

Factors Affecting Of Disputes Resolution in Workplace: UNRWA at Gaza as a Case Study

Abdallah I. Qandil¹, Muhammad K. Hamdan², Ahmed I. Alhussaina³, Mazen J. Al Shobaki⁴, Samy S. Abu-Naser⁵, Suliman A. El Talla⁶

¹Human Resources Policy and Reporting Officer, UNRWA Headquarters, Gaza, Palestine.

²Al-Azhar University, Gaza, Palestine.

³Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

⁴Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

⁵Department of Information Technology, Al-Azhar University, Gaza, Palestine.

⁶College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

¹A.qandil@unrwa.org, ²m.kh.hamdan92@gmail.com, ³ahussaina@israa.edu.ps, ⁴mazen.alshobaki@gmail.com,

⁵abunaser@alazhar.edu.ps, ⁶Eltallasuliman@gmail.com

Abstract: *The research aims to study the reality of mediator competencies, emotional intelligence and case characteristics variables, (UNRWA) Gaza. The research also aims at identifying the differences between respondents as attributed to their professional and personal traits of age, gender, educational level, distribution of department, dispute resolution experience and representation party. The researchers adopted mixed data collection methods; quantitative and qualitative. For qualitative, a semi-structured interview was conducted with (9) officials including management, staff unions and expert external mediators. (63) Questionnaires were distributed to a systematic random sample population; (56) were received, with a response rate 88.9%. The results proved that there are no significant differences among respondents attributed to personal and professional traits of age, academic background, gender, department, years' of experience, educational degree and representation party. The research has presented some recommendations concerning the factors affecting the mediation outcomes of workplace disputes resolution. The recommendations include: UNRWA should adopt mediation as a method to resolve disputes at workplace instead of following litigation before the courts, as many organizations today increasingly started to adopt mediation as a method to resolve disputes at workplace. This will help decreasing the high cost, non-flexibility, and threatening features of disputes and conflicts resolution before courts, as well as enhance the relationship between disputant parties. Mediators are essentially recommended to attend regular training such as guiding negotiation processes, employing group sessions properly, overcoming obstacles, summarizing & analytical skills and selecting emotional words and phrases, it is also important to encourage the mediation experts' training workshops and meetings. Regular training sessions will not only improve skills and abilities, but will also imply variety and flexibility. This leads to having competent qualified mediators who are able to resolve organization's workplace disputes in a way, which satisfies the need of disputants.*

Keywords: Mediator's Competencies, Emotional Intelligence of the Mediator, Disputes Resolution, Workplace, UNRWA, Gaza, Palestine.

Introduction

In big institutions, to have an effective conflict's management, installation management should focus on informal social processes that assist in identification of disagreements at early stages and facilitation of more consensual resolutions to them (Currie et al., 2017).

UNRWA progressively, seems to have been exploring a range of Alternative Dispute Resolutions (ADR) processes aiming at settling disputes without arbitration (UNRWA, 2011). Based on literature review, many ADR approaches, such as mediation, negotiation, arbitration and litigation can be used.

UNRWA considers mediation as an innovative approach to manage workplace disputes through informal process (UNRWA, 2011). So, having well-designed mediation process in large organizations, such as UNRWA, will help in resolving workplace disputes before they reach the tribunals, reducing the costs and mitigating the risks associated with those conflicts or disputes. Therefore, UNRWA is more likely to invest time and resources to develop methods such as mediation, which emphasizes early involvement and repairing of employee relationships.

With regards to the adoption of mediation approach, UNRWA as a United Nations Agency considers the mediation process as a key element to strengthen its internal justice system in line with the system of administration of justice, which was adopted by the UN through General Assembly Resolutions (62/228 and 63/25). In addition, mediation is employed to resolve the workplace disputes, especially, between chairpersons of International Staff Association (ISA), Inter-staff Union Conference (ISUC), Area Staff Unions (ASUs) and senior officials of the management. However, recently parties have not been satisfied with the mediation outcomes because they were not effective enough to resolve the dispute quietly. In addition, there is no study to discuss the effectiveness of mediation process at UNRWA Gaza; (UNRWA, 2015). Consequently, this research takes the initiative to investigate the factors that affect the mediation where the mediation's outcomes are used to measure effectiveness.

Problem Statement

It is well known that the most severe funding crisis in UNRWA took place in 2018 when the United States of America cut its contribution; the funding gap reached \$446 million in programs and emergency budgets out of the \$1.2 billion total budget (UNRWA, 2018a).

Due to this financial deficit, the decision was to scale-down intervention in emergency programs, and thus, some staff members have been negatively affected by UNRWA management decisions such as staff reduction and contractual modalities' change. As usual, marathon negotiations took place between the management and staff representatives, but negotiating parties could not achieve mutual satisfactory settlement. With the consent of the parties involved, mediation through third party "internal and external" took place. The negotiations continued for long time and the mediators tried their best, but did not manage to assist the parties to work toward satisfactory resolutions. The failure of mediation and negotiations turned into workplace disputes (Currie et al., 2017). Escalating steps took place and of these steps; protesting actions, sit-ins, work disruption and exchanging written accusations by the two major parties to the dispute.

Such disputes have a significant influence on delivery of services to refugees, performance of personnel and effectiveness of the entire Agency. More importantly, based on the literature review (Cogburn et al, 2018; Devinatz, 2018; Bell and Georgakopoulos, 2018), the current research takes the initiative to discuss the effect of success factors including mediator competencies, emotional intelligence and case characteristics on the mediation outcomes in a comprehensive manner. In addition, this study is considered as a leading one at UNRWA to explore factors influencing outcomes in the context of mediation and negotiations to resolve workplace disputes in Gaza Area of operations, and consequently, the Agency's management supports it as required approvals were granted (Appendix 3 and 4).

From the practical perspective, the conducted interviews showed that there are gaps in mediation processes and mediator competencies, which in turn might negatively affect the mediation outcomes and the effectiveness of UNRWA operations as a whole. To improve the mediation effectiveness, it is essential to explore the factors affecting mediation outcomes, this research tries to respond to the next question:

What are the Factors Affecting of Disputes Resolution in Workplace at UNRWA at Gaza?

Research Questions

Q1-: How do respondents evaluate Workplace Dispute Causes at UNRWA?

Q2-: How Do Respondents Evaluate Mediator Competencies?

Q3-: How Do Respondents Evaluate Emotional Intelligence?

Q4-: How Do Respondents Evaluate Characteristics Of Dispute Case At Workplace?

Research Objectives

The research main objective is to examine the relationships between mediator competencies, emotional intelligence, case characteristics and mediation outcomes of workplace dispute resolution at UNRWA Gaza. Following are the specific sub-objectives of the research:

1. To examine the relationship between mediator competencies, emotional intelligence and case characteristics and Mediation outcomes at UNRWA, Gaza.
2. To investigate the impact of mediator competencies, emotional intelligence and case characteristics on Mediation outcomes.
3. Recommend how UNRWA can promote and improve mediation and negotiation processes to resolve conflicts and disputes.

Research Importance

The existing researches on disputes do not adequately identify the workplace disputes at UNRWA Gaza. Thus, it is expected that this research will assist in:

1. Developing a better understanding of mediation practices for the concerned parties including department heads, staff union members and mediators at UNRWA Gaza.
2. Subsidizing the mediation's knowledge in the field of alternative dispute resolution.
3. Helping UNRWA Gaza management, decision makers and staff representatives to enhance the mediation process.
4. Paying attention at UNRWA Gaza to gender initiative through considering gender variable in data collection and its analysis.

