

Independent College Dublin
Assessment Cover Page

	<i>Student A</i>	<i>Student B</i>	<i>Student C</i>	<i>Student D</i>	<i>Student E</i>
Student Number(s):	<input type="text" value="51703068"/>	<input type="text" value="# here"/>	<input type="text" value="# here"/>	<input type="text" value="# here"/>	<input type="text" value="# here"/>

Student Name(s):
(In the same order as student numbers above)

Lecturer's Name(s):

Module Name:

Assignment Title:

Due Date:

Date of Submission:

Requested Word Length:

Actual Word Length (excluding list of references):

Check you have used the following file name convention: **Checked**
surname_student ID_.doc or .docx

eg: *durant_51600001.doc, or durant_51600001_bird_51600002_james_51600003.doc*

INTELLECTUAL PROPERTY STATEMENT

By checking the box below: I/we (if submitting on behalf of a group) certify that this assignment is my/our own work and is free from plagiarism. I/we understand that the assignment may be checked for plagiarism by electronic or other means and may be transferred and stored in a database for the purposes of data-matching to help detect plagiarism. The assignment has not previously been submitted for assessment in any other module or to any other institution.

Agree

Date:



**EXPLORATORY CASE STUDY: MEDIATION AS A TOOL TO RESOLVE CONFLICT
IN THE HEALTHCARE WORKPLACE IN IRELAND.**

BY Juliana Carvalho

Master of Art (MA) Dispute Resolution

Independent College Dublin

Dublin, Ireland

May 2021

Table of Contents

Acknowledgement	I
Abstract	II
List of Figures.	III
Abbreviation.....	III
Chapter 1 Introduction	1
1.1 Overview	1
1.2 Research Objectives.	2
1.3 Structure of the Research	2
1.4 Limitations of the Research.	3
1.5 Significance of the Study.	3
Chapter 2 Literature Review	4
2.1 Introduction.	4
2.2 Mediation.	4
2.3 The Approaches of Mediation.	7
2.4 The Mediation Process.	10
2.5 Mediation as a Tool to Resolve Conflict in the Workplace.	13
2.5.1 Promoting Mediation in the Workplace.	15
2.6 The Awareness and knowledge of Employees Regarding Mediation in Workplaces.	16
2.7 The Willingness of Employees to Use Mediation as a Tool to Resolve Conflict.	17
2.8 Healthcare Sector in Ireland.	19
2.8.1 Healthcare Workers in Ireland.	20
2.9 Conflict and the Common Causes of Conflict in the Healthcare Workplace.	21
2.9.1 Common causes of conflict in the Healthcare workplace.	22
2.10 Conclusion	24
Chapter 3 Methodology	25
3.1 Introduction	25
3.2 Philosophy	25
3.3 Approach	28
3.4 Strategy.	30
3.5 Choices.	32
3.6 Time Horizon	33
3.7 Data Collection.	34
3.8 Data Analysis.	36
3.9 Ethical Guidelines.	36

3.10 Conclusion	37
Chapter 4 Presentation of the Data	38
4.1 Introduction	38
4.2 Key for Interviews	38
4.3 Data Gathered	39
4.4 Conclusion	49
Chapter 5 Data Analysis and Findings.....	49
5.1 Introduction	49
5.2 Themes and Subthemes	50
5.2.1 Theme: Different levels of Conflict.	51
5.2.2 Theme: Willingness to Participate in Mediation.	52
5.2.3 Theme: Lack of awareness and knowledge regarding mediation in the workplace.	54
5.2.4 Theme Benefits of a Neutral Third Party.....	56
5.5 Theme: Promoting Mediation.	57
5.3 Conclusion	58
Chapter 6 Discussion and Implications.....	58
6.1 Introduction	58
6.2 Research Question	58
6.3 Implications	62
6.4 Research Limitation	63
6.5 Recommendations	64
Chapter 7 Conclusion.....	65
Reflexion.....	66

Acknowledgement

Firstly, I would like to thank God, to give the opportunity to be here concluding one more objective, I would like to thank my partner Vincent Jackson who has been so supportive during these last few months where I have been under pressure.

I would like to thank my supervisor Orla Tuohy who has been so supportive and has guided me for the last few months during the dissertation process and without her guidance it would not be possible to conclude.

I would like to especially thank my sister Lorena Carvalho who has always been there for me, even miles and miles away, and it would not be possible without her support.

I would also like to thank all my family and friends for understanding my absence for the past few months and all the support they gave me.

Abstract

This dissertation was written as a final part of the MA in Dispute Resolution, which the author is completing through Independent College Dublin.

The aim of this research is to explore the awareness, knowledge and willingness of employees in healthcare, regarding mediation as a tool to resolve conflict in the workplace. The objectives that guided the research are:

To explore the awareness and knowledge of the employees in the Healthcare Sector regarding Mediation.

To assess the willingness of employees in the Healthcare sector to use Mediation as a tool to resolve conflict in the workplace.

To educate Healthcare workers regarding Mediation as a tool of Dispute Resolution.

The author has used the objectives above to guide the exploratory case study and opted to use only qualitative data, using semi-structured interviews, which has been conducted with five healthcare workers, the author adopted thematic analyses, where five themes and two subthemes emerged. Different levels of conflict and a subtheme solving conflict at the local level, willingness to accept mediation, lack of awareness and knowledge regarding mediation in the workplace -subtheme basic knowledge of mediation in general, benefits of a neutral third party and the last theme promoting mediation. The findings suggested there is a lack of awareness and knowledge regarding mediation in the healthcare workplace, but also some of the participants have a basic knowledge of it in a general context and demonstrated a positive finding regarding the willingness to accept mediation.

List of Figures.

Figure1: Deduction, induction, and abduction (Saunders el *al*,2016 p.146).

Figure2: key for interviews.

Figure3: Data analyse themes.

Abbreviation.

ADR: Alternative Dispute Resolution

HSE: Health Service Executive

MII: Mediation Institute of Ireland

WRC: Workplace Relations Commission

Chapter 1 Introduction

1.1 Overview

Mediation is an alternative of dispute resolution (ADR), where a neutral third party helps the negotiation between disputants. Mediation usually takes place when for some reason, people are struggling to find a solution or outcome for their disputes or conflicts, getting to a point where it needs the intervention of a neutral party to facilitate communication between the disputants. In Ireland, mediation is regulated by the mediation Act 2017. There are different types of mediation such as family mediation, elder mediation, and others, including workplace mediation which is relevant to this study.

The Workplace Relations Commission (WRC), in Ireland suggested that workplace mediation may be effective in disputes involving groups of employees or individuals who are going through some situations, such as grievances related to discipline and procedures, interpersonal differences, conflicts related to difficulties of working together, or also termination of working relationship. Conflict can happen in the workplace at any moment and according to Barry et *al* (2016), meditation has been a tool to mend relationships and improve and create a healthy place environment.

In Ireland, the health services are provided to the population by private and public sector, and it is guided by the Act Health 2004, and the body responsible for the entire Irish population is HSE. The healthcare sector in Ireland has a relevant number of employees that work in different segments.

As workplace conflicts are common to arise in workplace settings in general, this research was conducted to explore the awareness, knowledge, and willingness of the employees in the healthcare workplace, regarding mediation as a tool to resolve conflict.

1.2 Research Objectives.

The research question of this study is “What is the awareness, knowledge and willingness of the employees in the Healthcare Sector regarding Mediation as a way to resolve conflict in the workplace”?

The aim of this research is to explore the awareness, knowledge and willingness of employees in healthcare, regarding mediation as a tool to resolve conflict in the workplace. The objectives that guided the research are:

To explore the awareness and knowledge of the employees in the Healthcare Sector regarding Mediation.

To assess the willingness of employees in the Healthcare sector to use Mediation as a tool to resolve conflict in the workplace.

To educate Healthcare workers regarding Mediation as a tool of Dispute Resolution.

Following those objectives, the author has answered the research question above and it is explained in detail in chapters five and six.

1.3 Structure of the Research.

Chapter 2 Literature review: The author critically presents the review of the literature.

Chapter 3 Methodology: The author describes the methodology and approaches that have been used in this research and the author also justifies the reason for the method implemented.

Chapter 4 Data presentation: The author presents the data collected through the semi-structured interviews.

Chapter 5 Data analysis and findings: In this section the author presents the findings and describes the approach taken to analyse the data.

Chapter 6 Discussion: In the discussion chapter the author has discussed the findings of the research and critically compared with the literature review. The author mentioned the implications of the study and recommendations for further research.

Chapter 7 Conclusion: The author has concluded with the thoughts regarding the dissertation process.

1.4 Limitations of the Research.

One of the limitations of this study is the fact the author conducted semi-structured interviews and used thematic analysis to interpret data, and this is a time-consuming process.

1.5 Significance of the Study.

The Healthcare organizations have been considered for different researchers to be a stressful workplace environment and conflict can arise for different reasons. The importance and significance of this study were to investigate if the healthcare workers are aware of mediation as a form to resolve conflict, in an alternative way where people or groups that are involved in a dispute can find an outcome with the help of someone neutral who facilitates the discussions and negotiations so that the disputants can achieve their own outcome. This is instead of a conflict reaching serious consequences

or to take the legal route where they are not able to decide the outcome. The other significance of the study was to evaluate the healthcare workers willingness to participate in a workplace mediation process if it is necessary.

Chapter 2 Literature Review

2.1 Introduction.

In this chapter the author will explore mediation in general, will discuss the process of mediation and investigate the different approaches used for mediation. This will be followed with a review of mediation as a tool to resolve conflict in the workplace.

The author will then review the awareness and knowledge of employees about mediation in the workplace and discuss the willingness of employees to engage with mediation as a means of resolving conflict in the workplace.

The author will also discuss the Healthcare sector in Ireland. This will be followed by a discussion about the main causes of conflict in the workplace in general, focusing on the main causes of conflict in the Healthcare sector.

2.2 Mediation.

Mediating is something we all do in every moment of our life. Since life is a relationship with others, it is inevitable that, at times, we may have positions and reasons that are in contrast with those of our neighbours, our colleagues, our customers or suppliers, our competitors, and even our relatives and family members. This happens every day, but rarely does it come to litigation or, worse, to court

cases. Because all of us, in a completely natural way, often even unconsciously, most of the time manage to mediate between our positions and those of others, to reconcile our reasons with the reasons of others, privileging our interest over tough questions of principle (McKenzie, 2015).

Mediation is one of the different forms of alternative dispute resolution (ADR), the mediation Act 2017 in Ireland, defines it as “confidential, facilitative, 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” (Mediation Act 2017, Section 2). The mediation Act only came into law in Ireland in January 2018. The Act requires that parties to a dispute first consider mediation as a potential dispute resolution mechanism before proceeding with litigation (Furlong,2020).

According to (Walker 2016, p 284) “Mediation is the best known of the ADR methods in essence an assisted negotiation, where the mediator helps the parties negotiate their own solution”. Mediation is a tool for resolving civil and commercial disputes, allowing companies, consumers, and individuals to manage their conflicts in an informal and confidential environment quickly and at low cost. An impartial third party carries it out. The aims are to assist two or more parties in the search for an agreement or settlement in a dispute and formulate a proposal for its resolution.

Mediation is a conflict resolution process where the third party has no power to influence binding decisions or make decisions for the parties in the dispute. The aim of the third party, who is called a mediator, is to facilitate the negotiation between the parties. The third party according to Jeon (2009, pp 173) “an external agent utilizes their experience and expertise in controlling fear and reducing the stereotypes and prejudices of the disputants in tandem with the supply of alternatives and additional

information”. Mediation is commonly initiated when disputing parties on their own are not able to start productive talks or have begun discussions and reached an impasse. (Moore ,2014).

The role of mediation and the mediator is to build and improve a productive and respectful communication and relationship between the parties in a conflict, where the parties can understand and identify each other's needs and interest with the objective that they can find an agreement or solution for the conflict or dispute. The mediation can take place in public or private entities that must be registered in the Register of Mediation Bodies, held at the Ministry of Justice, which provide the mediation service in compliance with the law, the ministerial regulation, and the internal regulation with which they are provided, approved by the Ministry of Justice (Katz, 2017).

Many countries like Ireland have a Civil Process and the Justice Digitization Program with which it is intended to intervene in the processing phase of the cases; the main objective of the reform is to reduce the inflow of new cases into the Justice system, offering citizens a simpler and faster tool to resolve disputes in a noticeably short time and very low and certain costs (Moore, 2014). In practice, civil mediation is all this: two or more parties, assisted by their respective lawyers (the assistance of a lawyer is mandatory when mediation is a condition of admissibility in court and recommended in other cases), meet at a mediation accredited by the Ministry of Justice to seek an agreement through the fundamental intervention of the Professional Mediator, who has been carefully trained and prepared to help the parties to meet and find a convenient solution for both. Mediation is the best and only alternative to long and considerably expensive court cases, where often, after years of hearings, everyone feels defeated and no one a winner (Brett, 2018).

Mediation has an extraordinary chance to work well especially when the parties are willing to mend a broken relationship. Normally in the mediation process people tend not to only find an outcome for

their problem or dispute but also an emotional relief and in doing so the parties might come up with an agreement. There is no guarantee that the mediation process will be successful, and the parties will settle an agreement, any of the parties can leave the process if they feel discouraged or angry or if the parties cannot compromise in finding a solution. According to (Berr, *et al* 2012, p4) “Even if there is no agreement, the emotional charge of the dispute may lessen once people have had their say.” And from it they are more aware about the real situation and can make the next decisions.

