	EU (European Union)
31	Non-EU (Outside European Union)
32	EU (European Union)
33	EU (European Union)
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37	EU (European Union)
38	EU (European Union)
39	EU (European Union)
40	EU (European Union)
41	EU (European Union)
42	Non-EU (Outside European Union)
43	EU (European Union)
44	EU (European Union)
45	EU (European Union)
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88	EU (European Union)
89	Non-EU (Outside European Union)
90	Non-EU (Outside European Union)
91	Non-EU (Outside European Union)
92	EU (European Union)
93	Non-EU (Outside European Union)
94	Non-EU (Outside European Union)
95	EU (European Union)
96	EU (European Union)
97	Non-EU (Outside European Union)

Question 2

Participant Number	Answer
1	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
2	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
3	Mostly Women
4	A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
5	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
6	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
7	Inclusion of BAME (Black, Asian, and Minority Ethnic) community
8	A mix of men and women, A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community

9	A mix of men and women
10	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
11	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
12	A mix of mostly men and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community
13	A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community
14	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
15	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
16	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
17	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
18	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community

19	A mix of men and women
20	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
21	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
22	A mix of men and women
23	A mix of men and women
24	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
25	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
26	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
27	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
28	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
29	A mix of men and women, A mix of mostly women and POC (People of Colour),

	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
30	Mostly Men, Mostly Women, A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
31	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
32	A mix of men and women, A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
33	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
34	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community
35	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
36	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender,

	Asexual and any other queer-identifying community) community
37	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
38	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
39	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
40	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community
41	A mix of men and women
42	A mix of men and women
43	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
44	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
45	A mix of men and women, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
46	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer,

	Intersex, Agender, Asexual and any other queer-identifying community) community
47	Inclusion of BAME (Black, Asian, and Minority Ethnic) community
48	Mostly Women, A mix of mostly women and POC (People of Colour)
49	Mostly Women, A mix of mostly women and POC (People of Colour)
50	A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
51	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
52	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
53	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
54	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
55	Mostly Women
56	A mix of men and women
57	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community

58	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
59	A mix of men and women, A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
60	Mostly Men
61	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
62	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
63	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community
64	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
65	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
66	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community

67	A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community
68	A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
69	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
70	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
71	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
72	Mostly Men, A mix of mostly men and POC (People of Colour)
73	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
74	A mix of men and women
75	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
76	A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay,

	Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
77	Inclusion of BAME (Black, Asian, and Minority Ethnic) community
78	A mix of men and women
79	A mix of men and women
80	A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community
81	A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
82	A mix of men and women
83	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
84	A mix of men and women
85	Inclusion of BAME (Black, Asian, and Minority Ethnic) community
86	A mix of men and women, A mix of mostly men and POC (People of Colour), A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
87	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
88	Inclusion of BAME (Black, Asian, and Minority Ethnic) community

89	Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
90	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
91	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
92	A mix of men and women
93	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
94	A mix of men and women, Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
95	Mostly Women, A mix of mostly women and POC (People of Colour), Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community
96	A mix of men and women
97	Inclusion of BAME (Black, Asian, and Minority Ethnic) community, Inclusion of LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Agender, Asexual and any other queer-identifying community) community

Question 3A

Participant Number	Answer
1	Yes
2	Yes
3	Yes
4	Yes
5	Yes
6	Yes
7	No
8	Yes
9	Yes
10	Yes
11	No
12	No
13	Yes
14	No
15	Yes
16	Yes
17	No
18	Yes
19	No
20	Yes
21	Yes

22	Yes
23	Yes
24	Yes
25	Yes
26	Yes
27	Yes
28	Yes
29	No
30	No
31	Yes
32	Yes
33	Yes
34	Yes
35	Yes
36	Yes
37	Yes
38	Yes
39	Yes
40	Yes
41	Yes
42	Yes
43	Yes
44	No
45	Yes

46	Yes
47	Yes
48	Yes
49	Yes
50	Yes
51	Yes
52	No
53	No
54	Yes
55	No
56	Yes
57	No
58	Yes
59	No
60	Yes
61	Yes
62	Yes
63	Yes
64	Yes
65	No
66	No
67	Yes
68	No
69	Yes

70	Yes
71	No
72	Yes
73	No
74	Yes
75	Yes
76	No
77	No
78	Yes
79	No
80	Yes
81	Yes
82	No
83	No
84	Yes
85	No
86	Yes
87	No
88	No
89	No
90	Yes
91	No
92	Yes
93	No

94	No
95	Yes
96	Yes
97	No

Question 3B

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	Yes people from diferents countries
4	There is a good number of LGBT+ people at work, Brazilians, and Easter Europeans at work
5	(No answer given)
6	Women, men, gay, foreigners..
7	No ethic minorities in the workforce. Mostly Irish men & women.
8	Because there's mix of people from different nacionalities and sexual orientation.
9	(No answer given)
10	We have all genders and poc and lgbtqia working in the business
11	I feel that there is little diversity in my workplace as it is a homegrown product that is being represented. For that reason, I feel that my employer has chosen representatives of the product accordingly.
12	All teachers are Irish
13	People of all nationalities work there and are treated equal

14	Only Irish people
15	My workplace has both an equal mix of men,women,poc and members of the lgbtq community
16	We are a team of Irish, Brazilians, Philippines, Indians, Romanians, Nigerians and Polishes working together!
17	All ethnically Irish or British
18	People from different countries
19	Ratio women to men is 8:1.
20	My workplace is diverse because it has people of various nationalities and diverse ethnicities.
21	People of various ethnicities and gender in the workplace
22	There is lots of different nationalities and cultures under one roof
23	There are mang nationalities there are also a lot of different age ranges and a good mix of men and women.
24	Mix between Men and Women, people from different countries, needs to be more mixed with POC
25	Multi cultural men and women, all sexualities included
26	I believe everyone deserves an opportunity to work
27	My workplace is very diverse
28	Although only a small number of staff, mix of men and women, different sexuality's and race.
29	Mostly white males
30	I'm a sole trader.
31	Many international and multicultural teams
32	It holds people from different nationalities, skin colour, and LGBTQIA+

33	The place where I work hires people from many diverse nationalities which helps with the increase of the diversity in our group
34	We can see each person has their own way to work according their background
35	Although only a small number of staff, mix of men and women, different sexuality's and race.
36	There's a lot of different nationalities, at least 6.
37	People from all ethnic and social backgrounds
38	Because there many foreign people, lgbtqi and also black people.
39	I have colleges of different cultures, genders, and backgrounds
40	People from all walks of life and different backgrounds
41	It is a multi cultural worhplace.
42	In my workplace has a mix of men and woman
43	(No answer given)
44	Only Irish people
45	Because in my workplace tere are more then 18 diferente nationality.
46	A mix of gender and lgbtqia
47	We have EU and non EU people in our workplace. We also have a mix of females and males. If any of them are LQBTQIA then that's ok, we don;t ask them
48	I work with women from different countries
49	(No answer given)
50	Huge mix of race, gender, sexuality, religion
51	It is diverse in matters of gender and sexuality
52	I work in a predominantly Muslim environment
53	Mostly men in the staff

54	we are an equally opportunity organisation but we are most women working our field but we do have a small workforce from different back grounds
55	Mainly women and no people of colour on staff
56	Both sexes of many nationalities
57	Mostly men
58	People from all ethnic and social backgrounds
59	Mostly White men.
60	(No answer given)
61	(No answer given)
62	I feel people of those listed in question 2 would be treated all the same. Everyone has the same opportunity as anyone else
63	People from different countries
64	In my workplace we have people of colour, mixed genres (male and female) and it is also a LGBTQIA+ friendly environment.
65	There is no inclusion of people from the LGBTQIA + and BAME community. Only men and women and different religions.
66	Our workplace is largely female, white and Irish
67	Mix of men and women - women mainly working in housekeeping and many EU nationals.
68	Mainly women and mainly white Irish
69	We have a small office but diverse age and background
70	Over the past 5 years i have worked with many people from different cultural backgrounds with one common purpose wanting to help and make change for those that need help to be empowered to do so them selves.
71	(No answer given)