Previous Studies

- Study of (Bellucci et al., 2019), Online dispute resolution in mediating EHR disputes. a case study on the impact of emotional intelligence: It is worth emphasizing that an Electronic Health Record (EHR) is an individual's record that comprises all health events. Electronically, it documents and shares crucial information amongst health-care providers and patients. The haphazard introduction of an EHR, principally a patient-accessible EHR, more likely to cause growth of enquiries, grievances and eventually, disputes. Predominant outlook is that Online Dispute Resolution (ODR) systems may support the mediation of some specific sorts of disputes electronically, particularly systems that deploy Artificial Intelligence (AI) to minimize the demand for a human mediator. Nonetheless, disputes on health tend to invoke emotional responses from patients that may conceivably influence ODR efficacy. This raises an exciting inquiry on the impact of emotional intelligence (EI) in the course

of mediation. Using a phenomenological research methodology simulating doctor–patient disputes mediated with an AI Smart ODR system in place of a human mediator concluded that there is an association between EI and the tendency of contributors to alter their previously asserted claims. Our outcomes indicate participants with lower EI tend to prolong resolution compared to those with higher EI. Future research include trailing larger scale ODR systems for specific cohorts of patients in the area of health related dispute resolution are advanced.

- Study of (Coggburn et al, 2018), assessing the six-factor model of organizational justice in the context of workplace mediation: Applying the six-factor model of organizational justice, this study examines the relationship between disputants' (i.e., grievants and respondents) perceptions of organizational justice and satisfaction with workplace mediation. Using secondary data, collected post mediation from participants in the (former) North Carolina Department of Correction's (DOC) mediation process, the findings show that perceptions of organizational justice and mediation satisfaction are high for both grievants and, especially, respondents. Logistic regression results find statistically significant relationships between mediation satisfaction and three factors of organizational justice—distributive justice, procedural justice–process, and disputant–disputant interpersonal justice—as well as unexpected results for procedural justice–mediator and disputant–mediator interpersonal justice.
- Study of (Devinatz, 2018), what makes a good mediator? Insights from a mediation training program participant: Mediation is a popular form of alternative dispute resolution for settling conflicts occurring in employment settings. Such workplace conflicts handled by mediation, it includes discrimination, wrongful termination, as well as various labor-management issues. Defined as a structured process where a neutral third party assists the two conflicting parties in arriving at a voluntary resolution, individuals have undergone mediation training in order to become mediators. While research exists on how mediation-training programs should be structured, the purpose of this research is to determine the key attributes required to develop good mediators and whether such characteristics can be acquired through mediation-training program participation. Utilizing an auto ethnographic methodology as a mediation training program participant, it was discovered that effective mediators demonstrate strong communication skills, flexibility, neutrality, composure and ethicality during the mediation process, which can be attained through participation in mediation-training programs.
- Study of (Bell and Georgakopoulos, 2018), A study of expert family mediators' perceptions of family mediator effectiveness. This research presents unique insight into the discovery and understanding of the phenomenon of family mediator effectiveness as defined by family mediators who are widely regarded as North America's foremost authorities and leading practitioners in family mediation. Mediators' qualifications were reviewed from The Association for Conflict Resolution (ACR)'s Family Section, but formally screened and selected for participation in this study through Mediate.com. The research findings assumes that family mediator effectiveness is a global concept related to mind and behavior, verbal and nonverbal communication, and can be learned and acquired with skill-based training. An interpretive theoretical framework for understanding family mediator effectiveness emerges and adds to the body of theory, research, and practice in the field of mediation.
- Study of (Kim et al, 2015), Emotional intelligence and negotiation outcomes: mediating effects of rapport, negotiation strategy, and judgment accuracy. The current research was designed to examine the effects of emotional intelligence on both economic and social outcomes, as well as to explore the extent to which rapport, bargaining strategy, and judgment accuracy would mediate relationships between emotional intelligence and negotiation outcomes. Upper-level business students (284 individuals, 142 dyads) were pre-tested on emotional intelligence using the 33-item measure. They were then recruited to participate in a job contract negotiation in which one party played the role of personnel manager and the other played the role of a new employee. Emotional intelligence had a significant, positive effect on the three social negotiation outcomes of trust, satisfaction, and desire to work together again in the future. Moreover, rapport and negotiation strategy either fully or partially mediated each of these relationships. In contrast, emotional intelligence had no significant effects on economic outcomes.
- Study of (Douglas and Coburn, 2014), Attitude and response to emotion in dispute resolution: The experience of mediators: Mediation is widely used in court-connected contexts to deal with disputes. There is growing recognition of the role and impact of emotion in dispute resolution. This article describes the findings of qualitative empirical research from interviews with sixteen mediators from the Victorian Civil and Administrative Tribunal. The research reveals the mediators' attitudes, and strategies for addressing emotional expression in mediation. The findings demonstrate that most mediators in this group encourage or allow emotional expression rather than simply seeking to control it.
- Study of (Chan et al., 2014), Conflict management styles, emotional intelligence and implicit theories of personality of nursing students: A cross-sectional study. Conflict management is an essential skill that nursing students need to master as conflict is unavoidable in clinical settings. Examining nursing students' conflict management styles and the associating factors can inform nurse educators on how to equip nursing students for effective conflict management. This study aimed at examining undergraduate nursing student's conflict management styles in managing conflict with their supervisors in clinical placement. The associations of emotional intelligence and implicit theories of personality with conflict management styles were also investigated. This is a cross-sectional quantitative survey where 568 undergraduate nursing students participated in the study. Students completed a questionnaire, which consisted of demographics, Measure of Implicit Theories of Personality,

The Schutte Emotional Intelligence Scale (SEIS) and The Rahim Organizational Conflict Inventory-II (ROCI-II) and received a HKD 20 book coupon as compensation. The data were analyzed by descriptive statistics, reliability analyses, t-tests, correlational and linear regression analyses. For managing conflict with clinical supervisors, students used obliging an integrating most frequently whereas used dominating least. Emotional intelligence was a significant predictor of all five-conflict management styles. The higher the emotional intelligence, the more students used integrating, obliging, compromising and dominating. The lower the emotional intelligence, the more students used avoiding. There was a significant association between implicit theories of personality and compromising. The less malleable students perceived personality to be, the more they used compromising. Emotional intelligence was significantly associated with all five-conflict management styles while implicit theories of personality were significantly associated with compromising style only. Efforts of nurse educators to enhance students' conflict management skills and emotional intelligence to face conflicts in clinical settings are discussed.

General Commentary

The studies were conducted in different places around the world, including the local, Arab, and foreign studies. Some of those studies were interested in studying the relationship between mediation outcomes and the mediation success factors including mediator competencies, emotional intelligence and case characteristics. The majority of the studies have used the descriptive analytical approach, and same approach will be used as it suits the nature of the research.

Many of these studies used the comprehensive survey method of all population of the study community; some others used the method of selecting random and regular stratified samples from the study population. A systematic random sample will be used in this research due to its suitability of the nature of such studies.

The tools used in the previous studies and researches varied according to the objectives of these studies, some of which used questionnaires, interviews and some others used specific models that fit the study. A mixed method of semi-structured interview and questionnaire will be used to reflect a clearer picture of the mediation process in UNRWA Gaza.

Extent of the benefit of the current study from previous studies:

The current study benefited from the findings of the previous studies, as they formed a starting point for the subject of this research and a guide in preparing the required tools, the procedures for their application, and discussing the results of the application and their interpretation.

What Distinguishes the Current Study from Previous Studies?

The study is distinguished in the regard of dealing with an important organization, (UNRWA) as the second largest employer after the government, which, was not spelled out in previous studies that dealt with mediation. The study is one of the first local studies that tries to investigate the effect of three factors together on the mediation outcomes at UNRWA Gaza, based on literature review.

Theoretical Framework

Provides valuation of dispute causes, alternative dispute resolution techniques, mediation method with special focus on mediation's process at UNRWA Gaza, and the effectiveness of mediation in the workplace's settlement where the mediation's effectiveness is measured through assessing its' outcomes.

Types of Dispute Causes

According to Brookins and Media (2008), employee conflict in the workplace is a healthy sign, and it results from the variations in employees' values and personalities.

When dealing with employee conflict, it is essential to promote awareness to the time to maintain a healthy work environment. Also, it is essential to consider that simple conflict may lead to a critical problem if not dealt with in a proper manner. Moreover, conflict in workplaces happens on regular basis. Based on Issa et al. (2015), there are many causes for workplace conflicts including: poor communication, difference in personalities, lack of resources to be equally shared, stress, and sexual harassment.