In a wider context Mediation can be a time saver in choice of conflict interventions methods, from peace-building projects, formal and public litigation, to quiet backstage coaching. Mediation can also increase the success of other approaches including negotiation, arbitration, meeting facilitating or training initiatives. Mediation can help improve relationships and alliances and can also help organizations and communities last after their conflict. (Berr, *et al* 2012).

In conclusion, researchers define mediation as a process where a third party impartially aids disputants in working out ways to resolve conflicts. Not the mediators, but the disputants, will decide those terms for any reached agreement. Mediation helps disputants to focus on the future instead of behaviours in the past.

2.3 The Approaches of Mediation.

When conflict arises, and parties in a dispute have reached an impasse trying to resolve it, and wish to avoid a court battle, mediation can be an effective alternative to help parties find out a solution for the conflict. In mediation, a neutral trained third party will help the parties in a dispute find an outcome using principles of collaborative mutual-gain negotiation. Mediators use different approaches for mediation; it will depend on the type of the conflict and the mediator style (Shonk, 2020).

Facilitative Mediation. According to Alexander, (2008), in the facilitative style of mediation normally the mediator will use their skills to encourage the parties to open up about their needs, concerns and perspectives. The mediator does not interfere in the process of intervention, the disputants will speak for themselves. The facilitative mediation would be beneficial in cases that the parties in a dispute want to have a continued relationship, like in a business relationship, family, or social life after the outcome of the dispute. It would be useful for those who are experienced in an area but is on an impasse on the process of the negotiation. “Facilitative mediation combines process intervention with an integrative approach to bargaining” (Alexander, 2008 p.111). On the facilitative approach the mediator takes responsibility for managing the process but the responsibility to find an outcome is only for the parties in dispute (Salminen,2018).

Facilitative mediation arose in the era of volunteer dispute resolution centres. Volunteer mediators were not required to have substantive expertise in the disputed area and there were frequently no attorneys present. Volunteer mediators came from a variety of backgrounds. However, this is still a reality these days, and there are also many professional mediators, with or without expertise still practicing the facilitative approach. (Zumeta, 2018).

Evaluative Mediation: In the evaluative approach to mediation, the mediator intervenes more than in the facilitative approach, making recommendations or giving suggestions (Zumeta, 2018). In the evaluative approach the mediator can facilitate the mediation process and make a judgment about the problem. The mediator will provide the parties with information, focus on the agreement and the parties will be directed to a resolution that the mediator believes is the better one. (Salminen, 2018).

The role of the mediator in this style is to evaluate and facilitate the process. Whilst the mediator may use some techniques of the facilitative approach, the mediator will also mention what can happen if

the case goes forward to the court. The mediator can use that information as a strategy so that the parties understand their court alternatives, using that to facilitate the parties develop different solutions to improve their dispute. (Riskin ,2003).

Zumeta, (2018) also mentioned that an evaluative approach normally happens in a court-mandate or court referred situation, and in that case normally the parties' lawyers will decide with the court who is the neutral third party. Because of the nature of the process, the presence of the parties' lawyers is more frequent, however the mediator can also meet only with the lawyers or also only with the parties. In evaluative mediation, it is assumed that the mediator has substantive or legal expertise in the subject matter of the dispute. Most evaluative mediators are attorneys because of the connection between evaluative mediation and the courts, as well as their comfort level with settlement conferences.

Transformative Mediation: The transformative approach of mediation has the power to transform conflict interactions and change the mindset of those involved in the conflict, going behind the problem and deeper social interpersonal levels changing the relationships. The objective of the transformative mediation is to encourage the parties to recognize each other's needs and interest and empower the parties to solve their problems (Bush and Folger, 2004).

In this approach the mediator will meet the parties together once the aim of this approach is the recognition, and empowerment of the parties, the parties will also be responsible for the process and for the outcome they decide the directions of the process. It is also focused on the interaction and communication between the parties. (Zumeta,2018).

Narrative approach: According to Hansen, (2003) Narrative approach to mediate has been developed in the middle 1980's by Michael White and David Epston in Australia. This approach should be

considered 'storytelling'. In contrast to the bargaining style, the narrative approach to mediation uses a profoundly therapeutic style of mediation.

Narrative mediation prioritizes the understanding of the disputants of their own story over the "facts." The value of the story is in its telling and interpretation, which is essentially how the teller understands the story's impact on their own life. Because of the emphasis on how stories create reality, events cannot be understood apart from the dominant narratives held by both the teller and the listener. It is not the mediator's role to determine the "truth-value" of the stories (Price, 2007). As a result, the story of the relationship naturally leads into the alternative story of the conflict involving the mediation, which naturally leads to mediation follow-up and relationship change in the new narrative. Narrative Mediation is a method and approach that can provide mediators with a novel way to handle conflict intervention (Hansen, 2003).

However, even though mediation is one approach to conflict resolution there are different styles of mediation used in order to solve a conflict, and all of them have the 'cons and pros', providing different reasons for the choices of the approach which will vary from case to case and what style the mediator is more familiar with.

2.4 The Mediation Process.

The Mediators Institute of Ireland (MII) mentioned that "Mediation is a process in which an independent, neutral Mediator assists two or more disputing parties in resolving the dispute in a collaborative, consensual manner". They also mention that the structures of the mediation process might be different, and it will be according to the dispute and type of the dispute. They also argue that some mediation processes can last longer for days or weeks and others can be done in one day. The mediator will not give suggestions or advice they will facilitate the process.

Normally people think that mediation starts when the parties in a dispute are already in a meeting room with the mediator, but this is not true. The mediation process starts once the parties in a dispute have agreed to mediation or when they have been notified by the court to participate in a mandated mediation session (Donner, 2010).

Gilman (2017) argued that Mediation is a process, but it is far from being a 'magical formula' to resolving conflict, it is a process with different stages, and if it is followed correctly, it will help balance the power between the disputants and it is more likely that they might resolve some or all of their issues and even improve and transform their relationship. Gilman, (2017) divided those stages in five:

Opening statement: This is the stage where the neutral party builds and gains the respect of the disputants and explains the nature of the mediation process. The mediator will introduce themselves and thank and congratulate the parties for agreeing to participate in the process (if it is not mandatory). The mediator will also explain the ground rules which involve respect, confidentiality (and when there can be exceptions to this confidentiality), voluntary, the neutrality and impartiality and the fee and whole role of the mediator and the role of the participants. For the last part the mediator will confirm the party's willingness to participate and hand over the agreement to mediate to be signed.

Story telling: The main objective in this stage of the process is to create a safe space where the parties in a dispute can share and demonstrate their concerns and point of view and their needs. The story telling is the time when the participants can listen to each other and should not interrupt one another, the parties will take turns. The mediator will be listening and summarizing with the neutral ability to verbalize the essential parts of the history. Berr et al, (2012, p 8), says "People may talk briefly or at length about their view of the situation, and may bring up anything they consider relevant".

Clarification: This stage of mediation is transitional, and it goes back to the *storytelling* and forwards to *negotiation*, in this stage the objective is to make clear the issues and interests. The mediator will ask questions related to the dispute and facts. This is the part where the mediator encourages the parties to talk about their needs and what they expect from the mediation. The mediator reassures the parties that even with all the differences, a solution or agreement can be possible (Gilman, 2017).

Negotiation: The negotiation stage is the most challenging and difficult of all stages. This is when the neutral party will help the parties in a dispute to find common ground that assists them to explore collaborative solutions for their disputes. The mediator will help the parties to engage in a transformative problem-solving process and will encourage the disputants to communicate directly with one another. The role of the mediator is to facilitate the parties to brainstorm and bargain, and the parties can create options that satisfy both needs and interests. (Gilman,2017). The disputants will revise all the decisions and working all matters doing a reality- test to secure the decisions is favourable and what they really expect. (Berr et al, 2012).

Agreement: the objective of this last stage is to write a formal and official agreement according to the decisions made by the parties in the dispute. The decision should be fair and balanced and cover all the parties' needs. It is recommended that the parties before signing, take it for advice or counsel (Gilman, 2017). After that if the parties approve their agreement, the mediator reviews with them what has been agreed and closes the process (Berr *et al*, 2012).

Although different authors named the mediation stages or the structure of mediation in different ways, the nature of mediation is the same. Moore, (2014) argues that if the parties in a dispute can be educated at the start of the mediation process, it can minimize future surprises that might result in misunderstanding.

2.5 Mediation as a Tool to Resolve Conflict in the Workplace.

Workplace conflict can cause damage and impacts in individuals' teams and the whole organization and mediation has been a tool to mend relationships and create a healthy working place environment (Barry, *et al* 2016). It does not matter if you get along well with your collaborators in general; conflicts will arise in the workplace from time to time. It is inevitable. Conflicts can affect one person, two people, or an entire team. Suppose a certain amount of conflict in the professional sphere is healthy and favours teamwork because it pushes people to solve problems. In that case, the ability to resolve conflict situations is one aspect that matters most for both a manager and the whole organization. These are not always explicit; it is often only perceived that there is something wrong with the non-verbal language, changes in behaviour, small intolerances, or "escape" from the workplace as soon as the hours are over. Problems should be addressed as soon as possible and directly to prevent an escalation that is difficult to manage (Furlong, 2020).

In Ireland, the Workplace Relation Commission (WRC), offers mediation services as a tool to resolving disputes and disagreements, giving the chance of employees and employers to find a mutual solution. Workplace mediation is a confidential and voluntary process where the neutral third party will facilitate the communication and balance the power between the parties in a dispute focusing on the solution and not on the problem. In cases where the dispute is not settled in the mediation process other methods can be used, and it will be discussed with mediator help (Citizen Information, 2020).

The workplace mediation can be a tool to resolve conflict over work conditions, conflict, and disagreements between the collaborators, work terminations or also to address complaints about

bullying, discriminations, sexual harassment or multiparty conflict (Bollen and Euwena, 2013). Moreover, with exceptions from other researchers no investigations on mediation within the United Kingdom (UK) are present academically. Contrastingly, the practitioner or policy focussed studies keep dominating in this field. Based on the paucity regarding the investigation in ADR academically, with mediation particularly, within the UK has value for considering the conflict management system literature. These keep getting developed throughout the years within the United States (US). The US, contrasting with the UK, keeps having changed significantly in ways dispute management occurs within this workplace. This keeps reflecting the nature of change regarding social contracts among the employees and the employer (McKenzie, 2015).

This practice of employee relation development keeps heralding this refocus through researchers academically on the ways systems of conflict management becomes conceptualised much effectively. Also, crucially for this topic, the ADR processes of new types get integration into the system of management. Here ADR might get defined as the utilizations in any forms in arbitration or mediation as that substitute for this public administrative or judicial process. This becomes available for resolving disputes. For mediation, the potential efficiency gets identification within earlier studies for the utilization in industries which are dispute-prone and traditional. Experimental research subsequently kept noting this propensity regarding third parties for adopting the approaches of dispute resolution (Shaukat, Yousaf and Sanders, 2017). This has further associations with mediation once there is awareness regarding this option.

Bollen, *et al* (2016, p.16), questions specifically the appropriateness of mediation having regard to with dealing through this conflict cause of prevalence, harassment, and bullying. Whilst in recognizing those mediation potentials for interventions earlier, few researchers keep arguing upon a few cases making things worse. This occurs if, for instance, retaliatory actions from a few of those

parties occur subsequently. In similar means, with mediation value getting questioned, the researchers keep articulating on other mediation criticisms potentially. These get investigations in the following discussions particularly involving whether disputes have capability sufficiently in negotiating among one another becoming equal. In the future, if this mediation keeps focussing, this has no such mechanism for punishing or addressing past behaviours (Rezvani, *et al* 2019).

The evidence suggests the main objective of mediation in the workplace is that the parties get back to work, rather than seeking for change in the participants' behaviour or change in their attitudes, the focus is to get the communication back between the parties who have stopped to communicate or those who are unable to deal with each other. The research also suggested that mediation can be a tool to confront poor treatment, giving voice to the participants in a workplace dispute, which in a conventional process does not happen, (Sundry *et al*, 2018).

In a research developed for Acas, 2011 it is mentioned that 83 per cent of employees who have participated in a mediation have improved working relationships, and another 59 per cent believe the mediation intervention was implemented as a solution too late. However, 85 percent of the participants who already have experienced mediation would be willing to participate in a mediation again and 88 per cent would recommend mediation as a form of conflict intervention.

2.5.1 Promoting Mediation in the Workplace.

When an organization is planning to introduce mediation as a form of dispute resolution, it is important to identify the objectives of it. It is to reduce conflicts or enhance the organization's culture. The organization can develop it in two different ways, using an external mediator or set up your own

mediation department by training employees to perform as a mediator. However, the use of an external mediator might be a reasonable choice for a small organization once the parties involved do not know the mediator. The external mediator is also a choice for big organizations. (Acas,2021).

Kokaylo (2016), has mentioned that information regarding mediation should be present in the organization's policies and procedures to inform workers in a dispute about mediation as a way of resolve conflicts before they can proceed to adversarial dispute resolution options. He also argues that the managers should be educated and trained about mediation as a different conflict resolution, it is also mentioned that information regarding mediation should be mandatory and provided by a competent and credible organization who offers mediation.