72	Staff comes from dif parts of EU
73	Women are the predominant sex applying for roles in charities & community groups. We have a diverse selection of women working in our workplace and are completely open to men but oddly they dont apply for jobs very often in this sector.
74	Small minority of Black and Asuan staff
75	Working in a factory and it's mainly men but there women and people of colour in the workplace. Not sure if there are many LGBTQ+ people there
76	Almost everyone is a straight white male.
77	Predominantly white Irish females
78	In my work we have a mix of gender, colour and age
79	Because they are most Irish people
80	People of all nationalities work there and are treated equal
81	There is a good number of LGBT+ people at work, Brazilians, and Easter Europeans at work
82	Yes
83	Very limited presence of BAME and LGBTQIO+
84	There's men and women
85	Office in Longford - all white, Irish
86	Because we have people from all over the world
87	My workplace is all women
88	(No answer given)
89	Too much prejudice in the HR selection
90	There are all the options above in my workplace
91	I wouldn't consider it a culturally diverse workplace due to the lack of people of

	color and with disabilities
92	Good mix of Men and women
93	I work with a small group of engineers (4) Three of us are Caucasian and one of us is a POC
94	No active effort put into attraction of people from diverse backgrounds. The diversity we have is 'luck' and doesn't reflect the diverse community.
95	I share a workplace with loads of women, as well as members of the LGBT community and POC
96	Mixture of men & women of different colour and religion
97	I am of Asian descent, and I work on a primarily white office

Question 4A

Participant Number	Answer
1	Yes
2	Yes
3	Yes
4	Yes
5	Yes
6	Yes
7	No
8	Yes
9	No
10	Yes

11	No
12	No
13	No
14	Yes
15	No
16	Yes
17	Yes
18	Yes
19	Yes
20	Yes
21	Yes
22	Yes
23	Yes
24	Yes
25	Yes
26	Yes
27	Yes
28	No
29	Yes
30	Yes
31	No
32	Yes
33	Yes
34	Yes

35	No
36	Yes
37	Yes
38	No
39	Yes
40	Yes
41	Yes
42	Yes
43	Yes
44	Yes
45	Yes
46	No
47	No
48	Yes
49	Yes
50	No
51	No
52	Yes
53	Yes
54	Yes
55	No
56	No
57	Yes
58	Yes

59	Yes
60	No
61	No
62	Yes
63	Yes
64	Yes
65	No
66	No
67	Yes
68	Yes
69	Yes
70	No
71	Yes
72	No
73	Yes
74	Yes
75	No
76	No
77	Yes
78	Yes
79	Yes
80	No
81	Yes
82	Yes

83	Yes
84	Yes
85	Yes
86	No
87	No
88	Yes
89	Yes
90	Yes
91	No
92	No
93	Yes
94	Yes
95	Yes
96	No
97	Yes

Question 4B

Participant Number	Answer
1	Co-workers
2	Co-workers
3	Supervisors
4	Co-workers, Line managers
5	Co-workers

6	Co-workers
7	I have answered "No" to Question 4A
8	Co-workers, Supervisors
9	I have answered "No" to Question 4A
10	Co-workers
11	I have answered "No" to Question 4A
12	I have answered "No" to Question 4A
13	I have answered "No" to Question 4A
14	Co-workers, Supervisors
15	I have answered "No" to Question 4A
16	Co-workers
17	Co-workers
18	Supervisors
19	Co-workers, Supervisors, Line managers, Department managers
20	Co-workers, Supervisors, Line managers
21	Supervisors
22	Co-workers
23	Line managers
24	Co-workers
25	Line managers
26	Co-workers
27	Co-workers, Supervisors, Department managers
28	I have answered "No" to Question 4A
29	Co-workers

30	Directors/CEOs
31	I have answered "No" to Question 4A
32	Supervisors, Line managers
33	Co-workers, Supervisors, Line managers
34	Co-workers
35	I have answered "No" to Question 4A
36	Co-workers
37	Co-workers, Supervisors, Department managers
38	I have answered "No" to Question 4A
39	Co-workers, Supervisors, Directors/CEOs
40	Co-workers, Supervisors
41	Co-workers
42	I have answered "No" to Question 4A
43	Supervisors
44	Co-workers, Supervisors
45	Co-workers, Supervisors
46	I have answered "No" to Question 4A
47	I have answered "No" to Question 4A
48	Supervisors, Line managers
49	Supervisors, Line managers
50	I have answered "No" to Question 4A
51	I have answered "No" to Question 4A
52	Line managers
53	Co-workers

54	Co-workers
55	I have answered "No" to Question 4A
56	I have answered "No" to Question 4A
57	Co-workers, Supervisors, Directors/CEOs
58	Co-workers, Supervisors, Department managers
59	Co-workers
60	I have answered "No" to Question 4A
61	I have answered "No" to Question 4A
62	Co-workers
63	Supervisors
64	Co-workers
65	I have answered "No" to Question 4A
66	I have answered "No" to Question 4A
67	Supervisors, Line managers, Department managers
68	Co-workers
69	Co-workers
70	I have answered "No" to Question 4A
71	Co-workers
72	I have answered "No" to Question 4A
73	Co-workers, Line managers
74	Co-workers, Department managers
75	I have answered "No" to Question 4A
76	I have answered "No" to Question 4A
77	Department managers

78	Co-workers
79	Co-workers
80	I have answered "No" to Question 4A
81	Co-workers, Line managers
82	Co-workers
83	Co-workers, Line managers, Directors/CEOs
84	Co-workers
85	Directors/CEOs
86	I have answered "No" to Question 4A
87	I have answered "No" to Question 4A
88	Directors/CEOs
89	Co-workers
90	Co-workers, Supervisors, Department managers
91	I have answered "No" to Question 4A
92	I have answered "No" to Question 4A
93	Co-workers
94	Line managers, Directors/CEOs
95	Co-workers, Supervisors
96	I have answered "No" to Question 4A
97	Co-workers, Supervisors

Question 4C

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	Poor management
4	(No answer given)
5	(No answer given)
6	Feeling threatened by a co-worker.
7	(No answer given)
8	The owner of the restaurant yelled at me over a mistake made, I yelled back demanding respect.
9	(No answer given)
10	People not doing the job
11	(No answer given)
12	(No answer given)
13	Disagreements
14	Conflicts involving misunderstandings and language barrier
15	(No answer given)
16	Thw way of think about different things are sometimes in controversy
17	Disagreements over ways forwsrd
18	My manager was rude and spoke loudly to me
19	Conflict in meetings with management or conflict In departments with co workers
20	Basically disagreements about production errors, of which the culprits were always

	those of a different nationality to that of the supervisor.
21	Making mistakes , not doing things correctly
22	Problem with People speaking a language that wasn't English and others feeling left out
23	A chef in a past job.. picked on me for being the only woman in the kitchen.
24	Different ways of doing things. Disrespectful way of dealing under pressure.
25	This was down to bullying of the manager
26	Bad communication
27	(No answer given)
28	(No answer given)
29	Conflict about work practices.
30	Restructuring of reward system when targets hit.
31	(No answer given)
32	Mostly one nationality acting as if they were or knew better than others. But also a lot of men diminishing women for their looks.
33	Most of the conflicts were related to different perspectives over the same topic
34	I had conflict with my coworkers regarding workplace management
35	Conflict only with customers never staff
36	(No answer given)
37	Miss understanding of orders given
38	(No answer given)
39	My sexual orientation was questioned during a promotion interview
40	Differences in opinions and approaches to work
41	Dispute regarding procedures.