Regarding types of conflict causes, Zhou et al. (2017) indicated that there are several types of labor dispute causes such as:

- Pay and Benefits
- Social Insurance
- Labor Contract
- Working Environment Conditions

Concerning the types of workplace dispute causes, integrated resource information system's report (2017) revealed that there are 10 causes of workplace conflicts:

1. Unfair workloads and disparity over work hours.
2. Friendship groups and cliques.
3. Gossips and rumors.
4. Preferential treatment for some staff.
5. Negative attitudes towards the company.
6. Salary and wage disputes.
7. Promotions and progression.

8. Staff arrivals and departures.
9. Unfair distribution of training and development opportunities.
10. Extra breaks.

Based on analysis of the collected qualitative data, considering experience, interviewees were asked about the kinds of workplace disputes and their causes in UNRWA – Gaza area of operations and they classified those causes into 13 types:

1. Financial deficit.
2. Economic situation.
3. Contractual terms/conditions (modality).
4. Weak relationship between the management and unions.
5. Conflict in goals, policies, roles and culture.
6. External pressure.
7. Difference of personality.
8. Difference of working style.
9. Remunerations: Salaries, allowances and promotions.
10. Perceived discrimination.
11. Performance evaluation.
12. Lack of honesty and openness.
13. Lack of clarity in accountability.

Methods of Dispute Resolution

Based on Broadbent (2011), the dispute resolution methods can be categorized into two categories mainly, (i) litigation, and (ii) Alternative Dispute Resolution (ADR).

1. Litigation

Litigation can be primarily identified as the method of dispute resolution enabled by the national judicial system. It is commonly a complex and formal process, controlled by a substantial number of rules and technical requirements that may differ due to the national or country of the judicature (Smith et al., 2009). In such dispute resolution methods, the parties will be in need for lawyers, solicitors and counsel to help in the presentation of their arguments to the courts.

2. Alternative Dispute Resolution (ADR)

ADR is defined as any method by which disputes are settled or resolved privately, other than through litigation in the public courts (Kovach, 2004). A considered benefit for the parties is that ADR is a technique of considering arguments in a significantly less formal manner than a court case, and less intimidating to the parties involved (Harms, 2011).

It is obvious that ADR has many advantages in terms of time and cost, and it tends to be more informal (Harms, 2011). The dispute parties are more likely to keep attention to the general features of the ADR process, such as time and cost reduction, or intangible benefits such as relationship preservation (Fiadjoe, 2004). Gould (1999) pointed that ADR includes a wide range of mechanisms, from the more formal technique of arbitration to informal negotiations techniques, including mediation and adjudication. The significance of the diversity of mechanisms can be highlighted by the fact that experts have debated specific methods as the most effective in resolving disputes, from conciliation, negotiation, adjudication, neutral evaluation, mediation, arbitration to expert determination (Fiadjoe, 2004).

A. **Negotiation:** Negotiation derives from any style of communication between two or more parties without any participation from a third-party facilitator (Fiadjoe, 2004). Tinsley et al. (2011) indicated that the cultural background of those involved in a dispute is important in specifying the possible effectiveness of the negotiation process, whereby dispute parties contact each other directly or through advisors to resolve minor disagreements. However, if such direct approach unable to resolve the dispute, the parties will tend to carry on mediation (Chong and Mohammad, 2012).

There are several gained benefits regarding time and expense for the dispute parties to start persuading each other of the most effective way of resolving difficulties, and preserving the nature of work relationship to maintain healthy work environment (Goldberg et al., 1999). Negotiation is effective to resolve misunderstandings before escalation. It is an informal process, which depends on the dispute parties, and has no official guidelines (Loosemore, 1999).

B. **Arbitration:** The arbitration clause looks for promoting a private method to resolve difficulties either where they are predicted, or after they arise, functioning as a communication channel to assist the parties working in a cooperative manner (Harms, 2011). Arbitration is a technique of resolving disputes whereby the parties submit their dispute to a third party, who is not acting as a national court and takes a compulsory decision on the settlement of the dispute (Brenninkmeijer, 2002).

Numerous contracts include a clause for dispute settlement by arbitrage (Broadbent, 2011). An agreement to arbitrate is also possible after a dispute has developed or arisen. In comparison to mediation and conciliation, the parties hand in more control to the third party. While conventional litigation is an involuntary process (once its jurisdiction is appropriately invoked), arbitration is voluntary. Not only can the parties select the place of seat of the arbitrator, they can also employ the arbitrator. The arbitrator is in charge of the process and decision in the dispute. The arbitrator is often selected based on her/his proficiency and awareness of the subject (Mnookin, 1998). Also, arbitration is nevertheless a more formal structure of ADR

than mediation. ADR, in its various methods and techniques, has come to be progressively common process of dispute resolution. In the following section, mediation will be explained in details to view its aspects, features as well as UNRWA's instruction/directive in this context (Fenn, 2010).

- C. **Mediation:** The flexible process of mediation allows the parties of dispute to reach settlements, which can be more innovative and beneficial to the ongoing work than achievable by the finite nature of the orders available to the courts (Naughton, 2003). Many researchers indicated that mediation can be defined as the management and application of rules or social norms for disputants' conformity where flexibility, cost effectiveness and nonthreatening features are the most important elements for settling disputes (Lee & Cheung, 2016). Also, the researchers pointed out that these features are all offered by mediation. Mediation is a practice of elective ADR. Mediation is an impartial negotiation process, and thus, mediation cannot be referred to in open letters, or in court, prior to judgement (Nigel, 2009). Moreover, the Australian National Alternative Dispute Resolution Advisory Committee's (NADRAC, 1997) defined mediation in a more expressive way; Mediation is a process where parties to a dispute, with the assistance of a neutral third-party (the mediator), identify disputed issues, develop options, consider alternatives and attempt to reach settlement and/or agreement. The mediator has no consultative or determinant role in terms of the content of the dispute or the outcome of its resolution, but may give advice on or determine the process of mediation whereby resolution is endeavored. Mediation may be undertaken voluntarily, under a court order, or subject to an existing contractual agreement (NADRAC, 1997). Additionally, the elastic process of mediation assists in the generation of innovative settlements, which are not possible in arbitration and litigation (Cheung, 2010).

3. UNRWA Mediation Principles and Guidelines

- A. **Overview of UNRWA's Mediation Process:** UNRWA's Mediation Process is a key element in the Agency's efforts to strengthen its internal justice system in line with the new system of administration of justice which is adopted by the UN through general assembly resolutions 62/228 and 63/253. In conformity with that, UNRWA's system for administration of justice includes mediation as an option for the resolution of disputes. Mediation often allows for a speedy and efficient resolution of conflicts in the workplace, and helps restore relationships in a holistic manner. It also serves to lessen the caseload for the formal justice system, thus reducing the time and expense associated with the appeals process.

Staff members may formally request the assistance of a mediator at any point in a dispute. Mediation may also be suggested during a decision review process by the Deputy Commissioner-General or Field Office Director or by the UNRWA's Dispute Tribunal Judge during the course of an appeal. When both parties have agreed to mediation, an internal mediator will be appointed as discussed below or, in exceptional cases, an external mediator will be appointed by the Deputy Commissioner-General.

- B. **What is Mediation?** A voluntary process, which only takes place with the consent of the parties involved. An informal process in which a trained independent and neutral person, known as a mediator, assists the parties to work toward a resolution of a dispute with the parties themselves remaining in control of the final decision. A process in which any statement made or document prepared during the mediation proceedings or in a private discussion with the mediator remains privileged and confidential unless both parties agree otherwise. Mediation "without prejudice" means that if the matter is not resolved during the mediation process, the parties can still go forward with formal proceedings as long as they meet the applicable timelines. Discussions held, positions put forward, and documents produced for the purpose of mediation cannot be used against a party in the proceedings before the UNRWA Dispute Tribunal ("UNRWA DT") or UN Appeals Tribunal ("UNAT").