2.6 The Awareness and knowledge of Employees Regarding Mediation in Workplaces.

Considering that the causes of conflicts at the workplace are quite common, the employees need to know the mediation process. They should be willing to accept the system. There are two types of mediation in the legal system: the civil/procedural one and the one that represents typical business activity, namely business mediation. Civil mediation (mandatory or optional depending on the case) is an institution made to limit direct access to the court: through this procedure, the disputing parties meet before a mediator, setting out their respective reasons. It will be up to the mediator to facilitate the resolving of the dispute, favouring the parties' reconciliation and preventing the latter from arriving before the judge. The mediation activity must be carried out by persons qualified to do so after passing a specific exam. There are special mediation companies, although there is usually a college of mediators (consisting of specialized lawyers) at each court. The mediator is an intermediary between the parties, whose intervention can be invoked at the request of only one of them or both. In any case, the mediator carries out his / her task impartially and independently, even if initially chosen

by a specific party (Gilman, 2017). “The approach of mediation runs contrary to our natural and instinctual ‘fight- flight’ responses to conflict and is different from many standard reactions within organizations in the handling of workplace disputes.” (Doherty, and Guyler, 2008 chapter 1).

The initial trigger for mediation normally came from the senior managers or HR practitioners (Saundry *et al* 2013). This shows that they have more knowledge and are more aware about mediation in the workplace. Latreille, *et all*, (2012, p 601) says that the “Respondents who had previously heard of mediation but whose organizations had not used it are also more likely to view mediation as a last resort, a perception that those with experience do not share”. And the research suggested that the employees who are aware and have some knowledge about the mediation process believe that it can improve line managers. On the other hand, those are not familiar with mediation, tend not to believe that mediation can help or improve the line managers.

2.7 The Willingness of Employees to Use Mediation as a Tool to Resolve Conflict.

Workplace mediation is a form of early problem resolution and can be done faster than a litigation process. Employees can be unwilling to accept workplace mediation as an intervention for their conflict even when it is an alternative. They may see it as a sign of incompetence and think “they are able to find the solution by themselves”, or see it as an embarrassment and be worried “what people will think”? If mediation is to be useful for and used by staff, they need to understand what it is, how it works, and how to access it (Hincks,2000).

Mediation is clearly a process where the role of mediator is to facilitate and balance the power between the parties, but it is the responsibility of the disputants to control the outcome and agreement, and the mediation process should not take place without the agreement of the parties in a dispute. The

process should not develop without the willingness of the disputants, they should be willing to communicate with each other and listen to each other's concerns and issues (Doherty, and Guyler, 2008).

In some cases, the parties who have a dispute among themselves can spontaneously decide to resort to mediation to avoid (for the most diverse reasons) bringing their dispute to the court: perhaps this is because they want to reach a solution as soon as possible without waiting for the decidedly longer times of traditional justice. There are, however, specific cases in which it is the law that mandatorily requires the use of mediation (which is defined as mandatory) as a condition of admissibility of a subsequent judicial application. This means that to establish a process validly, it is necessary to first resort to mediation and, only in the event of its bad outcome, to propose the cause subsequently. Otherwise, the judge - having detected the lack of mediation attempt - may suspend the process and assign the parties a term to refer to the mediator, under threat of termination of the process itself. It has been mentioned that conciliation has similarities to mediation. Surely, the element that unites the two institutions is the purpose of both, that is, to favour the amicable settlement of a dispute without establishing a lawsuit in the classical sense (Suifan, *et al*, 2019). For a successful outcome in a mediation process, the parties should be motivated and willing to find a settlement, and it is not just for the fact that mediation is a voluntary process but also for the reason the parties in a dispute are responsible for the final decision of the problem (Jeong, 2009).

Saundry et al (2018), the manager in line who is asked to participate in a mediation process might feel frustrated, and only focus on the complaint instead of the underlying issues, they might feel uncomfortable. According to Acas research, (2011) that 85 per cent of participants who already had experienced mediation in the workplace would be willing to accept participate in other workplace mediation.

Mckenzie, (2015), argues that mediation is a voluntary process, and it is always possible that one of the parties or both parties may not agree to participate in the mediation process, one of the reasons for the refusal of the process might be when one of the parties have more power than the other or if the worker feels forced to participate especially if the refusal can cause loss. The role of mediator is not to persuade or force the parties to find an agreement or settle their dispute. However, once the parties do not resolve their differences and disputes, the problem can escalate and can move forwards to a litigation.

2.8 Healthcare Sector in Ireland.

Cambridge Dictionary defines Healthcare “as a set of services provided by a country or an organization for treatment of the physical and mentally ill”. Health services in Ireland are both public and private. The public health system is directed under the guidance of the “Health Act” formulated in 2004 (Burke *et al.*, 2018). This Act formed the “Health Service Executive”, the new body responsible for the provision of health and personal care services to the entire Irish population.

Ireland spent €3,842 per capita on healthcare in 2010, compared to an EU average of €3,145, with public spending accounting for around 80% of the total. In 2017, €6,550 per capita, the seventh highest in the “Organisation for Economic Co-operation and Development” (Stan, 2015). Overcrowding has become a problem in Ireland's hospitals, with over 120,000 patients waiting for a bed in 2019.

The private healthcare industry in Ireland offers a diverse range of goods and services, from direct health insurance, drugs and medical devices, financial products, health workforce preparation, information technology, facilities, and support facilities (e.g., health facility management). Therefore, Ireland has "mixed health networks," in which health-related products and services are delivered by a combination of public and private providers. The governance arrangements used to direct mixed delivery are vastly different from those used to administer processes that solely rely on government services.

Governments in countries like Ireland, which have well-established private and public healthcare legislation and strong administrative capability, use a variety of regulatory and financial policy mechanisms to steer hybrid delivery of health services in the public interest, such as capitation contracts to regulate service availability and costs (Buttigieg et al., 2016).

According to the report, the Health Service Executive (HSE) oversees the complete health service as a single national body; the HSE is made up of four administrative divisions, each with 40 local health offices (LHOs) (Burke et al., 2018). The HSE is the largest employer in Ireland, with over 120,000 staff and a budget of €18 billion, more than any other public sector organisation.

2.8.1 Healthcare Workers in Ireland.

Healthcare workers are all people whose main intent is to provide care that improves health. They work to provide the wellbeing and treatment of physical and mental illness in people (Mohanty et al., 2019). In Ireland, the healthcare industry employs a large number of people. In 2009, 227,000 people worked in the health and social services (CSO indicative data). Nurses are the most common

occupation, accounting for one-quarter of all workers in the industry. Currently two-thirds of those working in the industry work in the public health sector (Health and Safety Authority). According to (Mikillic, 2020) the numbers of employment in the Health sector in 2018, was approximately 259,00.

2.9 Conflict and the Common Causes of Conflict in the Healthcare Workplace.

Workplace conflict is the most common attribute that is associated with the development of any productivity in an organisation leading to the presence of disagreement, the opposition of interest or any other ineffectiveness to be present while working with different employees. There are different types of workplace conflicts that are most common to be occurring in varied organizations irrespective of their sector or industry. According to Saridi *et al.* (2019), the presence of leadership conflicts, interdependence-based conflicts, cultural dissension, work style differences, and personality clashes.

Mostly the conflicts occur due to the presence of unrealistic needs and expectations, which are being caused by the employers or the employees and are being not given much importance by either party. Sometimes changes in the organizational culture or workplace activities bring in changes in the overall working style that further escalates the prospect of workplace conflicts. This further relates to the lack of appropriate supervision to be present in order to bring unavoidable circumstances in the workplace by the respective leaders who are present in the workplace.

Once there is a conflict or problem it should be addressed as soon as possible and directly to prevent an escalation that is difficult to manage. Just as quickly, it is advisable to discuss with the collaborators involved in the difficult situation to make a quick decision. Human beings are emotional

creatures and showing emotional reactions to the activity taking place is not necessarily negative; on the contrary, it shows that we are involved in what we do. A piece of advice, therefore, could be to validate these underlying feelings and their expression. Starting - and managing - a group discussion can be a way to bring problems to the surface and evaluate different opinions. During a group discussion, you feel heard, and it is possible to compare everyone's opinions. Often discontent and misunderstandings remain barely visible, and passive-aggressive reactions are signs that something is wrong. A leader should understand when and why a conflict has started. Only after understanding the real problem is, it possible to identify solutions (Haldorai *et al*, 2020).

2.9.1 Common causes of conflict in the Healthcare workplace.

Healthcare organizations are considered to have a complex organisational structure that is characterised by a wide range of interdependent relationships and holds accountability to the different forms of job ambiguity that leads to the development of stress and produced conflict at a macro level as well. Jerng *et al*, (2017), it can be noted that the presence of conflict in one sector can develop into more conflicts among the different staff and healthcare setting in the hospital. There it leads to the existence of stress and disagreement among the different individuals leading to the occurrence of violence or litigation among healthcare workers. According to (Simpao 2013, p 54), conflict in the health workplace cannot only impact negatively the productivity of the staff, but also may affect the patients and relatives “if they interact with someone who is demoralized or disenfranchised team member”.

In the Healthcare workplace conflicts range from different notions based on the activities that are being considered in the setting of healthcare. However, some of the healthcare workplace conflicts

that are widely common and have the prevalence of occurring in any type of setting has been categorised below.

Role-based conflict: According to Arnetz *et al.* (2018), role-based conflicts is one of the most common forms of conflict that arises in the healthcare workplace setting adhering to the prospect that the employees or the staff are assigned with different job responsibilities or duties. However, there is no boundary maintained in the job role that has been handed over to the individuals. The individuals have been assigned job responsibilities with different statuses, but the activities presented to them are mostly similar leading to the clash among the two or more respective employees.

Communication conflict: The communication conflict is the major common conflict that occurs in the healthcare organisations adhering to the prospect of ineffectiveness present in discussing any information and further sharing them among one another. This usually happens when communication is not seen as the prospect for developing collaboration and collectiveness to be maintained for the activities that occur among the employees who are working in the organisation (Vermeir *et al.* 2017). Communication-based conflicts usually occur because of disagreement in terms of the economic values presented by the healthcare administrative to the staff as well as changes in the values of the team members working in any ward in the form of nurses mostly. In a constructive conflict, the contrast manifests itself in the "contents." Communication tends to highlight the aspects that the parties have in common, and any criticisms are never made against the person (Bennett,2017). when communication occurs can fail on the delivery of sending or receiving a message and if there are already emotional and language barriers that can escalate the conflict, (Simpao,2013).

Goal conflict: This form of conflict arises among the healthcare workers and in the workplace when individuals have presented two opposing goals with the presence of different relevance in the goals

identified by them (Bochatay *et al.* 2017). It can be noted that a physician and a nurse have two different goals to be met, where a physician is mostly concerned with the activity of developing treatment interventions for the patients while the nurses are responsible for a look into the intervention process as well as holding accountability for managing the administration budget. This often leads to conflict among the administrations and the nurses while maintaining a balance between their relevant goals.

Ethical and Personality conflict: These forms of conflicts usually occur among the employees working in the organization who have different morals and have differences in the personality projected by them. It has been noted that individuals with different personalities tend to observe and maintain different ethical values differently, hence there are the chances of conflicts occurring while working in a complex working environment for the healthcare workplace highlighted. (Bochatay *et al.* 2017)

Thus, to conclude it can be stated that the prospect of healthcare workplace conflict has been highly based on the management and development of ineffectiveness present in the form of differences among the varied individuals who are working in the healthcare setting. The common form of healthcare workplace conflict is bounded by goals, ethics, roles and communication that occur among the healthcare professionals and the administrative departments.

2.10 Conclusion

The literature review has critically highlighted mediation in a general context and concluded that the researcher defines that mediation's objective is to look to the future and not in the mistakes of the

past, it is to solve conflicts and repair broken relationships. There are different approaches to mediate and different ways to manage the process however, the basic elements of mediation should remain.

The literature review also critically presents the conflicts in the workplace and in the common types of conflicts in the healthcare sector, it also presents the Healthcare sector in Ireland and the awareness and knowledge and willingness of employees regarding mediation in the workplace.

Chapter 3 Methodology

3.1 Introduction

In this chapter the author discusses the methodology implemented in this research, describing the assumption and philosophy associated with the research. The author explains the approach, strategies and choices that are related to this research, the author mentions the time horizon and describes the approach for data collection followed by the process for the data analyses. For the next step in this chapter the author mentions the research ethics and the research limitations.

3.2 Philosophy

What is research philosophy? According to Saunders (2016, p.124), “The terms research philosophy refers to a system of beliefs and assumptions about the development of the knowledge.” When people involve themselves in research, people develop knowledge in the research field. However, during the research process the researcher will make many assumptions they might be aware about or not. Those assumptions are the research standpoint which lead and guide the research. (Crotty, 1998). Two of those assumptions are the ontology and epistemology.

Ontology: Ontology assumption is the nature of reality and its modes the way the researcher studies the research objectives (Saunders *et al.*2016). Ontology questions focus on the nature of “being”, literally, ontology is a theory on being (Lowndes *et al.* 2018, pg.118). The key to ontology is the nature of reality, what is real out there, independent of the human being’s perception. It seeks to determine the real nature, or the foundational concepts which constitute themes that we analyse to make sense of the meaning embedded in research data (Kivunja and Kuyini 2017). In Ontology there are two main philosophies when it comes to reality, the realism which believes only one true reality exists and it cannot be changed, and the relativism which is the opposite, and believes that there are many realities. The ontology assumptions will guide the researcher about the research question and the significance of it, and how they should approach the answer to the research question. Understanding and investigating are to contribute to a solution (Kivunja, and kuyini,2017).