42	I've never has an understanding with my co-workers
43	Making mistakes , not doing things correctly
44	Conflicts involving misunderstandings and language barrier
45	(No answer given)
46	(No answer given)
47	(No answer given)
48	(No answer given)
49	(No answer given)
50	(No answer given)
51	(No answer given)
52	The conflict was between myself and an Irish manager who tried to reduce my working hours, among other things
53	(No answer given)
54	its was really a conflict around personalities.
55	(No answer given)
56	(No answer given)
57	Lack of management, lack of communication
58	Miss understanding of orders given
59	A conflict about the schedule
60	Answer no
61	(No answer given)
62	I said something that was meant as a positive but was taken as a negative by the recipient
63	My manager was rude and spoke loudly to me

64	There was a case involving a female co-worker with a supervisor where she declared to higher employees been suffering from sexual assault.
65	(No answer given)
66	(No answer given)
67	(No answer given)
68	(No answer given)
69	Issue relating to how staff spoke to each other
70	(No answer given)
71	People not pulling their weight
72	N/A
73	I had a staff member disrespect me and belittle me, i asked them to chat about it and advised them that we dont stand by that type of behaviour in the workplace. Another senior staff member facilitated a mediation session and we resolved the issue.
74	Lack of cooperation, not behaving as team, self centred approach
75	(No answer given)
76	(No answer given)
77	When I moved team in a previous job, I was being overlooked by new manager of team. Realised only when leaving the job that due to him holding the view that as new mother I was not as committed to work.
78	Bullying
79	Some people ignored my presence in the office and I needed to report this situation to my manager.
80	Disagreements
81	I had a problem with a co-worker that was trying to take hours from me. I can only work part time and she could work full time

82	Bullyin
83	with co-workers it was related failure of the co-workers to complete their tasks. I felt obliged to pick up the slack. with line managers it was the failure to carry out any performance review leading to no recognition for work done. With the CEO it was the persistent failure to ensure that agreed financial terms were met by the company
84	(No answer given)
85	Difficult employer
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	Two women fighting because of lying I think
90	(No answer given)
91	(No answer given)
92	(No answer given)
93	One of my team members always assume a leadership role, although we are all equals and have shared responsibilities. He can be a lot to handle
94	Office politics and disagreements with direction of inclusion work.
95	I had a very rocky relationship with one co-worker, and some issues with productivity that involved my supervisors
96	(No answer given)
97	Some of my superiors and co-workers can be a bit insensible at times

Question 5A

Participant Number	Answer
1	Cultural issues
2	Other issues
3	Cultural issues
4	Other issues
5	Cultural issues
6	Cultural issues
7	I have not experienced conflict at work
8	Other issues
9	I have not experienced conflict at work
10	Other issues
11	I have not experienced conflict at work
12	I have not experienced conflict at work
13	I have not experienced conflict at work
14	Cultural issues
15	I have not experienced conflict at work
16	Cultural issues
17	Other issues
18	Cultural issues
19	Other issues
20	Cultural issues
21	Other issues

22	Cultural issues
23	Other issues
24	Cultural issues
25	Other issues
26	Other issues
27	Other issues
28	I have not experienced conflict at work
29	Other issues
30	Other issues
31	I have not experienced conflict at work
32	Cultural issues
33	Other issues
34	Other issues
35	I have not experienced conflict at work
36	Other issues
37	Other issues
38	I have not experienced conflict at work
39	Cultural issues
40	Other issues
41	Other issues
42	I have not experienced conflict at work
43	Other issues
44	Cultural issues
45	Other issues

46	I have not experienced conflict at work
47	I have not experienced conflict at work
48	Cultural issues
49	Cultural issues
50	I have not experienced conflict at work
51	I have not experienced conflict at work
52	Other issues
53	Other issues
54	Other issues
55	I have not experienced conflict at work
56	I have not experienced conflict at work
57	Cultural issues
58	Other issues
59	Cultural issues
60	I have not experienced conflict at work
61	I have not experienced conflict at work
62	Cultural issues
63	Cultural issues
64	Other issues
65	I have not experienced conflict at work
66	I have not experienced conflict at work
67	Other issues
68	Other issues
69	Other issues

70	I have not experienced conflict at work
71	Other issues
72	I have not experienced conflict at work
73	Other issues
74	Other issues
75	I have not experienced conflict at work
76	I have not experienced conflict at work
77	Other issues
78	Other issues
79	Cultural issues
80	I have not experienced conflict at work
81	Other issues
82	Other issues
83	Other issues
84	Other issues
85	Other issues
86	I have not experienced conflict at work
87	I have not experienced conflict at work
88	Other issues
89	Other issues
90	Other issues
91	I have not experienced conflict at work
92	I have not experienced conflict at work
93	Other issues

94	Other issues
95	Other issues
96	I have not experienced conflict at work
97	Cultural issues

Question 5B

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	Mans shouting with woman
4	(No answer given)
5	(No answer given)
6	Extremely sexist (quite common in his country of origin - Romania)
7	(No answer given)
8	I believe that the conflict was linked to sexist reasons.
9	(No answer given)
10	People not doing the job
11	(No answer given)
12	(No answer given)
13	(No answer given)
14	Lack of communication
15	(No answer given)
16	When people spoke on their own language and exclude others people from the

	conversation
17	(No answer given)
18	I believe she thinks she was better than me because I was immigrant
19	Work values and beliefs in how things should be done
20	Based on my experience, most conflicts start for a reason, but they develop due to cultural divergence.
21	Not carrying out activities correctly
22	Different cultures definitely have different ways of doing tasks and speaking to each other some may think a certain type of communication is ok other wouldn't
23	His dislike for women i wasnt the first woman he had conflict with in the big company.
24	Cultural differences in communication.
25	Due to ego on managers inability to recognise the issue also
26	The other person was not open to understanding my point of view
27	(No answer given)
28	(No answer given)
29	Rank pulling.
30	There was a difference between what was said, and what was done. Employees felt like they were manipulated.
31	(No answer given)
32	I had a manager who laughed at a colleague because she couldnt express herself perfectly im english. Instead of helping, he laughed and pointed and called her names
33	I think different values was the most noticeable reason for a conflict in the workplace
34	Language issues

35	(No answer given)
36	(No answer given)
37	Unclear directive
38	(No answer given)
39	The director of the company said my sexual orientation LGBTQ could have a negative impact with the investors since i was applying for a position that I would have to deal directly with them
40	Issues are, in my experience when I've had them, purely to do with work
41	Management of procedures.
42	(No answer given)
43	Not carrying out activities correctly
44	Lack of communication
45	Lack of good management .
46	(No answer given)
47	(No answer given)
48	(No answer given)
49	They usually give more hours to irish worker. I was doing 10h per week for 3 months while irish workers was doing at least 40, including new workers that I had trained.
50	(No answer given)
51	(No answer given)
52	(No answer given)
53	Being lazy
54	as i said a difference in personalities.
55	(No answer given)

56	(No answer given)
57	Different values, religion
58	Unclear directive
59	Different values about ethics
60	Answer no
61	(No answer given)
62	(No answer given)
63	(No answer given)
64	It was a situation of machism.
65	(No answer given)
66	(No answer given)
67	Issues about the work itself
68	Period of change in organisation
69	Person's personality
70	(No answer given)
71	Being lazy
72	N/A
73	I believe the other party felt superior to other staff members and thought it was acceptable to roar and shout at people but i dont put up with that behaviour, ever. Im happy to chat things through with staff and im comfortable to nip things in the bud. The result is a respectful work environment whereby everyone feels safe and respected
74	Control, micromanagement, lack of generosity
75	(No answer given)

76	(No answer given)
77	Gender issues and new team dynamics rather than cultural
78	The person wanted to be superior to everyone
79	Because all of them have English as their native language and my English was not good as their.
80	(No answer given)
81	The co-worker was trying to take advantage of the fact that I could not work full time
82	Jealousy
83	I do believe it was driven/cause by differing values,however I am not of the view that these were culturally related
84	(No answer given)
85	Related to the work we do
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	One of them had more power than the other and was rather disrespectful
90	(No answer given)
91	(No answer given)
92	(No answer given)
93	Conflicts are caused due to one group member's actions and behaviours
94	Not a result of cultural differences but there was a misalignment with values and a determination that inclusion work is risky to careers.
95	We were all from the same city, same language, same culture. The problems were

	causes because of personalities and work-related issues
96	(No answer given)
97	they are constantly making remarks about my culture and physical appearance