- C. **Benefits of Mediation:** Mediation is an opportunity for the parties to work together with the assistance of a neutral third-party to develop their own resolution of the dispute. The parties remain responsible for designing their own solution. The mediator does not make a binding decision for the parties but seeks to assist them to reach a mutually agreeable resolution of the dispute.

The mediation process usually saves time and money, and reduces the amount of stressful workplace dispute. In mediation, the parties usually resolve their disputes more quickly and conveniently through mediation than through the appeals process. Mediation is voluntary, not a legal process, and therefore does not generally require the presence of legal counsel. Persons who are not parties to the dispute are normally not permitted to be present. However, in exceptional cases, a party may bring a non-party, a colleague or attorney if, after a discussion with the Coordinating Group, the group believes it will be helpful to do so.

If an Application has been filed in the formal justice system of the UNRWA DT, the parties may, on their own initiative, choose to try mediation or they may agree with a suggestion from UNRWA DT Judge to seek mediation. If so, in accordance with the UNRWA DT Statute and Rules of Procedure the Tribunal proceedings will be temporarily suspended while the mediation proceedings are taking place. See Step 13 paragraph 3.4.11, below.

- D. **Panel of Mediators:** UNRWA has established a Panel of Mediators comprised of area and international staff members from Headquarters and each Field. All active mediators have been trained and received a United Kingdom based National certificate in workplace mediation from the National Open College Network (NOCN). A roster has been established to assist in filling vacancies on the Panel of Mediators. Mediators serve three-year terms renewable by the Deputy Commissioner-

General, in consultation with the Director of Human Resources for mediators selected from Headquarters, the concerned Field Office Director for mediators selected from the fields, and the Chairpersons of the ISUC and ISA Executive Committee, as appropriate. In selecting Mediators, the Deputy Commissioner-General will consider the following:

- Gender balance should be maintained on the Panel of Mediators;
- Mediators must have highest standards of impartiality, integrity, and fairness; and
- Mediators should have excellent interpersonal, communication, analytical and problem-solving skills.
- The Deputy Commissioner-General appoints three Mediators to comprise the “Coordinating Group” from the panel of mediators. The Coordinating Group will manage the Agency’s mediation activities, and address administrative matters related to mediation activities, for example travel arrangements and expenses.
- The Deputy Commissioner-General may remove staff members from the panel of mediators, at his/her discretion.
- All staff members replacing any of the members of the panel of mediators will receive mediation training before engaging in mediation activities.
- The Coordinating Group will normally assign to each case two mediators from the panel of members (to act as Co-mediators), based on the current caseload and availability of the mediators. In appropriate circumstances, only one mediator may be assigned. Other factors that may be relevant in the assignment process include the particular expertise of a mediator or a request by one or both of the parties for a certain mediator, e.g. One from outside the duty station of the applicant. A mediator will not be assigned to any case in which he/she might have a potential conflict of interest. In exceptional circumstances, the Deputy Commissioner-General may at the request of the parties to a dispute, appoint an external mediator.
- **The Mediator’s Role:** A Mediator is impartial and independent and does not have any personal interest in the potential outcomes. His/her role is to create a confidential, safe environment, which encourages all of those who participate in a problem-solving process. A mediator is not a judge. He/she does not determine the outcome of the dispute. A mediator uses his/her skills to allow the parties to be heard in a respectful, non-judgmental way, and who assists them in reaching their own solution.
- **Availability of mediation:** Mediation is available to all staff members. One or more parties to the dispute might request mediation, and it can also be suggested by the Coordinating Group members who will decide amongst themselves about who will be the designated coordinator for each case. Thus, the term "Coordinating Group" is used throughout these principles and guidelines for identifying the body that will coordinate the mediation process:
 - Judge or Registrar of the UNRWA Dispute Tribunal;
 - Deputy Commissioner-General;
 - Field Office Directors;
 - Heads of Departments/Offices at Headquarters;
 - Senior Ethics Officer;
 - Chairpersons of the ISUC and ISA Executive Committee.

The agreement of all parties to a dispute is required for any mediation to proceed.

- **Disputes Eligible for Mediation:** Work related disputes are eligible to be taken into consideration for mediation proceedings. A work related dispute or difference is any formal or informal dispute or issue arising from an existing employment relationship between UNRWA and its staff.
- **Screening of Cases:** The Coordinating Group will promptly review all requests for mediation to ensure that mediation is an appropriate method in resolving the dispute. The parties and the person suggesting mediation, if any, will be promptly notified once a decision is made by the Coordinating Group on whether the case is appropriate and would be accepted for mediation.
- **Timelines:** The parties may request mediation at any time, before or even while the matter is pending before the UNRWA Dispute Tribunal: see Area Staff Regulation 11.4, art 10.1 and International Staff Regulation 11.4, art 10.1 (Cod/A/59/Rev.25/Amend.120): or the United Nations Appeals Tribunal (UNAT).

The conduct of mediation may result in the extension of the deadlines applicable to Decision Review and to the filing of an application with the UNRWA Dispute Tribunal, see Regulation 11.4, art. 3.3 And International Staff Regulation 11.4 art 3.3 (Cod/A/59/Rev.25/Amend 120). The time-frame for the completion of mediation proceedings normally does not exceed 90 days. However, in exceptional circumstances the Coordinating Group will notify the relevant parties and the Registry of UNRWA DT that mediation proceedings will require an additional time. This notification applies to cases that were being handled under the Decision Review process or the UNRWA DT once mediation is commenced. The mediation session involving the parties should be convened and conducted expeditiously.

▪ **The Steps of Mediation Process**

Table 1: The mediation process “based on UNRWA’s system” includes the following steps:

Step #	Details
Step1	A request for mediation may be made by the parities to a dispute or a request or staff members referenced in

Step #	Details
	paragraph 3.4.7 above can make referral. One of the parties to a dispute may individually request mediation and ask the Coordinating Group to contact the other party for their agreement to mediate.
Step 2	The Coordinating Group will review the request for mediation and discuss details of the dispute, the appropriate processes and other relevant issues with the parties.
Step 3	Within 14 days, the Coordinating Group will normally advise the parties, the Director or Head of Department, the staff member, and the UNRWA DT if the case has been accepted for mediation. If a case is pending before the UNRWA dispute tribunal, the Coordinating Group shall inform the registry that the parties have agreed to proceed to mediation and the case will be suspended for up to 90 days. If a Request for Decision Review has been filed, the Deputy Commissioner-General will be notified.
Step 4	When a case is considered appropriate for mediation, the Coordinating Group will contact the parties to arrange a convenient date, the logistics for preliminary consultations, and inform the parties of the selected Mediator(s) who will be handling the case. In addition, a determination will be made as to the primary language (English or Arabic) in which the mediation process will be conducted, and whether a translator will be necessary or not. If the mediation requires the presence of a translator, a translator will be obliged to sign a confidential agreement.
Step 5	The mediation session will be convened and conducted expeditiously and resolution should normally take place within 90 days once the case is accepted for mediation. If additional time is needed, the UNRWA DT will be notified by the Coordinating Group or by the mediator(s) involved in the case.
Step 6	Prior to the mediation session commencing, the parties will be provided with mediation principles and guidelines, information regarding the types of documents needed and the dates for submitting the documents prior to the mediation session.
Step 7	Each party shall confirm in writing to the mediator(s) that a person with full authority to settle the dispute should be present at the mediation session, or that person will be immediately available over telephone during the mediation session.
Step 8	The parties shall prepare and submit on a designated date a mediation case summary to the mediator(s) along with relevant documents and materials upon which the parties rely on in their case.
Step 9	The Mediator(s) will provide the parties with an agreement form to mediate and each party shall sign the form.
Step 10	A list of attendees will be sent to all parties prior to the mediation session.
Step 11	The Mediator(s) will contact the parties in advance to briefly discuss various aspects of the upcoming mediation, including the procedures to be followed during the mediation session.
Step 12	The mediation session(s) take/s place: (a) When a case is settled, a Mediation Settlement Agreement will be prepared generally at the time of the settlement, and will be signed by all the parties involved. (b) If a case settles as in what has been referred to mediation by a staff member, a notice of settlement will be promptly sent to the staff member by the Coordinating Group. (c) If a case, which has been referred to mediation by a staff member, is not settled, a notice of Mediation Break Down will be promptly sent by the Coordinating Group to the staff member, the Registrar of the UNRWA DT, and to all the parties of Mediation. No reason shall be provided regarding why the case did not reach a settlement.
Step 13	If the parties sought mediation after the decision review process, but did not reach an agreement, a party may file an application to appeal to the UNRWA Dispute Tribunal, within 90 calendar days of receipt of the Mediation Break Down notice; If the parties sought mediation before the Decision Review process, and did not reach an agreement, a party may file a request for decision review within 60 calendar days of receipt of the Notice of Mediation Break Down. If the parties sought mediation after a request for decision review was made but still a decision was not issued, the Agency shall have 30 calendar days to issue its decision from the date of receipt of the Notice of Mediation Break Down. If the parties sought mediation after the application was filed to the UNRWA DT and prior to the Agency's reply, and did not reach an agreement, the Agency shall have 30 calendar days to file its reply to the applicant.
Step 14	A mediator may conduct follow-up discussions after the mediation is completed, if necessary or at the request of a party.