Epistemology: Epistemology assumptions involve knowledge and contain a certain understanding of what is entailed in knowing, that represents how we know and what we know (Crotty, 1998, pg.8). Epistemologies are concerned with knowledge and its relationship to underlying reality, as well as the means of knowledge creation and dissemination. (Steup, 2018; Rionda and Courtney, 2020). It concerns the base of knowledge and the nature and forms how it can be acquired and how it can be passed or communicated to other human beings, and it helps the researcher to expand and deeply understand the field of research. (Kivunja, and kuyini,2017). In epistemology there are two basic philosophies on how knowledge can be gathered. First one the realist research it should be conducted in an objective way, and it is known as an Etic approach, where the researcher does not influence the data gathered and the second is the interpretivist research which is conducted out in a subjective nature, on this the interaction with people is necessary to determine the truth.

However, According to Dudovsky (2018), in general, research philosophy has many branches that are related to a variety of disciplines such as pragmatism, realism positivism and interpretivism. The author will briefly discuss two of them positivism and interpretivism:

Positivism: The Positivism philosophy, holds that only “factual” knowledge gained through observation (the senses), including measurement, is reliable. The researcher's role in positivism studies is limited to data collection. The research uses the theory existents to develop hypotheses. On the positivism the research should remain neutral to and detached of the research to avoid manipulated findings. Positivism is based on quantifiable observations that result in statistical analyses. It has been stated that "as a philosophy, positivism is consistent with the empiricist view that knowledge is derived from human experience." It has an atomistic and ontological structure. Consider the world to be made up of discrete, observable elements and events that interact in a predictable, and consistent manner (Dudvskiy, 2018).

Interpretivisms: argument is that human beings and their social sociality cannot be studied the same as physical phenomena, and so science research should differ from natural science research rather than imitating it. People are different and have different backgrounds and different social realities and the objective of interpretivism is to create a new and improved understanding of the interpretations of the social world context (Saunders *et al.* 2016). The interpretivist approach is based on the idea that the researcher is a part of the research, interprets data, and thus can never be completely objective and removed from the research.

Once the research question is “What is the awareness and knowledge and willingness of the Healthcare employees about mediation to resolve conflict in the workplace?” The author develops the research based and grounded on the interpretivism philosophy and the epistemology assumptions. According to Dudvisky 2018, the interpretive approach is taken from the naturalistic

approach of data collection which include interviews and observations. Also popular with interpretivism philosophy is secondary data research.

3.3 Approach

According to Pascole (2011), to varying degrees, all forms of research rely on the logic of induction, deduction, and abduction. All research projects include the use of the theory even if it is explicit or not, in the research designer. However, in the presentation of the finds and conclusion, it will be explicit. On the table below Saunders *et al.* (2016, p.145) explore the difference and similarities in those three approaches.

Table 4.4 Deduction, induction and abduction: from reason to research

	Deduction	Induction	Abduction
Logic	In a deductive inference, when the premises are true, the conclusion must also be true	In an inductive inference, known premises are used to generate untested conclusions	In an abductive inference, known premises are used to generate testable conclusions
Generalisability	Generalising from the general to the specific	Generalising from the specific to the general	Generalising from the interactions between the specific and the general
Use of data	Data collection is used to evaluate propositions or hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and patterns and create a conceptual framework	Data collection is used to explore a phenomenon, identify themes and patterns, locate these in a conceptual framework and test this through subsequent data collection and so forth
Theory	Theory falsification or verification	Theory generation and building	Theory generation or modification; incorporating existing theory where appropriate, to build new theory or modify existing theory

Figure1: Deduction, induction, and abduction (Saunders et al,2016 p.146).

For Wilson (2014), the research approach usually is related to the deductive approach and the inductive approach, and the researcher should be aware of how the theory would appear in the study before choosing between the two approaches.

Deductive: In the deductive approach, the interest is to develop a hypothesis based on existing theories to design a strategy to test the hypotheses. Using this approach, the theory and the hypothesis developed come first and influence the rest of the research process. The deductive approach is usually linked to the quantitative type of research. (Ghauri and Grohaug, 2005; Wilson ,2014).

Inductive: The inductive approach goes in contrary to the deductive approach and collects data with the objective to develop theory according to the data analyses. Wilson (2014) mentioned that usually, this approach is related to the qualitative type of research.

The author has mentioned early in the literature review that Workplace conflict can cause damage and also impact individuals' teams and the whole organization, and mediation has been a tool to mend the relationship and create a healthy working place environment. (Barry et al. 2016). The author focuses on three objectives to help answer the research question.

- To explore the awareness and knowledge of the employees in the Healthcare sector about mediation as a tool to resolve conflict in the workplace.
- To Assess the willingness of employees in the Healthcare Sector to use mediation as a tool to resolve conflict in the workplace.
- To educate Healthcare workers regarding Mediation as a tool of Dispute Resolution.

The author uses the inductive approach to attempt those objectives, Given (2008), it has been proposed that the inductive approach is especially important in qualitative research methods. Induction is at the heart of any attempt to create general statements based on observations or to develop theory from empirical data. Interview or ethnographic data, for example, may be used to propose broad understandings or theories that are intended to apply beyond the sample of participants interviewed or observed.

3.4 Strategy.

Research strategies is the plan of action to reach the objectives in a research, it is a plan of how the researcher will answer the research question it is related to the philosophy and the choice of the method to gather the data and analyse it (Denzin and Lincoln, 2011: Saunders, et al.2016). The different research strategies linked to qualitative and quantitative mixed methods according to Saunders *et al.* (2016) are:

Experiment;

Survey;

Case Study;

Archival and Documentary Research;

Ethnography;

Action Research;

Grounded Theory;

Narrative Inquiry;

Once the author adopted the *case study* as a strategy, then it will be discussed further. According to Yin, (1981), Case studies have a significant frequency in research topics as a community, the study of organizations, family, individual and life stories, and economic development. “Case studies are relevant for studying knowledge utilization because the topic covers a phenomenon that seems to be inseparable from its context. Thus, as with numerous inquiries on decision-making behaviour” (Greenberg et al., 1977: Yin,1981 p.99) knowledge utilizes some of the following characteristics:

- For various decisions that occur over a long period of time and it is unclear where the beginning and end points are.
- The implications of indirect and direct results are too complex for a single factor.
- Many participants who are relevant.
- Situations that are unique in terms of agency context, historical moment in time, and other important factors.

Case studies usually is considered a qualitative experimental method and the data normally is collected face to face interacting with the public selected using the nature of setting. Case studies focus on the issue with the objective to find insights to that issue. Normally involves a detailed description of the setting environment. (Range,2019).

However, Yin, (1981) have mentioned that case studies are not useful for evaluation, and should be used for explanatory, descriptive, and exploratory proposes. The author developed an exploratory

case study. According to Saunders *et al.* (2016) an exploratory study is related to open questions with the objective to find out what is happening and gain insights of the topic of the research. The exploratory studies focus on the research question and it can leave room for further research. (Dudvisky 2018).

Once the author mentioned above that Mediation has being used as a tool to resolving dispute in the workplace, and Moore (20014), mentioned that mediation should take place when the parties are willing to participate in the process, the author believes that is extremely important to explore the awareness and to access the willingness of the employees regarding to mediation. The exploratory case study is the best strategy to gain an understanding of the topic and help answer the research question.

3.5 Choices.

The choices that are available to the researcher can be utilised in a research there are three types: (*Mono method, Mixed-method, and Multi-methods*).

The *Mono method*, which uses only one type of data either the qualitative data which are related to words and images where the research study observes the objective to interpret the means and explanations of how people behave (Ahemed, *et al.*2016). In the research that use qualitative data the research can find some challenges once the data collected leads to different interpretations that do not have right or wrong answers (Braun, and Clarks 2013). Or it uses quantitative data which is the the contrary of the qualitative data, quantitative typically is related to numbers and statistics the structure in nature it is normally rigid and defined. The qualitative data is measured using numbers and values it can be easier for some researchers to analyse. (Devin,2019). “To draw a theory, quantitative

researchers have to look at the analysed data, using background knowledge on the research topic and questions.” (Cloy, 2014 p.99).

The *Mixed method* approach has increasingly become popular and is the third most popular approach and it is being used in a different number of disciplines. (Johnson et al. 2007; De Silva 2009; Ahmed et al.2016). The mixed methods both qualitative and quantitative are used in the research.

The *Multi method* uses more than one qualitative or quantitative methods, but does not mix the two, they are conducted separately and later triangulated. According to Saunders *et al.* (2016), the Multi-method provides a richer approach for a data collection, analyses, and interpretation than a mono method.

The author follows the mono method once the approach of the research requires qualitative data, and qualitative understanding of the complexity and often consists in text of interview and transcript, notes or audio-visual material (Boeije and Hox,2005). The data that supports the case study is qualitative data collected using semi structure interviews.

3.6 Time Horizon

The longitudinal research is concerned to be carried in a long timeframe. Ployhar (2010), says that it is safe to say that most theories in the organizational sciences are either explicitly or implicitly longitudinal in nature.

According to (Setia,2016). In a cross-sectional study, the researcher measures the outcome and the exposures in the study participants at the same time. The participants in a cross-sectional study are

just selected based on the inclusion and exclusion criteria set for the study and it is cross-sectional objectives is a point time. The time horizon that the author uses in this research is the cross-sectional.

3.7 Data Collection.

To conduct a study the researcher depends on two types of data source, primary data, and/or secondary data. The primary data source is all types of original data, which are collected by the research in the first place. The secondary data is nonoriginal, but however are quite valuable, and usually is obtained from different researchers and public archives (Salkind,2010).

For many people data collection is a key point of a research project, and the most covered research data collection are questionnaires and interviews, and the readers are more familiar with those methods than others. (Bryman,2016).

When collecting qualitative data usually the researcher interacts with other human beings, the researcher should demonstrate sympathy and respect to gain trust to collect valuable data. Qualitative data collection there are usually three different types, interview, observations and document or archival analyses. (Salmons2016).

According to Barret and Twycross (2018) Interviews are the most direct and straightforward method of gathering detailed and rich data about a specific phenomenon. Using interviews as a data collection method, the interviewer should be familiar with the program content. It is also essential that the participants understand why the interview is being conducted and how the information they have provided will be used and kept. It is important that the participants are aware about confidentiality

and rules (Phillips and Stawarski 2008). In a successful interview, the researcher should have caution with the questions that will be asked (Salmons2016).

There are different structure types for interviews, such as unstructured interviews; these types of interviews are usually based on a single question. The interviewer and the participant shape the conversation during the process and do not follow a schedule. The unstructured interview can be suitable when the interviewer wants to encourage the participants to narrate the stories and life experiences. (Barret and Twycross,2018).

On the other hand, there is the structured interview which makes use of a questionnaire where the interviewer should ask the question the same way as it is written on the paper and the interviewer should be careful when asking the questions as not to indicate any bias (Saunders *et al* 2016). This approach Barret and Twycross (2018), argues that it is easy to administer but the participants may not be able to express completely their feelings.

In the semi-structured interview, the researcher has some key questions prepared to explore before they start the interview and it should be covered, but it is not necessarily to follow an order it will depend on the flow of conversation. (Saunders *et all* 2016). The semi-structured are usually more common in qualitative research, even if there are points that should be covered in this approach it gives more flexibility for the participants to express themselves and bring their own personality and perspectives to the discussion (Barret and Twycross,2018).

In order to achieve the objective and answer the research question the author conducted a semi-structured interview adopting the non-probability sample, which according to Veohvar et al. (2016 p.329) “this usually means the units are included with unknown probabilities using the self-selection sample techniques. According to Saunders *et al.* (2016) the self-selection is a volunteer sampling

technique where the researcher advertises the need for individuals who are expected to participate in a study and the researcher can collect the data from those who volunteered.

The intention of the author was to conduct all interviews face to face but in the current situation of covid-19 it was not possible, and the interviews were conducted using a digital meeting application - Zoom - and using the application called Otter to record and transcribe the data analyses.

3.8 Data Analysis.

Using the transcript, the author conducted the thematic analysis, and identified emerging themes through the semi-structured interview. According to Cooper and Schindler, (2014), the flexibility and support of semi-structured interviews are beneficial for the author as they explore emerging opinions and themes as they present themselves.

Thematic data analysis process involved (1) looking closely at the transcripts and using key points as codes, focusing the data; (2) grouping codes with thematic similarity and developing categories; and (3) finding similarities between the categories and subcategories to identify the properties and dimensions of a category by sorting, integrating and organising large chunks of data and bringing them back together in new coherent ways (Shah,2017).

3.9 Ethical Guidelines.

“The ethical rules are needed in a research because ethics has a natural justification of its own as a disciplinary” (Eriksson and Kovalainen ,2015 chapter 6). The research ethics concerns all the research process from the relationship between researcher and the research object, and it only finished when it is written up and published (Eriksson and Kovalainen ,2015).

It the current situation of Covid-19 and the measures in place for the government was not possible to meet in person with the participants, the interviews were conducted over zoom call, for this reason the participants were not able to sign the consent form. However, they have been asked for the consent during the interview and it is possible to check through the transcript. All the audio of interviews has been recorded just for the purpose of the transcript and during the interview the author mentioned that the process is on a volunteer basis and anonymous and if the participants did not feel comfortable in answering any question they were not obligated to do so.

The author has signed an ethical form before conducting the interview and sent the questions to the supervisor to be approved and only after the approval of the supervisor the researcher started the semi-structured interview.

3.10 Conclusion.

This chapter the author has outlined and explained the methodology and philosophy related to this research. The author has also mentioned the choice, approaches and strategies that better suits to this research and outlined the reasons behind the choose method.