Question 6

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	Make me feel leave the job
4	I felt anxious to go to work, and I tried not to meet her during work hours
5	(No answer given)
6	Wouldn't feel comfortable around the person.
7	(No answer given)
8	It affected a lot, since I was shaken and unproductive
9	(No answer given)
10	Upsetting stops your concentration
11	(No answer given)
12	(No answer given)
13	(No answer given)
14	It affect my self esteem in this place
15	(No answer given)
16	(No answer given)
17	Improved performance as clarity on requirements arose from conflict

18	I didn't want to work in that place anymore
19	It didn't. Got on with my job
20	I am discouraged to complete the job.
21	I tried to do the activity correctly next time
22	(No answer given)
23	It would never affect my work performance i am always very proud of my work. But it definitely was dragging me down mentally i eventually left and moved to another site with the same company.
24	I didn't perform well in that specific day
25	Dreaded going to work, stress,
26	I did not feel able to work in that situation, and it did affect my performance in a bad way
27	(No answer given)
28	(No answer given)
29	Was a regular issue.
30	Demotivated to do anything more than required.
31	(No answer given)
32	It made me question whether I was good enough
33	It had an enormous impact, which impacted in a decrease of my performance (I started to make more mistakes and more regularly)
34	It might give me some stress some times
35	Conflict only with customers, I work in a bar, these conflicts are expected to happen from time to time
36	(No answer given)

37	Uncomfortable and awkward environment
38	(No answer given)
39	I got very demotivated in continuing in the company
40	It wouldn't affect my performance negatively, I've found it more often than not leads to positive results and changes
41	It was resolved quickly and satisfactorily.
42	(No answer given)
43	I tried to do the activity correctly next time
44	It affect my self esteem in this place
45	Affected in my development at work envarement and made me gave up.
46	(No answer given)
47	(No answer given)
48	I felt unmotivated and I felt like my work was not recognised.
49	(No answer given)
50	(No answer given)
51	(No answer given)
52	I feel that the conflict affected my job security
53	It didn't
54	it was difficult at the time and I was stressed about it
55	(No answer given)
56	(No answer given)
57	I felt unsafe, lack of empathy
58	Uncomfortable and awkward environment
59	Not so productive while trying to solve that problem.

60	Answer no
61	(No answer given)
62	I user a phrase that would be known by someone from same cultural background as myself whereas the recipient was from East Asia
63	I didn't want to work in that place anymore
64	This situation did not affected the others because the assaulter was fired within couple days only.
65	(No answer given)
66	(No answer given)
67	Made me upset and angry
68	Cause of stress and worry.
69	Upset and frustrating but just get on with work
70	(No answer given)
71	It didn't
72	N/A
73	I always meet things like that head on. Deal with them early and dont let them get out of hand.
74	I was disappointed, by attitude but it didn't affect my performance
75	(No answer given)
76	I would presume it would negatively affect my performance
77	It undermined my confidence and took away the complete love I had previously had for the firm I worked for and the work I did
78	I got sad and that day I couldn't work properly
79	I got sad, felt humiliated

80	(No answer given)
81	I felt anxious to go to work, and I tried not to meet her during work hours
82	Upsetting, performance began to suffer
83	Internalised anger and frustration leading to deteriorating mental health. Demotivation and disengagement. Impacted personal relationships outside the workplace very seriously.
84	(No answer given)
85	Led to anxiety and decreased productivity
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	It didn't affect me
90	(No answer given)
91	(No answer given)
92	(No answer given)
93	I often have to step away, or work on projects alone
94	Felt like I wanted to avoid the person in the position of power due to them making me feel uncomfortable.
95	Regarding conflict with the co-worker, I was very uneasy around her and it affected me when dealing with customers. Regarding the conflict with my supervisors, I was always trying to outperform myself after that
96	(No answer given)
97	I feel like an animal at the zoo whenever I am surrounded by people asking me to speak Japanese, or when they come very close to my face and touch my hair

Question 7A

Participant Number	Answer
1	Yes
2	Yes
3	Yes
4	Yes
5	Yes
6	Yes
7	I have not experienced conflict at work
8	Yes
9	I have not experienced conflict at work
10	Yes
11	I have not experienced conflict at work
12	I have not experienced conflict at work
13	I have not experienced conflict at work
14	No
15	I have not experienced conflict at work
16	Yes
17	Yes
18	Yes
19	Yes
20	Yes
21	No

22	Yes
23	Yes
24	Yes
25	Yes
26	Yes
27	Yes
28	No
29	Yes
30	Yes
31	I have not experienced conflict at work
32	No
33	Yes
34	Yes
35	No
36	Yes
37	Yes
38	I have not experienced conflict at work
39	Yes
40	Yes
41	Yes
42	I have not experienced conflict at work
43	No
44	No
45	Yes

46	I have not experienced conflict at work
47	I have not experienced conflict at work
48	Yes
49	Yes
50	I have not experienced conflict at work
51	I have not experienced conflict at work
52	Yes
53	Yes
54	Yes
55	I have not experienced conflict at work
56	I have not experienced conflict at work
57	Yes
58	Yes
59	Yes
60	I have not experienced conflict at work
61	I have not experienced conflict at work
62	Yes
63	Yes
64	No
65	I have not experienced conflict at work
66	I have not experienced conflict at work
67	Yes
68	Yes
69	Yes

70	I have not experienced conflict at work
71	Yes
72	I have not experienced conflict at work
73	Yes
74	Yes
75	I have not experienced conflict at work
76	I have not experienced conflict at work
77	Yes
78	Yes
79	Yes
80	I have not experienced conflict at work
81	Yes
82	Yes
83	Yes
84	Yes
85	Yes
86	I have not experienced conflict at work
87	I have not experienced conflict at work
88	Yes
89	Yes
90	Yes
91	I have not experienced conflict at work
92	I have not experienced conflict at work
93	Yes

94	Yes
95	Yes
96	I have not experienced conflict at work
97	Yes

Question 7B

Participant Number	Answer
1	Co-worker, Supervisor, Family/friends
2	Co-worker, Supervisor, Family/friends
3	Manager
4	Co-worker, Family/friends
5	Co-worker, Supervisor, Family/friends
6	Supervisor
7	(No answer given)
8	Co-worker, Family/friends
9	Co-worker
10	Co-worker, Manager
11	I did not speak to anyone about the conflict
12	I did not speak to anyone about the conflict
13	I did not speak to anyone about the conflict
14	I did not speak to anyone about the conflict
15	(No answer given)
16	Family/friends

17	Co-worker, Manager
18	Family/friends
19	Co-worker, Family/friends
20	Co-worker, Family/friends
21	I did not speak to anyone about the conflict
22	Manager
23	Manager
24	Family/friends
25	Co-worker, Family/friends
26	Manager
27	Supervisor, Manager
28	I did not speak to anyone about the conflict
29	Co-worker
30	Manager
31	(No answer given)
32	(No answer given)
33	Co-worker, Supervisor, Manager, HR (Human Resources), Family/friends
34	Supervisor
35	I did not speak to anyone about the conflict
36	Manager
37	Co-worker, Family/friends
38	I did not speak to anyone about the conflict
39	Co-worker, Supervisor, Manager, HR (Human Resources), Family/friends
40	Co-worker, Supervisor, Manager, Family/friends