Methodology and Procedures:

- Data Collection Methods:** In order to collect the needed data for this research, the primary and secondary sources are used (Hair et al., 2010). First, the theoretical literature review is conducted using the following data sources: books, journals, reports & statistics issued by UNRWA, Internet articles and websites. A semi-structured interview was conducted with

management, staff union and mediators. Finally, the questionnaire is used to survey the population sample’s perceptions about factors affecting the mediation outcomes of workplace disputes resolution at UNRWA, Gaza.

2. **Mixed Methods:** The semi-structured interview used as a qualitative research tool whereas the questionnaire was used as a quantitative research tool. The mixed methods approach was used in order to provide clearer vision about mediation process at UNRWA, Gaza, build a robust research tool based on literature and qualitative data, and to justify the obtained results in a comprehensive and supportive manner.

Qualitative Data Collection (Interview): The qualitative data collection involved conducting semi-structured interviews and thereafter, analyzing interview transcript data to gain a deeper understanding of the mediation procedure, importance, success factors, barriers and suggested solutions to overcome the mediations barriers and difficulties. Eight (8) questions formed the initial research as follows:

- A. What is your opinion about mediation and its processes?
- B. Why do you think dispute parties choose mediation?
- C. In the instances where mediation is not effective, could you identify some reasons?
- D. UNRWA Gaza has been experiencing the workplace disputes for the past few years. What are the common causes of disputes?
- E. What are some common difficulties/problems you encountered in mediating workplace disputes? How these difficulties/problems can be overcome?
- F. What are the critical success factors that contribute to mediation’s outcomes (i.e., increase the mediation effectiveness)?
- G. For successful mediation, what are the core competencies that the mediator should be equipped with?
- H. Do you have any developmental comments regarding the dispute mediation in terms of barriers, and how to overcome them?

The semi-structured interviews and qualitative coding techniques were followed to go deeper into the mediation process and dispute resolution factors aiming at improving the effectiveness of mediation at UNRWA Gaza area of operations, which helps meeting the two dispute parties’ needs including field management and staff unions who represent staff members.

The Targeted Interviewees: In order to make the questions clearer and more understandable, Semi-structured interview was used. Nine (9) individuals were interviewed, they were experienced in mediation and they can be classified into 3 groups including members of management, experts and staff union members, all have over 6 years of service.

The goal has been to explore the nature of UNRWA mediation process, causes of workplace disputes, the critical success factors of mediation, also obstacles to use mediation as dispute resolution approach at UNRWA.

A time of forty-five minutes was given for an interview to obtain required information on causes of disputes and mediation processes.

Interview Analysis Method: All interview transcripts were analyzed through a manual text coding process and analysis. Prior to coding, interviewees’ names were replaced by unique identifiers. Interviewees were reported using alphabet to keep anonymity and match content of the search terms.

The Profile of Participants:

Years of service and classification of interviewees according to background were as follows:

Table 2: The Coding of Interviewees

#	Code	Years Of Experiencing	Background
1.	FM1	15	<ul style="list-style-type: none"> • Engineering. • Legal. • Business Admin. • Economic Development. • Finance. • Education Leadership. • Business Admin. • Doctor. • Business Admin.
2.	FM2	12	
3.	FM3	20	
4.	ME1	10	
5.	ME2	7	
6.	ME3	9	
7.	SU1	16	
8.	SU2	8	
9.	SU3	14	

Table (2) indicates that all interviewees had over 6 years' experience in the workplace dispute resolution. In addition, it is clear that participants have different backgrounds. This indicates that UNRWA has staff members with long experience in mediation and with diverse professional backgrounds. This helps them in resolving work place disputes that arise from different causes.

Data Analysis of the Interviews:

Based on the analysis of answers of the semi-structured interview questions, closely related results regarding mediation steps, the reasons of mediation’s selection at UNRWA, reasons of mediation ineffectiveness and dispute causes are summarized in the below table:

Table 3: Summary of Interviewees responses

#	Subject Of Question	Interviewees Responses
1.	Mediation Steps	Listening, understanding of dynamics, thinking creatively to find solutions, settlement and follow-up discussion after mediation.

#	Subject Of Question	Interviewees Responses
2.	The Reasons Of Mediation Selection At UNRWA	Efficient (time, cost and efforts), win-win approach, relationship improved, less risky and short, solution/agreeable points driven.
3.	Reasons Of Mediation Ineffectiveness	Lack of mediators' impartiality, lack of confidence and trust in mediators, lack of commitment to engage in mediation, mediator confidentiality & experience, insufficient time & resources, external pressure, lack of authority.
4.	Dispute Causes	Contractual Conditions (Modality), relationship between management & union, economic situation, salaries and budget cuts, different personality & work style, outside pressure, conflict in goals, roles and culture.

Population and Sampling: The current study used a comprehensive approach in studying Gaza Area of Operations only, which includes (78) participants who participated in workplace dispute at UNRWA as management, staff union; or as an expert mediator. The systematic sampling technique is used for selecting study respondents. Fifteen (15) participants were excluded because they participated in the pilot study for questionnaire validity purposes. Therefore, 63 questionnaires were distributed to the population, out of which, (56) were received, with a response rate 88.9%.

Pilot Study: A pilot study for the questionnaire was conducted to provide a trial run for the questionnaire, which involved testing the wordings of questions, identifying and clarifying ambiguous questions, testing the techniques that used to collect data. After receiving the answers of the pilot study, a preliminary analysis have been conducted. As result, the validity of the questionnaire was confirmed, minor adjustments were made to some questions to remove ambiguity, actual time to answer the questions was confirmed and confirmed that the questionnaire fits the objectives, hypotheses and methodology of the study.

Quantitative Method (Development and Design of Questionnaire): The questionnaire was derived from the answers to semi-structured interview questions, data analysis and the previous researches in order to make the research tool compatible with current research problem and hypotheses. The questionnaire was developed and validated. The final version of the questionnaire was distributed to targeted population for collecting the primary data of the research variables.

Research Instruments and Measures: The scales and measures used in evaluating the study variables are identified in this section. The mechanism of the study is represented by a questionnaire of 63 items in two parts; where 57 items are used to examine the study variables, and the causes of UNRWA workplace dispute. The remaining items were used to collect data in terms of demographic variables, and the representation party. Research methodology depend on the analysis of data on the use of descriptive analysis, which depends on the poll and use of the main program (SPSS v25).

3. **Questionnaire Content:** The questionnaire was provided with a covering letter explaining the purpose of the study, the way of responding, the aim of the research and the confidentiality and security of the information in order to encourage a high rate of response. The questionnaire included multiple-choice question: which used widely in the questionnaire, the variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations. The sections in the questionnaire will verify the objectives in this research as follows:

Section one: personal information include 6 questions

Section two: consists of two sub-sections related to factors affecting the mediation outcomes of workplace disputes resolution at UNRWA, Gaza as follows:

First sub-section: Dispute Causes include 14 questions.