In conclusion the author developed this research as an exploratory case study based on the epistemology assumptions and interpretivism philosophy, using inductive approach and mono method using semi-structured interview as a data collection to gather qualitative data. The author mentioned the ethics and limitations of this research.

Chapter 4 Presentation of the Data.

4.1 Introduction.

In chapter four the author will explain how the five healthcare workers who accepted and agreed to be interviewed received a key to identify the quotes to preserve the anonymity of all the participants and facilitate for the reader. In this chapter the author will also present the data gathered through the semi- structured interviews.

4.2 Key for Interviews.

All the five healthcare workers who agreed and contributed to this research have received a key to preserve their anonymity and to facilitate the presentation of the quotes, and it is described according to the figure below.

Participant interview Position	Key
Participant of Interview 1	I1
Participant of Interview 2	I2
Participant of Interview 3	I3
Participant of Interview 4	I4
Participant of Interview 5	I5

Figure2: key for interviews.

4.3 Data Gathered.

The author has conducted semi-structured interviews to gather primary data. The interviews were conducted separately with five healthcare workers through zoom and recorded and transcribed with the consent of the participants. The author will present below some of the data gathered from the participants. To facilitate the reader the author presented the data according to the sequences of the questions divided the data presentation into topics according to the sequence of the questions used in the semi -structured interview.

Question 1: Could you introduce yourself and describe your profession briefly please?

To preserve the anonymity of the participants the data gathered in this question will not be present.

Question 2: How long have you been work in the healthcare sector?

“Four year.” I1

“Four and a half years.” I2

“I think, three years.” I3

“about nineteen years.” I4

“about twenty years.” I5

Question 3: Are you aware of any disputes in the Healthcare sector? Can you tell me about the disputes that you are aware of?

I'm not sure if I'm aware of any dispute...I think it's more a role of a manager, and I'm not a

manager, I'm just the staff nurse... I had some conflicts in one department that it happens ... medication. I1

Yes, there will be several different types of disputes that could happen from high level to, you know, every day, lower level. I guess the most common ones would be probably disputes between patients and staff that will be one between patients themselves, or patients and relatives, and obviously then you'd have ...management level and then the staff, I guess... I2

“I heard some things, but we do not have at the moment in there”. I3

Yeah... there's a ward in the hospital, where there's maybe 10 patients, and in order to look after, they come with... they're very hard to look after because... They'd be very upset and behaviourally disturbed people, and this Ward is a specialist unit for dealing with these problems, but the staff there don't feel they should be dealing with ... these patients, they feel ... they're not skilled to do it. They don't want the severe people who have to deal with these people who are very sick. But in fact, this unit is the one specialist unit in this part of the city...so it's a strange one, because they don't see their role as doing that or they're certainly feeling. They don't want to do it anyway, or they...feel it's too much... I4

Most of the disputes, I would be aware of, or witness would be, obviously, between staff and patients or patients relatives, especially this last year I suppose with COVID and restrictions to an access of families to hospital “...” there's been a lot of obviously unrest and therefore kind of disputes, and then there would be disputes I suppose between staff, because it can be

quite a stressful environment, you know, between nurses and doctors and surgeons and other much history team members so you would see disputes, kind of in, “...” that respects. I5

Question 4: When you have a conflict in your workplace environment, do you try to solve it by yourself or do you bring it to the managers or HR?

I'm terrible in conflicts myself. I avoided as much as I can... I know that I'm not right, because the only way they know there's something going on and they can like do something about it. As someone to tell but I don't. When I do have a conflict. I suffer with myself and then I will start to have...headache, but I'm not going to my manager to complain about the conflict, and I know I'm not right... if someone wants to come to ask me, I would say, but I'm not going...to tell them, but how could they know that conflict is going on... I just don't feel comfortable to go into someone to ...tell them that I do have a conflict. I think that I was learned since very little maybe my generation that we have to deal with it ourselves, which is not true. I1

If things can be solved at a local level, we will try to do that at the first instance. Obviously sometimes that doesn't always work so then you will have to get someone involved in most commonly it will be someone in management. I2

For the first thing I try resolve by myself speak to the other person that I have the conflict. but if it is... not work, I go tell my manager and bring it to my manager and say, what's happened, and probably we go have a meeting together. I3

*I tried to solve it myself now, because I'm not officially a manager of our team because ... each discipline like nursing and psychology would have their own managers within the system. But, on our team, I suppose I would have responsibility for the patients so like we can manage these three people who work with me who are at a similar level are all consultants and we try to solve things in our department, rather than escalating to managers outside of our department. We feel it's a better way to resolve things. **I4***

*"I suppose you would try and manage any disputes at a local level, if possible, but obviously, if it's more serious than yes it will be taken up with senior management, and then possibly on to HR." **I***

Question 5: Have you heard about mediation in a workplace? If yes, can you explain your awareness and knowledge of mediation?

*No, I never heard about it...I believe if we do have some situations that they will find someone out, I don't know if it's exactly, but I think it could be some similar for example, if we have a medication error. So, even though there's no harm for the patient... something in the process was, there's some issue. So usually we do, where we have to do some incident report. And then that incident reports it's going to a person, but it's like they're responsible for that. So, it's not the way they want to punish or anything but as a learning so they will know that a problem happened and why it happens, and then they're going to do a meeting.**IB***

“It's something that's not commonly used I'd say or that I've come across anyway.” I2

Not in the workplace. I know it's some another person. They come for resolution about the conflict, but they are not in one side or the another... They just should go explain, or you can see, the other person talking. I3

So my knowledge of it in our workplace, I wouldn't know if there is a mediation service, I noticed the human resources department but, I've never heard of any mediation department, but my knowledge of mediation is that, I suppose, if when there is a dispute sometimes it gets to a point where the people within the dispute cannot solve it and they need someone who's neutral, who will be able to give both sides the argument, and talk to both sides, and allow the issues, to raise be raised. and for them to come to some sort of agreement where they can both maybe save face or, you know, get an outcome that's closer to what they both want, and to be able to tease out what the issues are rather than just people being in entrenched positions. No, I never heard about it. I4

So, while I know what mediation is, I personally have never experienced or seen the mediation in my line of work...Now saying that, as I said, I'm a nurse manager so if there is conflict between two nursing staff, I would have to mediate I suppose to a degree, between those two staff members. I5

Question 6: Mediation is a voluntary process how would you feel if you were being asked to participate in a mediation process that may involve someone in a senior position to yours?

*Yes... someone like maybe from, I don't know outside or... they don't even like to be a witness of what happened but yeah should be good... to have someone like neutral. Even I think it's good for us because there's not...right and wrong. **I1***

*"I guess I will be open to it, initially, as long it wouldn't have any maybe... consequences on my own...work, and job". **I2***

*"Yes, I think, because... I think if you have another person. They will not be on my side or the side of the manager, they could be between us". **I3***

*"If I felt I had a problem with someone and I knew I had a problem, and we were getting nowhere...I'd be happy to do". **I4***

"So, I think mediation in certain circumstances would be very beneficial for both parties ..."

I5

Question7: Would you be interested in mediation to solve a conflict in your workplace? Can you explain your reason?

“I would not be interested, If I had any kind of conflict. No...so much stress, I think”.

II

“Yeah! like if something can be solved, you know, in an amicable way without getting complicated then yeah sure. Definitely”. ***I2***

“I think I don't mind I would you like because it's good to hear Another person....” ***I3***

“I think it'd be really useful when you get stuck with someone, it's good to have someone else to help you move on.” ***I4***

“Yeah, I actually think it would be very beneficial, because I think, especially in healthcare, it's a very stressful environment.” ***I5***

Question 8: Do you believe that the intervention of a neutral party can help in a dispute? Why?

Yes... someone like maybe from, I don't know outside or... they don't even like to be a witness of what happened but yeah should be good... to have someone like neutral. Even I think it's good for us because there's not...right and wrong. ***II***

“I guess I will be open to it, initially, as long it wouldn't have any maybe... consequences on my own...work, and job”. ***I2***

“Yeah... would be great ...because you can think more about what the other person says... open mind.” I3

“I think it'd be really useful when you get stuck with someone, it's good to have someone else to help you move on.” I4

I think in healthcare, it can be a very sensitive area... Emotions can be heightened. It's quite stressful. I think communication is extremely important. And I think... if there is a situation ... for example... I'm the manager of the nursing team and have two nurses, we're not getting along for various reasons or they're having disputes about the workplace, I think it would be very... important that ... situation but there is somebody there to kind of deflect away from anything that's personal and bring it back to the actual core issue. I5

Question 9: How do you think mediation can be beneficial for the parties in a dispute?

“I think every kind of mediation and resolution of ...conflict, it is beneficial because you can see what it's going on and maybe try to avoid, to have the same thing in the future”. I1

It might be more simple straightforward way of resolving an issue rather than getting messy and complicated by involving people who are... higher up in authority or even legal routes, because obviously that could have more severe consequences for both parties down the line so if it's something that can be done in a simpler way, which might be through mediation that I think that's the benefit for. I2

“I think it'd be beneficial for both sides to be less conflict between the people, and we can listen to another person”. I3

Yeah, because I think they can ...maybe hear my concerns, they can see what I'm concerned about, in a different way so the person might be able to hear who I'm having problems with. And so they might be able to hear my problems and they see them in a different way so the person could actually hear them or accept them as problems. And equally, vice versa, that maybe it'll work for the other person as well. So yeah. I4

Yeah...it would be very beneficial...especially in healthcare, it's a very stressful environment...there can be a lot of kind of situations with, for example... with medical teams or consultants. And sometimes you can feel a little bit unheard, or, I suppose, there can be disagreements, because somebody might be over you ... consultant over a nurse... again I would think something like mediation would be good to help resolve kind of conflict in that respect. I5

Question 10: How do you think the Healthcare sector can act to educate the employees about mediation or others forms of Dispute resolution?

“I don't know, maybe they... something in the hospital policies”. I1

*I think just in terms of communications that like for example at work, we get, we get newsletters, we get a staff magazine. We get weekly email communications from the ... HR and the people in management. So I think it might be a good idea for them if they have these means and channels to put it up in their communications to the staff, and also maybe put it up on the internet and the website so when you have staff resources, you know, that you know you have a place to go to check these things so you're aware, Because also employee turnaround is quite a common thing we have people coming in changing every few months, six months. So, you know, they might be new to the place, they won't know they won't be aware of the resources... if they do it that way at least... people will be aware and they could just as I say, weekly, or monthly reminders and emails, just to have. **I2***

*May give you some folders or newspapers, bring in there. And if you have a meeting just to say oh you have this other thing, the mediation. Now you can help yours just in case if you need, and bring that in the meetings, or the newspapers in the hospital. **I3***

*It might be nice to promote it, say if something had worked out, you might ask. The two parties... telling their experience of mediation, who works in the, in the actual hospital or building or department... I think General information... it would be about role models for them or colleagues saying, actually this worked. And then they might get interest and learn about. So it's about spreading the word as being effective. **I4***

I think, definitely, maybe some in centre training sessions. Maybe better team building, I suppose. I think education is obviously the key, you know, I think, when you go into management obviously, you're looking at leadership and things like that and conflicts and things come up in certain areas. 15

4.4 Conclusion

In this chapter the author outlined the key for it participant to preserve their anonymity and presented some of the raw data gathered through the semi-structured interviews with the five healthcare workers that agreed to contribute to this research.

Chapter 5 Data Analysis and Findings.

5.1 Introduction

The primary data gathering instrument used for this research was semi-structured qualitative interviews, the final list of the questions was reviewed by the supervisor and used as a guide to conduct the interviews, in which five employees of the Healthcare sector agreed to participate. The interviews were recorded and transcribed using the otter application. Once the transcript was concluded, the data gathered was analysed carefully. The author chooses to use thematic analysis, coding the data in order to identify patterns and themes. After reading the primary data carefully and coding it, five themes have emerged, and two subthemes, and the reader can see them in the figure below.

5.2 Themes and Subthemes

The analyses have been developed manually where the author had read several times all the interview transcriptions, and code the data collected highlight it and find patterns, in results of the analyses those five themes and two subthemes have emerged, and the reader can see it in more details below.