41	Co-worker, Manager, HR (Human Resources)
42	I did not speak to anyone about the conflict
43	I did not speak to anyone about the conflict
44	I did not speak to anyone about the conflict
45	Co-worker, Supervisor, Family/friends
46	(No answer given)
47	I did not speak to anyone about the conflict
48	Supervisor, Manager, HR (Human Resources), Family/friends
49	Supervisor, Manager, HR (Human Resources), Family/friends
50	I did not speak to anyone about the conflict
51	(No answer given)
52	Co-worker, HR (Human Resources)
53	Manager
54	Co-worker, Manager
55	(No answer given)
56	I did not speak to anyone about the conflict
57	Supervisor, Manager, HR (Human Resources), Family/friends
58	Co-worker, Family/friends
59	Co-worker, Supervisor, Manager, HR (Human Resources), Family/friends
60	(No answer given)
61	I did not speak to anyone about the conflict
62	Co-worker
63	Family/friends
64	I did not speak to anyone about the conflict

65	(No answer given)
66	(No answer given)
67	Supervisor
68	Co-worker, Manager, Family/friends
69	Supervisor
70	(No answer given)
71	Manager
72	I did not speak to anyone about the conflict
73	Supervisor
74	Co-worker, Manager
75	I did not speak to anyone about the conflict
76	(No answer given)
77	Family/friends
78	Co-worker, Manager, Family/friends
79	Manager
80	I did not speak to anyone about the conflict
81	Co-worker, Family/friends
82	Co-worker
83	Co-worker, Family/friends
84	Co-worker, Family/friends
85	Co-worker, Family/friends
86	(No answer given)
87	(No answer given)
88	Co-worker, Family/friends

89	Family/friends
90	Manager, Family/friends
91	(No answer given)
92	(No answer given)
93	Co-worker, Family/friends
94	Co-worker, Manager, Family/friends
95	Co-worker, HR (Human Resources), Family/friends
96	(No answer given)
97	Family/friends

Question 7C

Participant Number	Answer
1	No
2	Yes
3	No
4	Yes
5	No
6	No
7	(No answer given)
8	Yes
9	Yes
10	Yes
11	I did not speak to anyone about the conflict

12	I did not speak to anyone about the conflict
13	I did not speak to anyone about the conflict
14	I did not speak to anyone about the conflict
15	(No answer given)
16	No
17	Yes
18	No
19	No
20	No
21	I did not speak to anyone about the conflict
22	Yes
23	Yes
24	Yes
25	Yes
26	Yes
27	Yes
28	No
29	Yes
30	No
31	(No answer given)
32	(No answer given)
33	No
34	Yes
35	No

36	Yes
37	Yes
38	I did not speak to anyone about the conflict
39	No
40	Yes
41	Yes
42	I did not speak to anyone about the conflict
43	I did not speak to anyone about the conflict
44	I did not speak to anyone about the conflict
45	No
46	(No answer given)
47	I did not speak to anyone about the conflict
48	No
49	No
50	I did not speak to anyone about the conflict
51	(No answer given)
52	Yes
53	Yes
54	Yes
55	(No answer given)
56	I did not speak to anyone about the conflict
57	Yes
58	Yes
59	Yes

60	I did not speak to anyone about the conflict
61	I did not speak to anyone about the conflict
62	Yes
63	No
64	No
65	(No answer given)
66	(No answer given)
67	Yes
68	Yes
69	Yes
70	I did not speak to anyone about the conflict
71	Yes
72	I did not speak to anyone about the conflict
73	Yes
74	No
75	I did not speak to anyone about the conflict
76	I did not speak to anyone about the conflict
77	Yes
78	Yes
79	Yes
80	I did not speak to anyone about the conflict
81	Yes
82	No
83	No

84	Yes
85	No
86	(No answer given)
87	(No answer given)
88	No
89	No
90	Yes
91	(No answer given)
92	(No answer given)
93	Yes
94	No
95	Yes
96	(No answer given)
97	No

Question 7D

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	Just told me where that my supervisor come from is normal to raise voice with woman
4	(No answer given)
5	(No answer given)

6	They wouldn't talk to him..
7	(No answer given)
8	My therapist helped me to resolve the issue and gave me the tools to help me out with my manager.
9	(No answer given)
10	(No answer given)
11	(No answer given)
12	(No answer given)
13	(No answer given)
14	(No answer given)
15	(No answer given)
16	I think it was just a way to say that something was making me feel uncomfortable
17	Argument was had, clarity sought, issue resolved
18	As I spoke with friends, the conflict could not be resolved
19	Speaking to someone else about it just provides a platform to get the issue off your chest. Doesn't provide a resolution
20	I didn't think it was worth it to report certain situations, mainly due to the fact that nothing would change.
21	(No answer given)
22	(No answer given)
23	Yes it helped as in i moved sites i didnt want to work under him anymore. But i didnt want anything said to him cause i did like him on occasion and i didnt want him to no it was me. However afterwards he was let go after been reported a few times off other people for the way he spoke to people.
24	Talking about it helped me to fill out my mind.

25	Just get on with. It was crap situation but needed the work so kept going. Wish I had stood up more for myself or walked away
26	The manager was open to talk to my co work
27	(No answer given)
28	(No answer given)
29	Worker with conflict left.
30	I quit following the conflict.
31	(No answer given)
32	(No answer given)
33	Sometimes talking to a third person helps us to bring the issue out of our chest and make it lighter but the problem will still be there if I don't talk to the other party involved in the problem
34	They help me Try to fix the problem
35	(No answer given)
36	(No answer given)
37	(No answer given)
38	(No answer given)
39	I couldn't prove what happened
40	Speaking with managers and also to the person who I was in conflict at a later time in the day has often led to a resolution, it's better to do this as both parties have cooled off and can reflect and see each other's perspective
41	Discussion led to a satisfactory resolution.
42	(No answer given)
43	(No answer given)

44	(No answer given)
45	No, i did give up the job
46	(No answer given)
47	(No answer given)
48	(No answer given)
49	(No answer given)
50	(No answer given)
51	(No answer given)
52	The person helped me ensuring my working hours and offered protection to any intention of the company to dismiss me
53	Manager sorted it
54	when I spoke to these people they helped guide me through what i should do and that really helped me.
55	(No answer given)
56	(No answer given)
57	We as a group had a meeting with the team and tried to settle the conflict
58	(No answer given)
59	A new point of view helped me to solve this.
60	Answer no
61	(No answer given)
62	I clarified what I meant. However, i was unaware od the conflict until other co-workers started treating me differently. Those treated me differently were of the same culture as the recipient
63	As I spoke with friends, the conflict could not been resolved

64	(No answer given)
65	(No answer given)
66	(No answer given)
67	The co-worker was spoken to and issue resolved
68	Great support from management.
69	Other person was asked to consider how they speak to people
70	(No answer given)
71	(No answer given)
72	N/A
73	I spoke to the CEO who agreed that behaviour of that nature needed to be addressed.
74	These people are set in their ways
75	(No answer given)
76	(No answer given)
77	Unfortunately I had handed in my notice before I realised the problems were not with me as I thought but with how I was perceived by my new manager. I regret not having addressed this internally and being able to try to resolve it.
78	It was good to talk with co-worker and friends because it helps my anger go down. It was good to talk with my manager bc she could resolve the problem.
79	My manager made that hard situation gone. Now I have experienced like a new workplace because everyone is kind with me.
80	(No answer given)
81	Talking to another co-worker helped me to talk to her
82	Supervisor took one side was not neutral
83	No-one that I spoke to had any power or influence/role in resolution.