Second sub-section: Study Variables include three fields as follows:

1. Mediator's Competencies (IV) includes 14 questions.
2. Emotional Intelligence of the Mediator (IV) includes 11 questions.
3. Characteristics of Dispute Case at Workplace (IV) includes 7 questions.

For ranking of items' responses, the respondent can answer the questionnaire items with a number from 1 to 5 where (5) represents the highest acceptance degree about an item and (1) represents the lowest acceptance degree about it as illustrated in the below table (4).

Table 4: Respondent's Scale

Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Scale	1	2	3	4	5
Mean Range	1.0<1.8	1.8<2.6	2.6<3.4	3.4<4.2	4.2<5.0
Weight mean	20%-36%	37%-52%	53%-68%	69%-84%	85%-100%

4. **Validity of the Research:** We can define the validity of an instrument as a determination of the extent to which the instrument actually reflects the abstract construct being examined. "Validity refers to the degree to which an instrument measures what it is supposed to be measuring". High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid, it truly reflects the concept it is supposed to measure. Achieving good validity requires paying attention in the research design and sample selection. Modification of the questionnaire was made through distributing it to experts and academic staff at local universities to evaluate the procedure of questions and the method of analyzing the results.

The expertise agreed that the questionnaire was valid and suitable enough to measure the purpose, which the questionnaire was designed for.

- Content Validity of the Questionnaire:** Content validity test was conducted by consulting two groups of experts. The first one was requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem. The second group was requested to evaluate that the instrument used is valid statistically and that the questionnaire was designed well enough to provide relations between variables and test them. The two groups of experts agreed that the questionnaire was valid (with some amendments) and suitable enough to measure the concept of interest.
- Statistical Validity of the Questionnaire:** To ensure the validity of the questionnaire, two statistical tests should be applied (Brains, Willnat, Manheim, Rich, 2011).

The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each item in the field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire's structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale (Kramer, Geoffrey P., Douglas A., 2009).

Criterion Related Validity:

1) Internal consistency: Internal consistency of the questionnaire is measured by a scouting sample, which consisted of thirty questionnaires, through measuring the correlation coefficients between each question in one field and the whole field. Tables (4 and 5) below show the correlation coefficient and p-value for each field items. Also, the p-Values are less than 0.05 or 0.01, so the correlation coefficients of this field are significant at $\alpha = 0.01$ or $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what they were set for.

Table 5: The Correlation Coefficient between Each Question in the Field and the Whole Field

Mediator's Competencies			Emotional Intelligence		
#	Pearson Coefficient	P-Value	#	Pearson Coefficient	P-Value
1.	0.518	0.035	1.	0.645	0.000
2.	0.652	0.000	2.	0.790	0.000
3.	0.550	0.000	3.	0.705	0.000
4.	0.711	0.000	4.	0.721	0.000
5.	0.599	0.000	5.	0.751	0.002
6.	0.772	0.002	6.	0.728	0.000
7.	0.652	0.000	7.	0.724	0.000
8.	0.766	0.000	8.	0.839	0.000
9.	0.690	0.000	9.	0.788	0.001
10.	0.747	0.000	10.	0.575	0.001
11.	0.751	0.000	11.	0.748	0.000
12.	0.722	0.000			
13.	0.762	0.000			
14.	0.597	0.003			
Case Characteristics					
#	Pearson Coefficient	P-Value			
1.	0.657	0.000			
2.	0.668	0.000			
3.	0.461	0.000			
4.	0.492	0.000			
5.	0.744	0.000			
6.	0.664	0.000			
7.	0.671	0.000			

- Structure Validity of the Questionnaire:** Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of Likert Scale.

Table (5) shows that the significance values are less than 0.01, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$, so it can be said that the fields are valid to measure what it was set for to achieve the aim of the study.

Table 6: Structure Validity of the Questionnaire

#	Field (Section)	Pearson Correlation Coefficient	P-Value
1.	Mediator's Competencies	0.923	0.000

#	Field (Section)	Pearson Correlation Coefficient	P-Value
2.	Emotional Intelligence of the Mediator	0.894	0.000
3.	Characteristics of Dispute Case at Workplace	0.619	0.000

8. **Reliability of the Research:** Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring. The test is repeated to the same sample of people on two occasions and then compared the scores obtained by computing a reliability coefficient. For the most purposes reliability coefficient above 0.70 are considered satisfactory. Period of two weeks to a month is recommended between two tests due to time constraints that respondents are facing, it was too difficult to ask them to respond to our questionnaire twice within short period. The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Cronbach Alpha coefficient and Half Split Method through the SPSS software.

Half-Split Method: This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation: (Eisinga, R.; Te Grotenhuis, M.; Pelzer, B. 2012).

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0. As shown in Table (6), and the general reliability for all items equal 0.857, and the significant (α) is less than 0.05 so all the corrected correlation coefficients are significance at ($\alpha \leq 0.05$). It can be said that according to the Half-Split method, this range is considered high; the result ensures the reliability of the questionnaire

Table 7: Half-Split Coefficient method

#	Field (Section)	Person- Correlation	Spearman-Brown Coefficient
1.	Mediator's Competencies	0.672	0.804
2.	Emotional Intelligence of the Mediator	0.837	0.912
3.	Characteristics of Dispute Case at Workplace	0.566	0.767
All Items		0.749	0.857

9. **Cronbach's Coefficient Alpha:** This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (Ritter, N., 2010).

As shown in Table (8) the Cronbach's coefficient alpha was calculated. The general reliability for all items equal 0.948, this range considered high; the result ensures the reliability of the questionnaire.

Table 8: Cronbach's Alpha for Reliability

#	Field (Section)	Cronbach's Alpha
1.	Mediator's Competencies	0.907
2.	Emotional Intelligence of the Mediator	0.911
3.	Characteristics of Dispute Case at Workplace	0.693
All Items		0.948

• **Statistical Manipulation:** To achieve the research goal, the Statistical Package for the Social Science (SPSS) was used for Manipulating and analyzing the data.

• **Statistical methods are as follows:**

1. Frequencies and Percentile.
2. Alpha- Cronbach Test for measuring reliability of the items of the questionnaires.
3. Person correlation coefficients for measuring validity of the items of the questionnaires.
4. Spearman –Brown Coefficient.
5. One sample t test: determines whether the sample mean is statistically different from a known or hypothesized population mean. (Bland M, 2000)
6. Independent sample t test for differences between two independent samples (unrelated groups) (Good, P, 2013)
7. One way ANOVA test for difference between means of three independent samples or more (Gelman, Andrew, 2008).
8. Multiple linear regression

Data Analysis and Discussion

1. **Introduction:** Includes the stages of analyzing the collected qualitative and quantitative data, and presents results of analysis with detailed explanations through linking the obtained results with qualitative and quantitative analysis. Also it provides a clear view about the supported hypotheses through explaining the results of statistical tests.

2. **The Qualitative Data Analysis:** This section is dedicated for the analysis of qualitative data, which was collected through the semi-structured interview. The results of interviewees' scripts analysis are demonstrated as follows:

Mediation and Its Processes (Q1): The interviewees were asked, based on their relevant experience, what is your opinion about mediation and its processes. For analysis purposes, it seems more preferably to divide the analysis of interviewees' scripts into two points: mediation concepts "aspects/features" and mediation processes "essential steps". The below table demonstrates the

concepts of mediation's approach at UNRWA Gaza, where the concept with top overall percentage was two parties with different opinions.

Table 9: The mediation concepts of workplace dispute at UNRWA Gaza

Concept	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Two parties with different opinions	22.2	33.3	22.2	77.8%
Neutrality	22.2	11.1	11.1	44.4%
Suggested to be HR process	11.1	0.0	0.0	11.1%
Supporting justice	11.1	11.1	11.1	33.3%
Strengthen relationship	22.2	11.1	11.1	44.4%

Table (9) points out the mediation concepts to understand the workplace disputes. Most of the respondents asserted that the mediation process is absolutely necessary in order to unify the points of view between disputants.