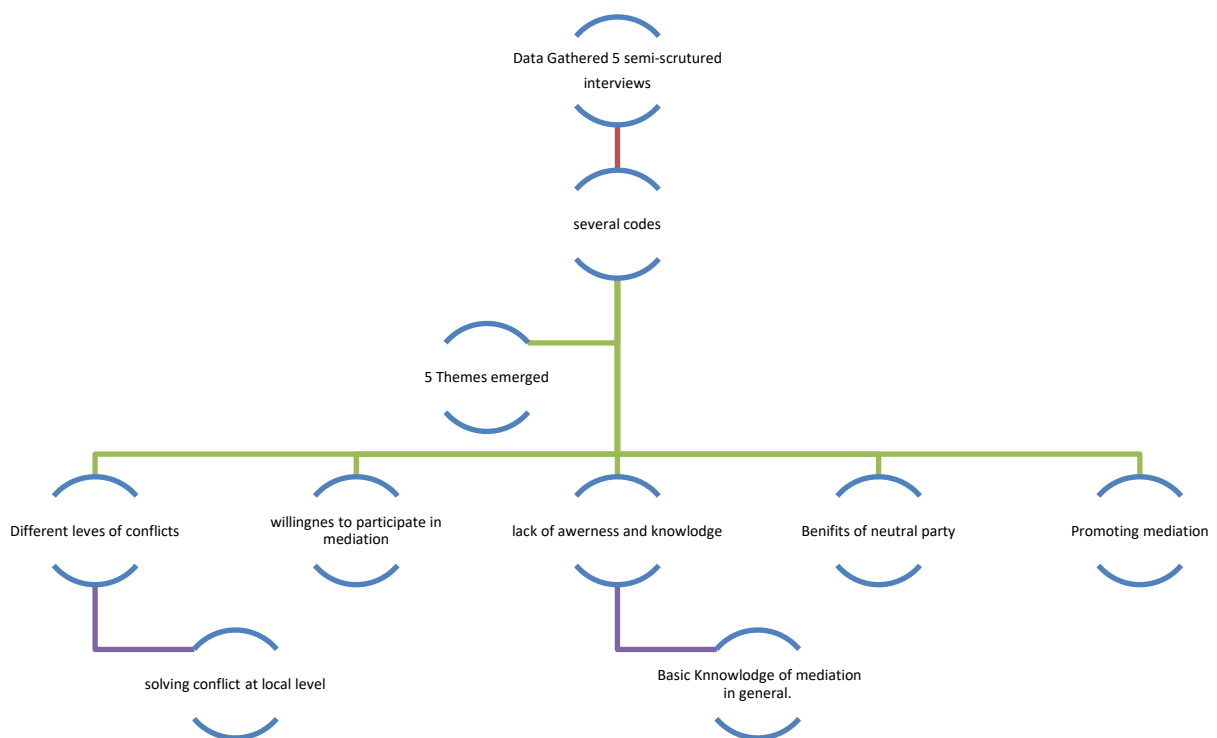


Figure3: Data analyse themes.

5.2.1 Theme: Different levels of Conflict.

There are different types of conflicts in the different sectors of employment that arise and are more common for different reasons and different levels. The author has questioned the participants if they are aware of any dispute in their workplace., from the data gathered from the participants, it was possible to note that conflicts in the healthcare sector can arise in different levels, it is also noted that a conflict between patients and staff's is one of the most common types of conflicts. In a different level was noted that conflicts between managements, and nurses and consultants.

there will be several different types of disputes that could happen from high level to... every day, lower level. I guess the most common ones would be probably dispute between patients and staff that will be one between patients themselves, or patients and relatives, and obviously then you'd have them at the management level between the management level and then the staff. I2

"Between staff and patients or patients' and relatives...then would be disputes I suppose between staff, because it can be quite a stressful environment". I5

It was noted from the participants that different departments have different outcomes from a conflict, it also noted the same for participants. However, two of the participants mentioned that they are not aware of any dispute at this stage, one of these participants has stated *"I think it's more a role of a manager, and I'm not a manager" I3.*

Subtheme: solving conflict at local level.

The participants have mentioned the common levels of conflict that arises in the healthcare sector. The author has mentioned it above and it was possible to observe that conflict can emerge from all levels from patients and staff to management levels, and this subtheme emerged as the participants mentioned the approach, they take to solve the conflicts. Four of the participants have mentioned that when a conflict arises in the workplace, the first step they would take is to try to solve it at a local level, and only bring it forward if it is not possible to resolve it at a local level.

*If things can be solved at a local level, we will try to do that at the first instance. Obviously sometimes that doesn't always work so then you will have to get someone involved in most commonly it will be someone in management. **I2***

Although one of the participants stated that would avoid conflicts as much as possible, the participant would not feel comfortable sharing conflict and rather to keep itself, this participant also mentioned if being questioned what is happening, would mention it but otherwise will avoids conflict. *"I'm terrible in conflicts myself. I avoided as much as I can...I think that I was learned since very little maybe my generation that we have to deal with it ...ourselves, which is not true. **I1***

5.2.2 Theme: Willingness to Participate in Mediation.

The participants when questioned about their willingness to participate in a mediation process where there is a case of a dispute or conflict with someone in a senior position, 100% of the participants mentioned they would be willing to participate. However, one of the participants made an observation: *“I guess I will be open to it, initially, as long as it wouldn't have any maybe any consequences on my own, you know, work, and job.” I2*

The other participant stated that she would be willing to accept, and she believes it would be valuable and beneficial to participate in a mediation with someone in a senior position.

Yeah...it would be very beneficial...especially in healthcare, it's a very stressful environment... there can be a lot of kind of situations with, for example... with medical teams or consultants. And sometimes you can feel a little bit unheard, or, I suppose, there can be disagreements, because somebody might be over you ... consultant over a nurse. I5

The participants have been questioned about their willingness to participate in a mediation in workplace in general this question is not limited to work positions of any particular kind; the only limitation is the willingness regarding mediation in workplace. 80% of the participants stated they are willing to accept mediation in the workplace if it is necessary to solve conflict and they also have mentioned that it would be beneficial and straightforward.

However, on the other hand one of the participants has mentioned *“I wouldn't be interested, If I had any kind of conflict. No... so much stress, I think.” I1*

This statement seems a bit controversial because of the previous statement of the participant who mentioned that they would be willing to participant in a mediation with someone in a senior position. The same participant has mentioned that they normally avoid conflict. They have also mentioned that

they believe that is not the best option to avoid conflict, but they argue that they do not feel comfortable being involved in conflict.

5.2.3 Theme: Lack of awareness and knowledge regarding mediation in the workplace.

The theme of lack of awareness and knowledge regarding mediation emerged when the participants were questioned if they have heard about mediation in the workplace. 100% of interviewees mentioned they had never heard about mediation in the workplace. *“Actually, no I had not heard about mediation...until now. So, it is something that's not commonly used I'd say or that I've come across anyway”*. **I2**

Two of the participants mentioned they are managers and yet have never heard and are not aware of mediation in the workplace. The lack of knowledge can be noted once one of the participants mentioned that they never heard about mediation before, and that was the first time they were being introduced to the mediation concept. The other participant has confused the investigation report with the mediation process, when asked about their knowledge and it can demonstrate the lack of awareness and knowledge.

According to the statements of the participants, 100% of them were not aware of mediation in the workplace. However, even though all the participants have stated the lack of awareness regarding mediation in the workplace, one of the participants mentioned *“I've never heard of mediation, but I've been interested in it myself... I would have done a course... where different concepts of mediation were explained.”* **I4**

The author observed that even though there was a lack of awareness and knowledge regarding mediation in the workplace, it emerged that there was an interesting subtheme gathered from the data as the readers can see below.

Sub-theme: Basic knowledge in general. This sub-theme emerged when participants have been questioned about the awareness and knowledge regarding mediation in workplace, and all the participants mentioned that they are not aware about mediation in workplace, but 60% of participants shared the basic knowledge related to mediation in general.

When there is a dispute sometimes it gets to a point where the people within the dispute cannot solve it and they need someone who's neutral, who will be able to give both sides the argument, and talk to both sides, and allow the issues to raise be raised. and for them to come to some sort of agreement where they can both maybe... get an outcome that's closer to what they both want... I4

However, one of the participants who also claimed to never have heard about mediation or experienced mediation in the workplace, mentioned that the participant role as a manager is to mediate conflicts that arise in the line of work in an informal way.

So, while I know what mediation is, I personally have never experienced or seen the mediation in my line of work... as I said, I'm a nurse manager... if there is conflict between two nursing staff, I would have to mediate I suppose to a degree. I5

The subtheme evaluated that even though all the participants claimed that they are not aware of mediation as a form of conflict resolution in the workplace three of the participants demonstrated

some basic knowledge regarding mediation in general. They stated this as someone who helps parties to resolve disputes.

5.2.4 Theme Benefits of a Neutral Third Party.

The theme 'benefits of a neutral third party' have emerged according to the participants statements 100% the participants mentioned that a neutral third party might help parties in a dispute. According to the participants, someone who is neutral does not take sides and can bring a different view from those who are involved in the dispute or conflict and they help the parties communicate and the parties may resolve their disputes.

*They come in... as you said, neutral...They're not taking sides, they don't have any vested interests in the whole thing, and they might even be able to... bring a fresh perspective to the whole situation, and maybe a new viewpoint that the people that are involved, they're so closely involved in it might be a very personal thing to them, so they might not be able to take a step back and look at the whole thing... by getting someone who's neutral they might be able to see it from a different perspective and that might help...resolve the conflict. **I2***

All the participants shared and seemed to agree that a third neutral party would be beneficial in terms of bringing different perspectives to help parties to find an outcome and give them a different view of the situation and help them to listen to the other. It was also noted that the participants believe that mediation would be beneficial for both parties in a dispute for the neutrality of the third party who has no interest in the outcome.

5.5 Theme: Promoting Mediation.

The theme promoting mediation emerged once the participants were asked about how the healthcare sector should educate the employees regarding mediation in the workplace. 100% of the participants have mentioned that mediation should be promoted in the healthcare sector; one of the participants mentioned that “*communication is the key*” I5. Another participant mentioned that would be helpful if some of the workers who have participated in an effective mediation process should share their experience even if they use their anonymity to share “*it's about spreading the word as being effective*”. I4 The participant believes if a successful experience regarding mediation is spread it may encourage others to learn about mediation.

One of the participants that is a nurse manager in the line of work, argues that usually has to manage and try to solve conflicts that arises in the sector. However, it was also mentioned that “*there's obviously a policy in place that kind ... guides you ... what to do... but there hasn't been any kind of, I suppose formal training* “. I5 The participant mentioned that has never provided with any formal training on how to handle conflict, and it would be beneficial for her to have formal training.

The participants mentioned that it would be interesting to promote mediation using the staff magazine, receive emails or newsletters, even use the website to promote it, once it is a regular procedure all the employers can be aware of mediation in the workplace. “*Because also employee turnaround is quite a common thing, we have people coming in changing every few months, six months. So, you know, they might be new to the place, so they...won't be aware of the resources*”. I2

5.3 Conclusion

The author presents in this chapter the process of how the primary data was analysed using thematic analyses, the author described the analyses as being done manually highlighting the data and using codes to find partners and themes. The data analyse and finding, demonstrated that five themes and two subthemes have emerged.

Chapter 6 Discussion and Implications

6.1 Introduction

The aim of this research is to explore the awareness, knowledge and willingness of employees in healthcare, regarding mediation as a tool to resolve conflict in the workplace. The case study was used as a strategy that the author chose to use to collect qualitative data through semi-structured interviews. In this chapter the author brings together the discussion regarding the research conceptual framework and links the literature review and the research method.

6.2 Research Question

“What is the awareness, knowledge, and willingness of employees in the Healthcare sector regarding mediation as a way of resolving conflict in the workplace?”

The qualitative data collected from the interviews has resulted in five themes and the author will discuss these themes in order to answer the research question above.

Theme: Different levels of conflict:

The results indicated that different levels of conflict arise in the workplace and it can go from internal conflicts between management levels, staff levels and patients and staff or external conflict when it comes to patients and relatives. Jerng et al (2017), argues that the presence of conflict in one sector can develop into more conflicts among the different staff and healthcare setting in the hospital. There it leads to the existence of stress and disagreement among the different individuals leading to the occurrence of violence or litigation among healthcare workers.

Different researchers suggested that the healthcare workplace can be a stressful environment. and it was noticed on this research as well. However, contrary to Jerng et al (2017), regarding litigation the findings suggested that the healthcare employees, take the approach to try solving the conflicts in the local level in the first instance and only take a different approach if it cannot be solved at a local level.

Willingness to participate in a mediation.

The analysis provides evidential support for the hypothesis that 80% of employees in the healthcare sector are willing to accept mediation as a way to resolve disputes in the healthcare workplace. It was noted that they believe that having a neutral third party to solve a conflict when they are struggling to find an outcome can be beneficial for the parties in a dispute, because the neutral parties might bring a different perspective and help them to listen to each other.

However, this hypothesis goes against the statement of (Hinks,2000), where he argues that employees can be unwilling to accept workplace mediation as a form of alternative dispute resolution to solve their conflicts, he also mentioned that employees can see mediation intervention as an embarrassment.

Although, the author takes into account that statement was made two decades ago and the scenarios have been changed and according to the findings, the employees are more open to accept mediation these days, and they are not only willing to accept it as they also see mediation as a beneficial approach to solve conflict. As mentioned in the literature review Acas (2011), that 85 per cent of employees that already experienced mediation would be willing to participate again, and 88 per cent would recommend it, according to this information and findings, the author believes the employees might see litigation as one of the last resources.

Lack of awareness and knowledge regarding mediation -Subtheme Basic knowledge in mediation in general.

When it comes to awareness and knowledge regarding mediation, it is notable and suggested in the findings that there exists a lack of awareness regarding mediation as a tool to solve conflict in the healthcare sector, and it is correct to affirm that the knowledge of some participants mentioned, is only regarding mediation in general and that they have no knowledge of mediation in the workplace context.

In the literature review Saundry et al (2013), infers that the initial trigger for mediation usually came from the senior managers or human resources practitioners, and it demonstrated that they might have more knowledge and be aware of mediation in the workplace. The findings in this research, might be compatible with this statement, as two of the participants who said they are a manager, (not senior managers), mentioned that if they have a conflict and it cannot be solved at a local level, it goes to a higher management or to human resources management who will try to solve it. This shows it needs to go to senior management or human resources who might suggest mediation as stated by Saundry

et al (2013). The lack of awareness regarding mediation among the healthcare employees is surprisingly higher.

However, one of the participants who is a manager mentioned that is not aware of mediation and has never experienced it in the workplace in a formal way. However, as a manager of the sector the role is to mediate and solve conflict if it arises between the nursing staff, which confirms the statements of (Mckenzine,2015) who mentioned that we all mediate something in every moment of our life, whether it be neighbours, colleges customers or even families or relatives.