84	(No answer given)
85	I am trying to leave the situation
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	(No answer given)
90	(No answer given)
91	(No answer given)
92	(No answer given)
93	Talking to other people allows me to see the situation differently, often helping solve the situation
94	The issue was not resolved due to continuing interpersonal conflict which only ended when I left the company.
95	Talking about the issue helped me cope with the situation, and also to find a solution to it
96	(No answer given)
97	Talking to my husband and family did not solve the problem, but at least it helped me stop some of the negative feelings I had in me

Question 7E

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	I did

4	I did talk to someone
5	(No answer given)
6	(No answer given)
7	(No answer given)
8	(No answer given)
9	(No answer given)
10	(No answer given)
11	(No answer given)
12	(No answer given)
13	(No answer given)
14	(No answer given)
15	(No answer given)
16	(No answer given)
17	(No answer given)
18	I did speak with someone
19	Sometimes it's not worth discussing
20	(No answer given)
21	(No answer given)
22	(No answer given)
23	(No answer given)
24	(No answer given)
25	Should have brought it further but couldn't be arsed at the time
26	(No answer given)
27	(No answer given)

28	(No answer given)
29	(No answer given)
30	(No answer given)
31	(No answer given)
32	He was friends with the bully so I felt like it was pointless
33	(No answer given)
34	Try to fix myself
35	(No answer given)
36	(No answer given)
37	(No answer given)
38	(No answer given)
39	(No answer given)
40	A problem shared is a problem halved, I find it better to talk about it than say nothing and keep it bottled up
41	N A.
42	(No answer given)
43	There was no need to speak to someone
44	Feeling of intimidation
45	(No answer given)
46	(No answer given)
47	(No answer given)
48	(No answer given)
49	(No answer given)
50	(No answer given)

51	(No answer given)
52	(No answer given)
53	(No answer given)
54	(No answer given)
55	(No answer given)
56	(No answer given)
57	(No answer given)
58	(No answer given)
59	(No answer given)
60	Answer no
61	(No answer given)
62	(No answer given)
63	(No answer given)
64	I was not present at the time of the event.
65	(No answer given)
66	(No answer given)
67	(No answer given)
68	(No answer given)
69	(No answer given)
70	(No answer given)
71	(No answer given)
72	I did not experience conflict at work
73	(No answer given)
74	(No answer given)

75	(No answer given)
76	(No answer given)
77	(No answer given)
78	(No answer given)
79	(No answer given)
80	(No answer given)
81	I did talk to someone
82	(No answer given)
83	(No answer given)
84	(No answer given)
85	(No answer given)
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	I knew the company wouldn't want to get involved
90	(No answer given)
91	(No answer given)
92	(No answer given)
93	N/A
94	N/A
95	N/A
96	(No answer given)
97	N/A

Question 8A

Participant Number	Answer
1	Yes
2	No
3	Yes
4	Yes
5	Yes
6	No
7	I have not experienced conflict at work
8	Yes
9	I have not experienced conflict at work
10	Yes
11	I have not experienced conflict at work
12	I have not experienced conflict at work
13	I have not experienced conflict at work
14	No
15	I have not experienced conflict at work
16	Yes
17	Yes
18	No
19	Yes
20	No
21	Yes

22	Yes
23	No
24	Yes
25	No
26	No
27	Yes
28	I have not experienced conflict at work
29	Yes
30	No
31	I have not experienced conflict at work
32	No
33	Yes
34	Yes
35	I have not experienced conflict at work
36	Yes
37	Yes
38	I have not experienced conflict at work
39	No
40	Yes
41	Yes
42	I have not experienced conflict at work
43	Yes
44	No
45	No

46	I have not experienced conflict at work
47	I have not experienced conflict at work
48	No
49	No
50	Yes
51	I have not experienced conflict at work
52	Yes
53	Yes
54	Yes
55	I have not experienced conflict at work
56	I have not experienced conflict at work
57	Yes
58	Yes
59	Yes
60	I have not experienced conflict at work
61	I have not experienced conflict at work
62	Yes
63	No
64	No
65	I have not experienced conflict at work
66	I have not experienced conflict at work
67	Yes
68	Yes
69	No

70	I have not experienced conflict at work
71	Yes
72	I have not experienced conflict at work
73	Yes
74	Yes
75	I have not experienced conflict at work
76	I have not experienced conflict at work
77	No
78	Yes
79	No
80	I have not experienced conflict at work
81	Yes
82	No
83	No
84	Yes
85	No
86	I have not experienced conflict at work
87	I have not experienced conflict at work
88	No
89	Yes
90	Yes
91	I have not experienced conflict at work
92	I have not experienced conflict at work
93	Yes

94	No
95	Yes
96	I have not experienced conflict at work
97	No

Question 8B

Participant Number	Answer
1	(No Answer given)
2	(No Answer given)
3	Yes he respect my point of view and said sorry
4	The co-worker ended up not taking the hours
5	(No Answer given)
6	Just pretended he didn't exist. Talking only the necessary regarding to work.
7	(No Answer given)
8	I decided to talk with my manager and together we solve the issue. He acknowledged his mistake and asked for forgiveness.
9	(No Answer given)
10	(No Answer given)
11	(No Answer given)
12	(No Answer given)
13	(No Answer given)
14	(No answer given)
15	(No Answer given)

16	(No Answer given)
17	(No Answer given)
18	In that time I didn't know that I could report the case for the RH
19	On occasions. Just speak it out with fellow coworker and try resolve the issue
20	I did not resolve the conflict, as I preferred to move away from the situation.
21	I understood instructions
22	(No Answer given)
23	He would have never changed he was a man set in his ways. He was in his mid 50's so i dont think he would have ever changed. Like sometimes i genuinely think he didnt think he was doing anything wrong
24	The person talked to me after and asked for forgiveness
25	It has never been resolved as such by chance I moved to another team
26	The person showed resistant to solve the conflict
27	(No Answer given)
28	(No Answer given)
29	New worker worked together.
30	(No Answer given)
31	(No Answer given)
32	(No Answer given)
33	In some of those conflicts, I talked to the person in which I was facing an issue in order to solve it and it worked.
34	Depends the situation and nature of person
35	(No Answer given)
36	(No Answer given)

37	(No Answer given)
38	(No Answer given)
39	I didn't have proof of what happened
40	A lot of conflicts can be solved
41	Resolution through discussion.
42	(No Answer given)
43	(No answer given)
44	No because I felt that nobody would do something to help
45	(No Answer given)
46	(No Answer given)
47	(No Answer given)
48	(No Answer given)
49	(No Answer given)
50	(No Answer given)
51	(No Answer given)
52	(No Answer given)
53	Explain reasons
54	i spoke to the person i was in conflict with and explained to them how i was feeling
55	(No Answer given)
56	(No Answer given)
57	I had a meeting before with the supervisor and I explained what was happening and my feelings about that
58	(No Answer given)
59	After a lot of talks between coworkers and supervisor. We could make a schedule

	that fit for everyone.
60	Answer no
61	(No Answer given)
62	(No Answer given)
63	In that time I didn't know that I could report the case for the RH
64	(No Answer given)
65	(No Answer given)
66	(No Answer given)
67	I was apologised to
68	(No Answer given)
69	Person just spoke like that
70	(No Answer given)
71	(No answer given)
72	N/A
73	Sat down with the staff member and an unbiased facilitator.
74	Avoidance of these people
75	(No Answer given)
76	(No Answer given)
77	I resolved it by leaving but then leaving the job did not feel like resolving what turned out to be the issue.
78	The manager talked with the person and she never did that again to me
79	I was not able because I was new in the office and I had any idea about how to start solving this.
80	(No Answer given)

81	The co-worker ended up not taking the hours
82	(No Answer given)
83	Conflict is ongoing
84	(No Answer given)
85	The best option for me is to leave the situation as the employer is so difficult
86	(No Answer given)
87	(No Answer given)
88	(No answer given)
89	(No Answer given)
90	(No Answer given)
91	(No Answer given)
92	(No Answer given)
93	"Yes" but sometimes I cannot win the situation
94	The behaviour went unchecked until I departed the company, eventually they too left the organisation.
95	I am now friends with that co-worker and have anew supervisor
96	(No Answer given)
97	Friends and family did not work with me, so talking to them did not directly solve the issue

Question 9A

Participant Number	Answer
1	I am not aware of any services of this kind at my workplace