Table 10: The mediation essential steps

Step	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Listening	22.2%	11.1%	11.1%	44.4%
Understanding of dynamics	22.2 %	22.2%	22.2%	66.7%
Thinking creatively to find solutions	22.2%	11.1%	11.1%	44.4%
Settlement	11.1%	22.2%	0.0%	33.3%
Follow-up discussion after mediation	11.1%	33.3 %	11.1%	55.6%

Table (10) demonstrates the essential steps that should be taken into consideration in resolving the workplace disputes, where the step with top overall percentage was understanding of dynamics. Most respondents emphasized that understanding the dynamics is one of the major and important steps in the mediation process.

Selection of Mediation for Workplace Disputes (Q2):

Table 11: Selection of mediation for workplace disputes at UNRWA

Reason	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Efficient (time, cost and efforts)	22.2%	22.2%	22.2%	66.7%
Win-win approach	22.2%	11.1%	11.1%	44.4%
Relationship improved	11.1%	11.1%	11.1%	33.3.%
Less risky and short	22.2%	33.3%	22.2%	77.8%
Solution/agreeable points driven	33.3%	11.1%	22.2%	66.7%

Table (11) demonstrates the reasons of mediation's selection at UNRWA Gaza, where the reason with top overall percentage was because mediation is a less risky and short resolution approach. There is a consensus among the respondents that there are many reasons for which the mediation process takes place and it was clear that the reason "Less risky and short" got the highest percentage.

Reasons of Mediation Ineffectiveness (Q3):

Table 12: Reasons of mediation ineffectiveness

Reason	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Lack of mediator impartiality	33.3%	22.2%	0.0%	55.6%
Lack of confidence and trust in mediators	22.2%	0.0%	11.1%	33.3%
Lack of commitment to engage in mediation	33.3%	22.2%	22.2%	77.8%
Lack of Mediator confidentiality and experience	33.3%	11.1%	11.1%	55.6%
Insufficient time and resources	11.1%	22.2%	11.1%	44.4%
External pressure	11.1%	22.2%	11.1%	44.4%
Lack of authority	11.1%	0.0%	22.2%	33.3%

Table (12) demonstrates the reasons of mediation ineffectiveness in workplace dispute at UNRWA Gaza, where commitment to engage in mediation scores the highest percentage. Respondents indicated that there are many reasons for inefficiency of mediation, and the reason of "commitment to engage in mediation" got the highest percentage. This indicates that unless there is a real commitment to engage in the mediation process by dispute parties, it would not be successful.

Common Causes of Disputes (Q4):

Table 13: Common causes of workplace disputes at UNRWA

Common Cause	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
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Contractual conditions (modality)	33.3%	33.3%	11.1%	77.8%
Relationship between management and unions	33.3%	22.2%	11.1%	66.7%
Economic situation	11.1%	33.3%	11.1%	55.6%
Salaries and budget cuts	22.2%	11.1%	22.2%	55.6%
Different personality and work style	22.2%	11.1%	11.1%	44.4%
Outside pressure	33.3%	22.2%	11.1%	66.7%
Conflict in goals, roles and culture	33.3%	11.1%	11.1%	55.6%

Table (13) illustrates the causes of workplace dispute at UNRWA Gaza, where the contractual conditions cause scores the highest overall percentage. This indicates that the cause of contractual modality and service conditions is an essential cause behind workplace disputes at UNRWA, Gaza.

Mediation Difficulties & Solutions (Q5):

Table 14: Difficulties to mediation of workplace dispute at UNRWA Gaza

Difficulties/Solutions	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Mediators competencies and performance	22.2%	33.3%	11.1%	66.7%
Misunderstanding of messages	33.3%	0.0%	11.1%	44.4%
Loss of trust and confidence in management and unions	11.1%	0.0%	11.1%	22.2%
Poor communication	22.2%	22.2%	11.1%	55.6%
Limited resources and training	11.1%	33.3%	11.1%	55.6%
Difference values and culture	33.3%	22.2%	11.1%	66.7%

Table (14) illustrates the difficulties to mediation of workplace dispute at UNRWA Gaza, where the mediators' competencies scores the highest overall percentage. This proves that competent mediator is more likely to produce successful mediation outcomes.

The Success Factors of Mediation (Q6):

Table 15: The success factors of workplace dispute

Success Factor	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Quality of mediator (neutrality, experience, transparency, confidentiality and trust)	33.3%	33.3%	33.3%	100%
Sequence of mediation	11.1%	33.3%	11.1%	55.5%
Efficiency of mediation (cost, time and resources)	11.1%	11.1%	11.1%	33.3%
Satisfaction of parties and settlement	11.1%	11.1%	11.1%	33.3%
Relationship improved/strengthened	11.1%	33.3%	11.1%	55.6%
Case characteristics	11.1%	22.2%	11.1%	44.4%

Table (15) shows the success factors of workplace dispute resolution suggested by interviewees, where the quality of mediator scores the highest overall percentage. This is again proves that skillful mediator is more likely to produce successful mediation outcomes. These factors can be utilized as solutions to the difficulties that were illustrated in table (15) above.

Competencies of Mediators (Q7):

Table 16: The competencies of mediators

Competency	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
Listen carefully	33.3%	33.3%	22.2%	88.9%
Neutrality	22.2%	33.3%	22.2%	77.8%
Experience and knowledge of UNRWA environment	11.1%	22.2%	0.0%	33.3%
Stay calm	22.2%	11.1%	11.1%	44.4%
Analytical and summary skills	33.3%	22.2%	22.2%	77.8%
Questioning and clarifying skills	22.2%	22.2%	11.1%	55.6%
Confidentiality	22.2%	11.1%	11.1%	44.4%
Fully dependent (no outside pressure)	11.1%	11.1%	22.2%	44.4%
Creatively generate solutions	33.3%	0.0%	0.0%	33.3%
Emotional intelligence	11.1%	11.1%	11.1%	33.3%

Table (16) illustrates the core competencies of the mediators, where the listening carefully competency got the highest overall percentage from the interviewees' perspective. This points out the importance of selecting competent and skilled mediator to achieve effective mediation outcomes.

Results of the interviews showed that there are many skills, which should be possessed by the mediator. Results also pointed out the importance of taking the specifications of the work place dispute among the factors influencing the effectiveness of mediation, where the mediator must have a number of competencies, for example: Emotional Intelligence, Neutrality, Confidentiality, Experience and Knowledge of UNRWA's environment. The size of the study's population should also be taken into consideration as one of the basic characteristics to determine the nature of the dispute.

It is worth mentioning that there is an urgent need to study the effectiveness of mediation in UNRWA Gaza because of the novelty of the subject and its impact on the performance's efficiency of the organization and staff alike.

- The Quantitative Data Analysis:** This section is dedicated for presenting the analysis of quantitative data, which is collected through the questionnaire. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3.5 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, ($\alpha \leq 0.05$), then the mean of a paragraph is significantly different from a hypothesized value 3.5. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3.5. On the other hand, if the P-value (Sig.) is greater than the level of significance ($\alpha \leq 0.05$), then the mean of a paragraph is insignificantly different from a hypothesized value 3.5.
- Tests of Normality:** One-sample Kolmogorov –Smirnov, (Daniel and Wayne, 1990; Corder and Foreman, 2014) test will be used to identify if the data follow normal distribution or not. This test is considered necessary in case of testing hypotheses as most parametric Test stipulates data to be normally distributed and this test is used when the size of the sample is greater than or equals 50. Results test as shown in table (16), clarifies that the calculated p-value is greater than the significant level, which equals 0.05 (p-value > 0.05), this in turn denotes that data follows normal distribution, and so parametric Tests must be used.

Table 17: One-sample K-S

#	Field (Section)	Statistic Test	P-Value
1.	Mediator's Competencies	0.963	0.055
2.	Emotional Intelligence of the Mediator	1.019	0.244
3.	Characteristics of Dispute Case at Workplace	0.971	0.320
4.	Mediation's Outcomes	1.112	0.172
All items		0.998	0.756

Personal Information (Demographic Variables): Similar to the main study variable-items, the survey of this study contains some demographic variables that could be valuable in expressing the sample profile and explaining some related issues. The demographic characteristics such as (Age, Academic Background, Gender, Department, Years' Of Experience, Educational Level and Representation Party) are designed to be in the first section of the questionnaire (see Appendix 1 and 2 - Questionnaire.).