Benefits of a neutral party.

The findings demonstrated even with the lack of awareness and knowledge regarding mediation in the workplace that 100% of healthcare workers believe that an intervention of someone who is neutral would be beneficial to help parties in a conflict. (Gilman,2017), The role of the mediator is to facilitate the parties to brainstorm and bargain, and the parties can create options that satisfy both needs and interests. The findings from the participants agree with that statement. If the parties are willing to find an outcome, but it has not been possible, an intervention of a neutral party can help the parties in the communication taking the approach that parties can listen to each other, sometimes and may understand each other's needs.

Promoting mediation.

The findings also demonstrated that all the of participants believe that mediation should be promoted in the healthcare workplace, they have mentioned it can be a stressful environment and mediation would help in some beneficial way and it should be promoted as one of the participants mentioned “spread the word... of effectiveness” **I4** and “education is obviously the key,”**I5** the findings of this

is in accordance with the statement of Kokaylo (2016), who argues that to promote mediation in workplace the managers should be educated about mediation, as a form of dispute resolution and also argues that mediation should be present in the organizations policies. The author agrees with the participants view and Kokayla(2016), once the healthcare environment is a stressful environment and different types of conflict happens it should be ideal to promote mediation in the healthcare sector, training and educating employees and managers regarding mediation.

6.3 Implications

The exploratory case study that has been developed in the last twelve weeks, using qualitative data collection through semi-structured interview with five healthcare workers contributing to the research. In order to analyse the data, the author adopted thematic analyses.

Conflict in the health workplace cannot only impact negatively the productivity of the staff, but also may affect the patients and relatives (Simpao, 2013). The findings on this research imply that in the healthcare sector conflicts can arise in different levels such as conflicts between the management or between staff or staff and management or also between staff and patients or patients and relatives.

Mediation is commonly initiated when disputing parties on their own are not able to start productive talks or have begun discussions and reached an impasse. (Moore ,2014). The findings of the research imply that 80% of the healthcare workers are willing to participated in mediation, in the literature review was noted that employees in a different sector also are willing to participate (Acas2011). The

findings also implies that the healthcare workers believes that mediation can be beneficial for parties in a dispute.

However, the findings imply, even though the healthcare workers are willing to participate in a mediation, there is a lack of awareness regarding mediation it in the workplace, 100% of them mentioned they are not aware of it the workplace, and only 60% of the participants have basic knowledge regarding mediation in a general context. In accordance with Hincks (2000), if mediation is being used as a form of conflict resolution, the employees in the health sector should understand what mediation is.

The findings imply that mediation should be promoted, and the employees and managers should be educated about mediation. It also possible to note that in the literature review. The mediation in workplace should be part of the policies and procedures, and there are different ways to promote mediation.

To conclude the implications of the findings are correct to say that the is a lack of awareness regarding mediation in the healthcare sector, and a lack of knowledge regarding mediation in the workplace context. However, when comes to the willingness to participate in mediation 80 % of the participants are willing to accept mediation as a tool to resolve conflict in the workplace.

6.4 Research Limitation.

The research is based on the interpretivism philosophy and epistemology assumptions, according to Dudvisky, (2018), in this approach it is taken from the naturalistic assumptions and data collected are included interviews and observations. The choice of semi-structured interviews as the primary data

gathering tool brings some limitations; the coding process and thematic analysis required interpretations and it is time consuming. The author has read the transcripts numerous times and coded it several times using the interpretation to develop the themes.

Another limitation that has been noted from the author are linked to the objective and part of the research question “ To assess the awareness and knowledge of the employees in the healthcare sector regarding mediation in the workplace” ,The findings imply that 80% of healthcare workers who agreed to participate in the research are not aware of mediation or have no knowledge of it in the workplace, although some of the participants shared some basic knowledge of mediation in general and it comes as a subtheme and it might confuse the reader. Even though the mediation elements do not change.

Another limitation is the author only used the mono method and opted for case study, and the sample was limited to five healthcare workers, the author believes if they used a mixed method for the case study it would give more evidence for comparative analyses.

6.5 Recommendations.

The findings of this research imply that exists a lack of awareness and knowledge regarding mediation of the healthcare workers in Ireland, and it can be related to communication or lack of education. According to the interpretation of the data collected, the author suggested further research linked with this research should be to investigate the reasons that exist a lack of awareness in the healthcare sector. It would be interesting to investigate the policies and procedures of the healthcare organizations and investigate how the organisations promote conflict resolution.

Chapter 7 Conclusion.

The study intended to explore the awareness, knowledge, and willingness of employees in the healthcare sector in Ireland regarding mediation as a tool to resolve disputes in the workplace. The study has critically reviewed the literature of mediation in general and the use of mediation in the workplace context, has also been critically reviewed. Healthcare in Ireland has been discussed, and conflict in the workplace environment. The literature review was used as secondary data for theory support of this research.

This exploratory case study was based on the interpretivism philosophy and epistemology assumptions, using an inductive approach semi-structured interviews have been conducted for collection of the qualitative data. The author has used thematic analyses to interpret and analyse the data collected, coding to find patterns and themes and subthemes.

The five themes that emerged in the data were: Different levels of conflict (*Sub-theme Solving conflict in local level*), Willingness to participate in a mediation, Lack of awareness and knowledge regarding mediation in the workplace (*Sub-theme basic knowledge of mediation in general*).

The research has presented that there are different levels of conflicts in the healthcare sector, the research also suggested that 80% of the employees in the healthcare workplace are willing to participate in a mediation if it is necessary and it was noted that the employees believe that mediation can be beneficial to resolve a conflict.

However, was noted in this research there is a lack of awareness and knowledge regarding mediation in the healthcare workplace, and mediation should be promoted, and employees educated regarding mediation as a tool of dispute resolution in the workplace. Furthermore, this research has contributed

to assess the awareness and knowledge and willingness of the healthcare workers regarding mediation.

Reflexion

This research aimed to explore the awareness, knowledge, and willingness of employees in healthcare regarding mediation as a tool to resolve conflict in the workplace and educate the healthcare workers about the subject. In chapter two literature review, the author has assessed different sources such as articles, eBooks, books, journals, and reliable websites that contribute to expanding the knowledge in the topic and gave a theoretical base for this research. During the literature review process, the author observed that exists a lack of studies involving the awareness and willingness of healthcare employees regarding mediation in the workplace. During the literature review, the author believes that she has gained some critical skills, even it still a lot to be improved.

One of the author's most significant challenges in this research was how to choose the methodology. However, it was only possible after reading different authors, such as (Saunders et al.2016; Dudvskiy, 2018; Wilson 2014), and many others, contributing to understanding the suitable method to adopt in the research to achieve the objectives of this study. The readings related to research would be beneficial for the author in future studies, once the author had gained some knowledge that every research method before been adopted should take many aspects and considerations to make sure the methods are suitable for the field of the study.

The exploratory case study was the strategy utilized in this research. The author has direct interaction with the research participants to collect the qualitative data, using semi-structured interviews, where the author has guidance of ten questions to develop the interviews. However, even though questions

were essential, the semi-structured gave the author some freedom to elaborate questions during the interview if necessary and have more interaction with the participants even though it was conducted using Zoom application. The author noted some evolution in the communication skills between the first interview to the last.

Analysing the data collected was another challenge for the author. Once this exploratory case study is based on epistemology assumption and interpretivism philosophy, the author has used thematic analysis to interpret the qualitative data, and it is a long process where the author must familiarize very well with the data, reading it numerous times, coding in order to encounter possible themes that emerged during the analysis to help answer the research question. The analysis step was challenging, as mentioned before but also interesting in fact, every time the data is reread, some important information appears, and that is why in the author's opinion, it can be interesting yet challenging. The author has learned through the different sources that it is important that the researcher should remain unbiased not only during the data analysis but in the whole process of the dissertation in order to not compromise the results.

Developing the dissertation, the author struggled to deal with the time management between the work and the study, and the whole process demands a lot of time. Chapter two and three, especially once those are the base for the study and demand a lot of research. However, since the start of the dissertation took few weeks for the author to improve the time management skill. Still, it was possible to improve, and it would be beneficial in professional life and in other researchers that the author might conduct in the future.

To conclude this reflection, the actor believes that the whole process contributed a lot to learning, in

a professional and personal life, and all the experience and education of this process will add to future objectives.

References.

Acas,(2011), Responses from participants and commissions, *Acas Research paper*. [Online] Available at <https://www.bl.uk/collection-items/acas-mediation-201011-responses-from-participants-and-commissioners> [Accessed on 15 March 2021].

Acas. Introducing mediation in your workplace: *Mediation at work* - Acas.org.uk. [online] Available at: <<https://www.acas.org.uk/mediation/introducing-mediation-in-your-workplace>> [Accessed 8 March 2021].

Ahmed, V., Aziz, A. and Opoku, A., (2016) *Research Methodology in Built Environment: A Selection of case study*. 1st ed Routledge New York.

Alexander, N. (2008). The mediation metamodel: Understanding practice. *Conflict Resolution Quarterly*, 26(1), pp. 97-123.

Arnetz, J., Hamblin, L.E., Sudan, S. and Arnetz, B., (2018). Organizational determinants of workplace violence against hospital workers. *Journal of occupational and environmental medicine*, 60(8), p.693.

Barrett, D. Twycross, A., (2018). Data collection in qualitative research: Research Made Simple, *Evidence-Based Nursing, BMJ, Journals* (21)3. pp.63-64.

Barry, B., Bouchier, M., Coakley, Curran, D., A., Dillon, J., Joyce, C., Kenny, T., Kokaylo, O., Meehan, L., and Murray, O., (2016). Shaping the Agenda 2 Implications for Workplace Mediation in Ireland. *Kennedy Institute Workplace Mediation Research Group*. pp.2-37.

Beer, J.E., Packard, C.C. and Stief, E. (2012). *The Mediator's Handbook: Revised & Expanded*. 4thed. Canada New Society Publishers.

Bennett, A., (2017). Reflections on the role of a workplace mediator. *Journal of Mediation and Applied Conflict Analysis*, 4(1), pp.117-130.

Bochatay, N., Bajwa, N.M., Cullati, S., Muller-Juge, V., Blondon, K.S., Perron, N.J., Maître, F., Chopard, P., Vu, N.V., Kim, S. and Savoldelli, G.L., (2017). A multilevel analysis of professional conflicts in health care teams: insight for future training. *Academic Medicine*, 92(11S), pp. S84-S92.

Boeije, H. R. And Hox, J.J., (2005). Data collection, primary versus secondary. Encyclopedia of social measurement Elsevier, Ultedry [Online] Available at <https://dspace.library.uu.nl/handle/1874/23634> [Accessed 12 April 2021].

Bollen, K., and Euwema, M. (2013). *Workplace Mediation: An Underdeveloped Research Area*. *Negotiation Journal*, 29(3), pp.329–353.

Bollen, K., Euwema, M. and Munduate, L., (2016). Promoting effective workplace mediation. *Advancing workplace mediation through integration of theory and practice*. 1st Ed vol. 3, Springer, Industrial Relations & Conflict Management. pp.1-17.

Braun, V. and Clarke, V. (2013). *Successful Qualitative Research: A Practical Guide for Beginners*. [ebook] SAGE Publications. Available at: <https://www.perlego.com/book/1431429/> [Accessed: 12 April 2021].

Brett, J., 2018. Intercultural challenges in managing workplace conflict – a call for research. *Cross Cultural & Strategic Management*, 25(1), pp.32-52.

Bryman, A., (2016), *Social Research Methods: The Nature and Process of Social Research*, Oxford university Press, 5th Ed Oxford. Pp.10-15.

Burke, S., Barry, S., Siersbaek, R., Johnston, B., Fhallúin, M.N. and Thomas, S., (2018). Sláintecare– A ten-year plan to achieve universal Healthcare in Ireland. *Health Policy*, 122(12), pp.1278-1282.

Bush, R. A.B. And Folger, F.P. (2004). *The promise of Mediation: The Transformative Approach to Conflict*. Revised edition [Online] San Francisco, Jossey-Bass Available at: https://books.google.ie/books?id=ra33EB_wjGkC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false [Accessed: 28 March 2021].

Buttigieg, S.C., Schuetz, M. and Bezzina, F., (2016). Value chains of Public and Private health-care services in a small EU island state: a swot analysis. *Frontiers in public health*, 4, p.201.

Citizensinformation.ie. (n.d.) *Workplace mediation*. [online] Available at: https://www.citizensinformation.ie/en/employment/enforcement_and_redress/workplace_mediation_service.html [Accessed 14 March 2021].

Cloy, L.T. (2014), The Strengths and Weakness of Research Methodology: Comparison and Complimentary Between Qualitative and Quantitative Approach. *Journal of Huminites an Social Science*. 19, (4), pp.99-104.

Cooper, D. R. and Schindler, P. S., (2014). *Business Research Methods*. 12th ed. New York: McGraw Hill Education.

Crotty, M;(1998). *The foundation of Social Research Process*. London: 1st ed, sage Publication.

Devin, P. (2019), Learning Hub: *Qualitative Vs Quantitative Data; What is the difference?* (Online). Available at <https://learn.g2.com/qualitative-vs-quantitative-data> [Accessed: 06 April 2021].

Dictionary.cambridge.org. *Healthcare*. [online] Available at: <<https://dictionary.cambridge.org/dictionary/english/healthcare>> [Accessed 25 April 2021].