2	No
3	No
4	I am not aware of any services of this kind at my workplace
5	I am not aware of any services of this kind at my workplace
6	No
7	I am not aware of any services of this kind at my workplace
8	No
9	No
10	I am not aware of any services of this kind at my workplace
11	I am not aware of any services of this kind at my workplace
12	I am not aware of any services of this kind at my workplace
13	I am not aware of any services of this kind at my workplace
14	No
15	Yes
16	I am not aware of any services of this kind at my workplace
17	Yes
18	I am not aware of any services of this kind at my workplace
19	I am not aware of any services of this kind at my workplace
20	I am not aware of any services of this kind at my workplace
21	No
22	I am not aware of any services of this kind at my workplace
23	I am not aware of any services of this kind at my workplace
24	I am not aware of any services of this kind at my workplace
25	Yes

26	No
27	No
28	Yes
29	I am not aware of any services of this kind at my workplace
30	No
31	I am not aware of any services of this kind at my workplace
32	I am not aware of any services of this kind at my workplace
33	No
34	No
35	Yes
36	Yes
37	No
38	I am not aware of any services of this kind at my workplace
39	No
40	I am not aware of any services of this kind at my workplace
41	I am not aware of any services of this kind at my workplace
42	I am not aware of any services of this kind at my workplace
43	No
44	No
45	I am not aware of any services of this kind at my workplace
46	I am not aware of any services of this kind at my workplace
47	I am not aware of any services of this kind at my workplace
48	No
49	No

50	I am not aware of any services of this kind at my workplace
51	I am not aware of any services of this kind at my workplace
52	I am not aware of any services of this kind at my workplace
53	Yes
54	Yes
55	I am not aware of any services of this kind at my workplace
56	Yes
57	No
58	No
59	I am not aware of any services of this kind at my workplace
60	I am not aware of any services of this kind at my workplace
61	Yes
62	I am not aware of any services of this kind at my workplace
63	I am not aware of any services of this kind at my workplace
64	I am not aware of any services of this kind at my workplace
65	I am not aware of any services of this kind at my workplace
66	Yes
67	I am not aware of any services of this kind at my workplace
68	Yes
69	Yes
70	Yes
71	Yes
72	Yes
73	Yes

74	I am not aware of any services of this kind at my workplace
75	Yes
76	I am not aware of any services of this kind at my workplace
77	I am not aware of any services of this kind at my workplace
78	I am not aware of any services of this kind at my workplace
79	Yes
80	I am not aware of any services of this kind at my workplace
81	I am not aware of any services of this kind at my workplace
82	No
83	No
84	No
85	No
86	I am not aware of any services of this kind at my workplace
87	I am not aware of any services of this kind at my workplace
88	No
89	I am not aware of any services of this kind at my workplace
90	I am not aware of any services of this kind at my workplace
91	No
92	I am not aware of any services of this kind at my workplace
93	No
94	No
95	I am not aware of any services of this kind at my workplace
96	I am not aware of any services of this kind at my workplace
97	Yes

Question 9B

Participant Number	Answer
1	I have answered "No" to Question 9A
2	I have answered "No" to Question 9A
3	Negotiation
4	I am not aware of any services of this kind at my workplace
5	I have answered "No" to Question 9A
6	I have answered "No" to Question 9A
7	I am not aware of any services of this kind at my workplace
8	I have answered "No" to Question 9A
9	Mediation, I have answered "No" to Question 9A
10	I am not aware of any services of this kind at my workplace
11	I am not aware of any services of this kind at my workplace
12	I have answered "No" to Question 9A
13	I am not aware of any services of this kind at my workplace
14	I have answered "No" to Question 9A
15	Negotiation
16	I have answered "No" to Question 9A
17	Mediation, Negotiation, Arbitration
18	I am not aware of any services of this kind at my workplace
19	I have answered "No" to Question 9A
20	I am not aware of any services of this kind at my workplace
21	I have answered "No" to Question 9A

22	I am not aware of any services of this kind at my workplace
23	I am not aware of any services of this kind at my workplace
24	I am not aware of any services of this kind at my workplace
25	Mediation, Negotiation, Arbitration
26	I have answered "No" to Question 9A
27	I have answered "No" to Question 9A
28	I am not aware of any services of this kind at my workplace
29	I have answered "No" to Question 9A
30	I am not aware of any services of this kind at my workplace
31	I am not aware of any services of this kind at my workplace
32	I have answered "No" to Question 9A
33	I have answered "No" to Question 9A
34	I am not aware of any services of this kind at my workplace
35	I am not aware of any services of this kind at my workplace
36	I am not aware of any services of this kind at my workplace
37	I have answered "No" to Question 9A
38	I am not aware of any services of this kind at my workplace
39	I have answered "No" to Question 9A
40	I have answered "No" to Question 9A
41	I am not aware of any services of this kind at my workplace
42	I have answered "No" to Question 9A
43	I have answered "No" to Question 9A
44	I have answered "No" to Question 9A
45	I am not aware of any services of this kind at my workplace

46	I have answered "No" to Question 9A
47	I am not aware of any services of this kind at my workplace
48	I have answered "No" to Question 9A
49	I have answered "No" to Question 9A
50	I have answered "No" to Question 9A
51	I am not aware of any services of this kind at my workplace
52	I have answered "No" to Question 9A
53	Mediation, Negotiation, Arbitration
54	Mediation
55	I have answered "No" to Question 9A
56	Mediation, Negotiation, Arbitration
57	I am not aware of any services of this kind at my workplace, I have answered "No" to Question 9A
58	I have answered "No" to Question 9A
59	I am not aware of any services of this kind at my workplace
60	I have answered "No" to Question 9A
61	Mediation, Negotiation, Arbitration
62	I am not aware of any services of this kind at my workplace
63	I am not aware of any services of this kind at my workplace
64	I am not aware of any services of this kind at my workplace
65	I am not aware of any services of this kind at my workplace
66	Mediation
67	I have answered "No" to Question 9A
68	Mediation

69	Mediation
70	Mediation
71	Mediation, Negotiation, Arbitration
72	Arbitration
73	Mediation
74	I am not aware of any services of this kind at my workplace
75	Mediation, Negotiation, Arbitration
76	I am not aware of any services of this kind at my workplace
77	I have answered "No" to Question 9A
78	I have answered "No" to Question 9A
79	Arbitration
80	I am not aware of any services of this kind at my workplace
81	I am not aware of any services of this kind at my workplace
82	I have answered "No" to Question 9A
83	I have answered "No" to Question 9A
84	I am not aware of any services of this kind at my workplace
85	I have answered "No" to Question 9A
86	I am not aware of any services of this kind at my workplace
87	I am not aware of any services of this kind at my workplace
88	I have answered "No" to Question 9A
89	I have answered "No" to Question 9A
90	I am not aware of any services of this kind at my workplace
91	I have answered "No" to Question 9A
92	I am not aware of any services of this kind at my workplace, I have answered "No"

	to Question 9A
93	I have answered "No" to Question 9A
94	I have answered "No" to Question 9A
95	I am not aware of any services of this kind at my workplace
96	I am not aware of any services of this kind at my workplace
97	Arbitration

Question 9C

Participant Number	Answer
1	No
2	No
3	No
4	No
5	No
6	No
7	No
8	No
9	No
10	No
11	No
12	No
13	No
14	No

15	No
16	No
17	No
18	No
19	No
20	No
21	No
22	No
23	Yes
24	No
25	No
26	No
27	No
28	No
29	No
30	No
31	No
32	No
33	No
34	No
35	No
36	No
37	No
38	No

39	No
40	No
41	No
42	No
43	No
44	No
45	No
46	No
47	No
48	No
49	No
50	No
51	No
52	No
53	No
54	No
55	No
56	No
57	No
58	No
59	No
60	No
61	No
62	No

63	No
64	No
65	No
66	No
67	No
68	No
69	No
70	No
71	No
72	Yes
73	Yes
74	No
75	No
76	No
77	No
78	No
79	No
80	No
81	No
82	No
83	No
84	No
85	No
86	No