Doherty, N. and Guyler, M. (2008). *The Essential Guide to Workplace Mediation and Conflict Resolution: Rebuilding Working Relationships*. ed. [eBook] Kogan Page.[Available at: <https://www.perlego.com/book/1589923/the-essential-guide-to-workplace-mediation-and-conflict-resolution-rebuilding-working-relationships-pdf>] Chapter 1 .[Accessed: 15 March 2021].

Donner, J. (2010), Mediate.com: *when mediation really does starts?* (Online) Available at: <https://www.mediate.com/articles/donnerJ1.cfm> .[Accessed: 22 March 2021].

Dudovisky, J., (2018) *The Ultimate Guide to Writing a Dissertation in Business Study: A Step by Step*. 4th ed *Research Methodology.net*.

Eriksson, P. and Kovalainen, cA. (2015). *Qualitative Methods in Business Research: A Practical Guide to Social Research*. 2nd ed. [ebook] SAGE Publications. Available at: <https://www.perlego.com/book/1431601/> (Accessed: on 03 April 2021).

Furlong, G.T. (2020). *The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict*. 2nd ed.[eBook] Wiley. Available at: <https://www.perlego.com/book/1812702/> ok

Gilman, J. E., (2017). *How to Resolve Conflict: A practical Mediation Manual*. [Kindle] Rowaman & Littlefield. Available at: https://www.amazon.co.uk/dp/B01NBGO0P9/ref=pe_385721_48721101_TE_M1DP [Accessed 25 of March 2021].

Given, L. M. (2008), *The sage encyclopedia of qualitative research methods*, [Pdf], SAGE Publications, Inc., Thousand Oaks, CA, doi: 10.4135/9781412963909.

Haldorai, K., Kim, W.G., Chang, H.S. and Li, J.J., (2020). *Workplace spirituality as a mediator between ethical climate and workplace deviant behavior*. *International Journal of Hospitality Management*, 86, pp.102-372.

Hansen, T. (2003). *The Narrative Approach to Mediation*. Mediate.com everything mediation, [Online] Articles Available at: <https://www.mediate.com/articles/hansenT.cfm> [Accessed on 27 of March 2021].

Health and Safety Authority. (n.d.) *The Healthcare Sector*. [online] Available at: https://www.hsa.ie/eng/Your_Industry/Healthcare_Sector/The_Healthcare_Sector [Accessed 26
72

April 2021].

Hinks, T. (2000). *What is Mediation and How it Fit into the Workplace?* Mediate.com. [online] <https://www.mediate.com/articles/hicksT5.cfm> [Accessed 29 of November 2020].

Irishstatutebook.ie.(2004). *Health Act 2004, Section 2.* [online] Available at: <http://www.irishstatutebook.ie/eli/2004/act/30/section/2/enacted/en/html> [Accessed 10 May 2021].

Irishstatutebook.ie.(2017) *Mediation Act 2017, Section 2.* [online] Available at: <http://www.irishstatutebook.ie/eli/2017/act/27/section/2/enacted/en/html#sec2> [Accessed 20 March 2021].

Jeong, H. (2009). *Conflict Management and Resolution an Introduction.* 1st ed. (pdf) Taylor & Francis e- Library. pp171- 191.

Jerng, J. S., Huang, S. F., Liang, H. W., Chen, L. C., Lin, C. K., Huang, H. F., Hsieh, M. Y., & Sun, J. S. (2017). Workplace interpersonal conflicts among the healthcare workers: Retrospective exploration from the institutional incident reporting system of a university-affiliated medical center. *PloS one*, 12(2), e0171696. <https://doi.org/10.1371/journal.pone.0171696>

Katz, N., (2017). *Mediation and dispute resolution services in higher education. The mediation handbook: Research, theory, and practice.* Routledge, pp.170-178.

Kivunja, C., Kuyini, A. (2017). 'Understanding and Applying Research Paradigms in Educational Contexts'. *International Journal of Higher Education*. 6(5). pp. 26-41.

Kokaylo, O., (2016), Promoting Workplace Mediation in Ireland: Key Recommendations. *Journal of Mediation and Applied Conflict Analysis*, 3(2) pp.429-438.

Latreille, P. L., Buscha, F., and Conte, A. (2012). Are you experienced? SME use of and attitudes towards workplace mediation. *The International Journal of Human Resource Management*, 23(3), 590–606. doi:10.1080/09585192.2012.641082

Lowdes, Vivem; Marsh, David; Stoker, Gerry; (2018). *Theory and Methods in Political Science*.sl. Palgarve.

McKenzie D. M. (2015). The role of mediation in resolving workplace relationship conflict. *International journal of law and psychiatry*, 39, 52–59. <https://doi.org/10.1016/j.ijlp.2015.01.021> [Accessed 17 March].

Workplace Relations Commission. 2021. *Mediation*. [online] Available at: <https://www.workplacerelations.ie/en/complaints_disputes/mediation/> [Accessed 4 May 2021].

Michas, F.,(2020), Statista: Care workers number of employed in Ireland from 2000 to 2018 [Online] Available at <https://www.statista.com/statistics/550660/care-workers-employed-ireland/> [Accessed 28 March 2021].

Matej, M., (2020). *Ireland: health and social care employment 2000-2018 / Statista*. [online] Statista. Available at: <<https://www.statista.com/statistics/461957/health-and-social-care-employment-in-ireland/#statisticContainer>> [Accessed 18 May 2021].

MII, The Mediation institute of Ireland, *what is mediation?* [Online] Available at: <https://www.themii.ie/about-mediation/about-mediation> [Accessed on 15 Of March 2021].

Mohanty, A., Kabi, A., and Mohanty, A. P. (2019). Health problems in healthcare workers: A review. *Journal of family medicine and primary care*, 8(8), 2568–2572

Moore, C.W. (2014). *The Mediation Process: Practical Strategies for Resolving Conflict*. 4th ed. [ebook] Wiley. Available at: <https://www.perlego.com/book/1002412/> [Accessed on 15 Of March 2021].

Pascale. C.M., (2011). *Cartographies of Knowledge: Exploring Qualitative Epistemology*. (Online) Sage publications, Thousand Oaks. Pp.39-76. Available at <http://dx.doi.org/10.4135/9781452230368> [Accessed on 12 of April 2021].

Phillips, P. P. and Stawarski, C. A., (2008) *Data Collection: Planning for and Collecting All Types of Data*. San Francisco: Pfeiffer (Pfeiffer Essential Resources for Training and Hr Professionals). [Online] Available at: https://web.a.ebscohost.com/ehost/ebookviewer/ebook/bmx1YmtfXzIxODUyM19fQU41?sid=41162c9f-d7c3-46a7-ad21-f0748cf30493@sessionmgr4008&vid=2&format=EB&lpid=lp_xi&rid=0 [Accessed: 9 April 2021].

Ployhart, R. E. and Vandenberg, R. J. (2010) ‘Longitudinal Research: The Theory, Design, and

Analysis of Change', *Journal of Management*, 36(1), pp. 94–120.

Price, L. (2007) *Narrative Mediation: A Transformative Approach to Conflict Resolution*. Mediate.com everything mediation, [Online] Articles Available at: <https://www.mediate.com/articles/pricell1.cfm> [Accessed on 27 of March 2021].

Ramsay M. A. (2001). Conflict in the health care workplace. *Proceedings (Baylor University Medical Center)*, 14(2), pp. 138–139.

Range, L.M. (2019) Case study Methodologies, *Salem Press Encyclopaedia of Health*. [Online] Available at: <http://eds.a.ebscohost.com/eds/detail/detail?vid=5&sid=27afed2d-b72c-4378-8f56-7b61809705c9%40sdc-v-sessmgr02&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=93871826&db=ers> [Accessed: 05 Apr 2021].

Rezvani, A., Barrett, R. and Khosravi, P., (2019). "Investigating the relationships among team emotional intelligence, trust, conflict and team performance", *Team Performance Management*, 25(1), pp. 120-137.

Rindova, V. and Courtney, H. (2020) To shape or Adapt: Knowledge Problems, Epistemologies, and Strategies Posture under Knightian Uncertainty, *Academy of Management Review*, 45(4), pp787-807.

Riskin, L.L., (2003). Decision Making in Mediation: The New Old Grid and the New Grid System. *Notre Dame Law Review System*, 79(1), pp.2-21.

Salkind, N. J. (2010), *Encyclopedia of research design*, vol. 0, SAGE Publications, Inc., Thousand Oaks, CA, [Online] Available at <https://methods.sagepub.com/reference/encyc-of-research-design/n333.xml?fromsearch=true> [Accessed 12 April 2021].

Salminen, K., (2018). *Mediation and the Best Interest of Child from the Child Law Perspective*. [online] Nordic Mediation Research. Pp.209-220. [Online] Available at: <https://library.oapen.org/bitstream/id/8fd49552-5425-46bd-acf4-c083d7b84beb/1002248.pdf#page=210> [Accessed on 27 of March 2021].

Salmons, J. (2016). Using Social Media in Data Collection: Designing Studies with the Qualitative E-Research Framework. In: *The SAGE Handbook of Social Media Research Methods*, 55 City Road, London: SAGE Publications Ltd pp. 177-196. [Online] Available at: <http://www.doi.org/10.4135/9781473983847> [Accessed 8 Apr 2021]

Saridi, M., Panagiotidou, A., Toska, A., Panagiotidou, M. and Sarafis, P., (2019). Workplace interpersonal conflicts among healthcare professionals: A survey on conflict solution approach at a General Hospital. *International Journal of Healthcare Management*, pp.1-10.

Saunders, M., Lewis, P., & Thornhill, A (2016). *Research Methods for Business*.7th ed. [ebook] Harlow: Person Education limited. Available at <https://r2.vlreader.com/Reader?ean=9781292016641> [Accessed on 31 of March 2021].

Saundry, R., Bennett, T. and Wibberley, G., (2013). *Workplace mediation: the participant experience*. Acas research papers. ORCID: 000000027827-8227 [online] Available at <http://clouk.uclan.ac.uk/9049/> [Accessed 12 of March.2021].

Saundry, R., Bennett, T. and Wibberley. G., (2018) `Inside the mediation room- efficiency, voice and equity in workplace mediation`, *International Journal of Human Resource Management*, 29(6), pp- 1157-1177.

Setia M. S. (2016), Methodology Series Module 3: Cross-sectional Studies. *Indian J Dermatol*. 61(3), pp- 261-264.

Shah, P., (2017) Why do firms delete brands? Insights from a qualitative study. *Journal of Marketing Management*, 33(5/6), pp.446-463

Shaukat, R., Yousaf, A. and Sanders, K., (2017). Examining the linkages between relationship conflict, performance, and turnover intentions. *International Journal of Conflict Management*. 28(1), pp.4-23.

Shonk, K. (2020). Types of Mediation; Choose the Type Best Suited to Your Conflict. [Blog] Program on Negotiation Harvard Law School Daily Blog. Available at: <https://www.pon.harvard.edu/daily/mediation/types-meditation-choose-type-best-suited-conflict/> [Accessed on 27 of March 2021].

Simpao, A. F. (2013) Conflict Management in the Heath care Workplace, *Physician executive*, 39(6), pp54-58. Available at <https://web.b.ebscohost.com/ehost/detail/detail?vid=3&sid=fc97a515-f1ba-40c2-8868fd5b8b4d5eb%40sessionmgr102&bdata=JnNpdGU9ZWhvc3QtG12ZQ%3d%3d#db=buh&AN=91985130> [Accessed on 30 of March 2021].

Stan, S., (2015). Transnational healthcare practices of Romanian migrants in Ireland: Inequalities of

access and the privatisation of healthcare services in Europe. *Social Science & Medicine*, 124, pp.346-355.

Suifan, T.S., Alhyari, S. and Sweis, R.J., (2019). A moderated mediation model of intragroup conflict. *International Journal of Conflict Management*. 31, (1): pp 91-114.

Torchia, M., Calabrò, A. and Morner, M., (2015). *Public-private partnerships in the health care sector: a systematic review of the literature*. *Public Management Review*, 17(2), pp.236-261.

Vehovar, V., Toepoel, V. and Steinmetz, S. (2016). Non-probability Sampling. In: *The SAGE Handbook of Survey Methodology*, 55 City Road, London: SAGE Publications Ltd pp. 329-345. Available at: <<http://www.doi.org/10.4135/9781473957893>> [Accessed 12 Apr 2021].

Vermeir, P., Degroote, S., Vandijck, D., Mariman, A., Deveugele, M., Peleman, R., Verhaeghe, R., Cambré, B. and Vogelaers, D., (2017). Job satisfaction in relation to communication in health care among nurses: A narrative review and practical recommendations. *Sage Open*, 7(2), p.2158244017711486.

Walker, S. (2016) *Mediation: An A-Z Guide*. Haywards Heath, West Sussex: Bloomsbury Professional. [online], Available at: <https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=a1426760&site>

Wilson, J. (20014). *Essential of Business Research: A Guide to Doing your Research Project*. 2nd ed (ebook). London. Sage Publication. Available at: https://books.google.ie/books?id=0h6VAgAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false [Accessed 04 Apr. 2021].

Yin, R., (1981). The Case Study as a Serious Research Strategy. *Knowledge*, 3(1), pp.97-114.

Zumeta, Z., (2018). *Styles of Mediation; Facilitative, Evaluative and Transformative Mediation*. Mediate.com everything mediation, [Online] Articles Available at: <https://www.mediate.com//articles/zumeta.cfm> [Accessed on 26 of March 2021].