87	No
88	No
89	No
90	No
91	No
92	No
93	No
94	No
95	No
96	No
97	No

Question 9D

Participant Number	Answer
1	I have never used any Alternative Dispute Resolution process
2	I have never used any Alternative Dispute Resolution process
3	I have never used any Alternative Dispute Resolution process
4	I have never used any Alternative Dispute Resolution process
5	I have never used any Alternative Dispute Resolution process
6	I have never used any Alternative Dispute Resolution process
7	I have never used any Alternative Dispute Resolution process
8	I have never used any Alternative Dispute Resolution process
9	I have never used any Alternative Dispute Resolution process

10	I have never used any Alternative Dispute Resolution process
11	I have never used any Alternative Dispute Resolution process
12	I have never used any Alternative Dispute Resolution process
13	I have never used any Alternative Dispute Resolution process
14	I have never used any Alternative Dispute Resolution process
15	I have never used any Alternative Dispute Resolution process
16	I have never used any Alternative Dispute Resolution process
17	I have never used any Alternative Dispute Resolution process
18	I have never used any Alternative Dispute Resolution process
19	I have never used any Alternative Dispute Resolution process
20	I have never used any Alternative Dispute Resolution process
21	I have never used any Alternative Dispute Resolution process
22	I have never used any Alternative Dispute Resolution process
23	Yes
24	I have never used any Alternative Dispute Resolution process
25	I have never used any Alternative Dispute Resolution process
26	I have never used any Alternative Dispute Resolution process
27	I have never used any Alternative Dispute Resolution process
28	I have never used any Alternative Dispute Resolution process
29	I have never used any Alternative Dispute Resolution process
30	I have never used any Alternative Dispute Resolution process
31	I have never used any Alternative Dispute Resolution process
32	I have never used any Alternative Dispute Resolution process
33	I have never used any Alternative Dispute Resolution process

34	I have never used any Alternative Dispute Resolution process
35	I have never used any Alternative Dispute Resolution process
36	I have never used any Alternative Dispute Resolution process
37	I have never used any Alternative Dispute Resolution process
38	I have never used any Alternative Dispute Resolution process
39	I have never used any Alternative Dispute Resolution process
40	I have never used any Alternative Dispute Resolution process
41	I have never used any Alternative Dispute Resolution process
42	I have never used any Alternative Dispute Resolution process
43	I have never used any Alternative Dispute Resolution process
44	I have never used any Alternative Dispute Resolution process
45	I have never used any Alternative Dispute Resolution process
46	I have never used any Alternative Dispute Resolution process
47	I have never used any Alternative Dispute Resolution process
48	I have never used any Alternative Dispute Resolution process
49	I have never used any Alternative Dispute Resolution process
50	I have never used any Alternative Dispute Resolution process
51	I have never used any Alternative Dispute Resolution process
52	I have never used any Alternative Dispute Resolution process
53	I have never used any Alternative Dispute Resolution process
54	I have never used any Alternative Dispute Resolution process
55	I have never used any Alternative Dispute Resolution process
56	I have never used any Alternative Dispute Resolution process
57	I have never used any Alternative Dispute Resolution process

58	I have never used any Alternative Dispute Resolution process
59	I have never used any Alternative Dispute Resolution process
60	I have never used any Alternative Dispute Resolution process
61	No
62	I have never used any Alternative Dispute Resolution process
63	I have never used any Alternative Dispute Resolution process
64	I have never used any Alternative Dispute Resolution process
65	I have never used any Alternative Dispute Resolution process
66	I have never used any Alternative Dispute Resolution process
67	I have never used any Alternative Dispute Resolution process
68	I have never used any Alternative Dispute Resolution process
69	I have never used any Alternative Dispute Resolution process
70	I have never used any Alternative Dispute Resolution process
71	I have never used any Alternative Dispute Resolution process
72	Yes
73	Yes
74	I have never used any Alternative Dispute Resolution process
75	No
76	I have never used any Alternative Dispute Resolution process
77	I have never used any Alternative Dispute Resolution process
78	I have never used any Alternative Dispute Resolution process
79	I have never used any Alternative Dispute Resolution process
80	I have never used any Alternative Dispute Resolution process
81	I have never used any Alternative Dispute Resolution process

82	I have never used any Alternative Dispute Resolution process
83	I have never used any Alternative Dispute Resolution process
84	I have never used any Alternative Dispute Resolution process
85	I have never used any Alternative Dispute Resolution process
86	I have never used any Alternative Dispute Resolution process
87	I have never used any Alternative Dispute Resolution process
88	I have never used any Alternative Dispute Resolution process
89	I have never used any Alternative Dispute Resolution process
90	I have never used any Alternative Dispute Resolution process
91	I have never used any Alternative Dispute Resolution process
92	I have never used any Alternative Dispute Resolution process
93	I have never used any Alternative Dispute Resolution process
94	I have never used any Alternative Dispute Resolution process
95	I have never used any Alternative Dispute Resolution process
96	I have never used any Alternative Dispute Resolution process
97	I have never used any Alternative Dispute Resolution process

Question 9E

Participant Number	Answer
1	(No answer given)
2	(No answer given)
3	I had a problem and i used negotiation with the other person and make his understanding my view

4	(No answer given)
5	(No answer given)
6	(No answer given)
7	(No answer given)
8	I have answered no
9	(No answer given)
10	(No answer given)
11	(No answer given)
12	(No answer given)
13	(No answer given)
14	(No answer given)
15	(No answer given)
16	(No answer given)
17	(No answer given)
18	I have never used any ADR
19	(No answer given)
20	(No answer given)
21	(No answer given)
22	(No answer given)
23	For a short period of time it solved conflict between 2 people in a past job they didn't get on and carried on like school children we set them down at the time told them to let everything out why they didn't like one another and then said right were do we go from here you have to work together so they agreed they would be civil in the workplace and not aggravate one another.. it lasted a few months then it turned and

	it started again being mostly one sided by the same party that started the issues in the first place..
24	(No answer given)
25	(No answer given)
26	(No answer given)
27	(No answer given)
28	(No answer given)
29	(No answer given)
30	(No answer given)
31	(No answer given)
32	(No answer given)
33	(No answer given)
34	I believe ADR will help to resolve the problem. But in my work place we never had ADR
35	(No answer given)
36	(No answer given)
37	(No answer given)
38	(No answer given)
39	I never used alternative dispute resolution processes
40	I haven't used any but will look into it now
41	N A
42	(No answer given)
43	(No answer given)
44	(No answer given)

45	(No answer given)
46	(No answer given)
47	(No answer given)
48	(No answer given)
49	(No answer given)
50	(No answer given)
51	(No answer given)
52	(No answer given)
53	(No answer given)
54	i resolved the issue myself with the person so there was no need to use any form of ADR.
55	(No answer given)
56	(No answer given)
57	(No answer given)
58	(No answer given)
59	An alternative Dispute Resolution would be a great help.
60	Answer no
61	(No answer given)
62	(No answer given)
63	I have never used any ADR
64	(No answer given)
65	(No answer given)
66	(No answer given)
67	(No answer given)

68	(No answer given)
69	(No answer given)
70	(No answer given)
71	(No answer given)
72	I had to participate in an Arbitration session to resolve a issue my company had with clients. This was specified in our mutual contract
73	(No answer given)
74	I mostly get on with my colleagues, however I will stand up for myself politely and professionally
75	(No answer given)
76	(No answer given)
77	(No answer given)
78	(No answer given)
79	(No answer given)
80	(No answer given)
81	I am not aware and have never used Alternative Dispute Resolution
82	(No answer given)
83	(No answer given)
84	(No answer given)
85	(No answer given)
86	(No answer given)
87	(No answer given)
88	(No answer given)
89	(No answer given)

90	(No answer given)
91	(No answer given)
92	(No answer given)
93	N/A
94	This should be offered in workplaces but is at the discretion of HR as to how conflicts are managed.
95	I am not sure if my workplace provides these Alternative Dispute Resolution option, and I am not aware of what they are or who they benefit
96	(No answer given)
97	My office provides arbitration as a way of solving disputes with clients, but not to solve internal conflict