Table 18: Age

Variable Items	Frequency	Percentage %
Less than 45	14	25%
45-55 years	25	44.6%
Over 55 years	17	30.4%
Total	56	100%

Table (18) indicates that 14 (25.0%) of the sample's age are "Less than 45 years", 25 (44.6%) are from "45-55 years" and 17 (30.4 %) are "over 55 years". The highest percentage is for age 45-55, it is due to the long service of the higher management job.

Table 19: Academic background

Variable Items	Frequency	Percentage %
Accounting	2	3.6%
Business Administration	27	48.2%
Education	9	16.1%
Engineering	5	8.9%
Information Communication Technology	1	1.8%
Information Technology	1	1.8%
Law	3	5.4%
Medical	2	3.6%
Political Science	3	5.4%
Science	3	5.4%

Total	56	100%
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Table (19) indicate that 2 (3.6%) from the sample's academic background are "Accounting", 27 (48.2%) are "Business Administration", 9 (16.1%) are "Education", 5 (8.9%) are "Engineering", 1 (1.8%) is "Information", 1 (1.8%) is "Communication Technology", 3 (5.4%) are "Law", 2 (3.6%) are "Medical", 3 (5.4%) are "political science", and 3 (5.4%) are "Science". It is clear that there is a diversity in the academic background and the majority are from business administration because this qualification is one of the requirements for administrative jobs.

Table 20: Gender

Variable Items	Frequency	Percentage %
Male	42	75%
Female	14	25%
Total	56	100%

Table (20) indicates that the percentage of males equals 42 (75%), whereas female equals 14 (25%). It is found that the distribution of the respondents according to the gender is nearly consistent with the general distribution of UNRWA in senior posts in Gaza (Male 73% and Female 27%). It is clear that there is no balance between the male and female in senior administrative positions. Recruitment of these administrative vacancies took place before adopting a gender parity policy at work by the agency, so it was natural for the majority of senior administrative managers to be male.

- Department

Table 21: Department distribution

Variable Items	Frequency	Percentage %
Office of Director of UNRWA-Gaza	13	23.2%
Education Programme	11	19.6%
Health Programme	3	5.4%
Human Resources	11	19.6%
Relief	0	0.0%
Others	18	32.1%
Total	56	100%

Table (21) indicates that the percentage of department distribution are 13 (23.2%) of the sample are from "Director of UNRWA Operations", 11 (19.6%) are from "Education", 3 (5.4%) from "Health", 11 (19.6%) are from "Human Resources", and 18 (32.1%) represents "Other". The majority of respondents are found in the most fortunate department of administrative positions, starting with the Director's office, then Education, and then Administration.

- Experiencing Dispute

Table 22: The experience in workplace dispute resolution

Variable Items	Frequency	Percentage %
1 to 5	8	14.3%
6 to 10	10	17.9%
11 to 15	3	5.4%
More than 15	35	62.5%
Total	56	100%

Table (22) indicates that the largest percentage of dispute experience was for group with greater than 15 years equals 35 (62.5%). While the second higher percentage was for the group with experience from 6 to 10 years equals 10 (17.9%). The smallest percentage was the group from 11 to 15 years equals 3 (5.4%). It is clear that the highest percentage of respondents is for "more than 15 years", which indicates the long experience of the higher position employees in workplace dispute resolution. This is attributed to the accuracy in selecting the targeted group.

- Educational level "degree"

Table 23: Degree

Variable Items	Frequency	Percentage %
Bachelor Degree	19	33.9%
Master degree	28	50.0%
PhD or above	9	16.1%
Other	0	0.0%
Total	56	100%

Table (23) indicates that 9 (16.1%). Of the sample are holders of PhD or above, 28 (50%) are master degree holders and 19 (33.9%) are bachelor degree holders. The master degree has the highest percentage of the respondents and that indicates that UNRWA is rich with the high-qualified employees. UNRWA encourages employees to take initiative to improve their educational

level; UNRWA supports them via special Educational Assistance Scheme, eligible staff are compensated by 50% of the tuition fees.

– Respondents' Representation Party

Table 24: Representation party

Variable Items	Frequency	Percentage %
Management	33	58.9%
Staff Union	10	17.9%
Mediator	13	23.2%
Total	56	100%

Table (24) indicates that 33 (58.9%) of the sample are from management, 10 (17.9%) are from staff union and 13 (23.2%) are from mediators. The highest percentage is for management and that means most of respondents are from management; who have good experience in several workplace dispute resolutions, which will help them deal with everyday life disputes. The result also shows that the number of competent and qualified mediators is relatively low.

5. **Statistical Analysis:** T-test is used to determine the significant difference in the mean of an item and to find the rank of scale items. On the other hand, if the P-value (Sig.) is greater than the level of significance ($\alpha \leq 0.05$), then the mean of item is insignificant. The Independent Sample T-test is used to determine whether there is a statistical significant difference between two means among the respondents toward the relationship between dependent and independent variables because of the gender.

The One- Way Analysis of Variance (ANOVA) is used to inspect whether there is a statistical significant difference between several means among the respondents toward the relationship between independent variables (mediator competencies, emotional intelligence and case characteristics) and the dependent variable (mediation outcomes) due to (age, academic background, gender, department, years of service, educational level and representation party). The data, which was collected from the second part of the questionnaire was described and findings were discussed and interpreted to provide answers to research questions and hypotheses.

6. **Answering Research Questions:** A one-sample t test was used to evaluate the opinion of the respondents as per their answers to the research fields' questions; the Mean, Standard Deviation, weight mean, t-value and P-value are calculated for each item of the questions. Below tables, demonstrate the results of respondents' perceptions regarding: dispute causes, mediator's competencies, emotional intelligence, case characteristics and mediation outcomes.

Q1:- How do respondents evaluate Workplace Dispute Causes at UNRWA?

Table (25) demonstrates the results of respondents' perception regarding dispute causes at work place. Results are ranked from highest to lowest according to the mean.

Table 25: Mean and Test values for "Dispute Causes"

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
1.	Financial deficit.	3.91	0.90	78.21	3.415	0.001	6
2.	Economic situation.	3.84	0.78	76.79	3.251	0.002	8
3.	Contractual terms/conditions (modality).	3.59	1.14	71.79	0.586	0.560	11
4.	Weak relationship between the administration and Union.	3.96	0.97	79.29	3.576	0.001	3
5.	Conflict in goals, policies, roles and culture.	3.95	0.90	78.93	3.700	0.000	4
6.	External pressure.	3.68	0.83	73.57	1.603	0.115	9
7.	Difference of personality.	3.68	0.94	73.57	1.427	0.159	9
8.	Difference of working style.	3.52	0.89	70.36	0.149	0.882	12
9.	Remunerations: Salaries, allowances and promotions.	3.98	0.90	79.64	3.990	0.000	1
10.	Perceived discrimination.	3.98	0.84	79.64	4.286	0.000	2
11.	Performance evaluation.	3.61	1.00	72.14	0.799	0.428	10
12.	Lack of honesty and openness.	3.86	0.88	77.14	3.028	0.004	7
13.	Lack of clarity in accountability.	3.93	0.68	78.57	4.690	0.000	5
	All items	3.81	0.42	76.13	5.402	0.000	10

Critical value of t at df "55" and significance level 0.05 equal 2.0

The highest two items are as follows:

1. The mean of item # 9 (Remunerations: Salaries, allowances and promotions) equals 3.98, weight mean "79.64%", t-value = 3.990, p-value "0.000" ≤ 0.05 , which is smaller than the level of significance ($\alpha \leq 0.05$) and first rank. The sign of the test is

positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

- The mean of item # 10 (Perceived discrimination) equals 3.98, weight mean "79.64%", t-value = 4.286, p-value "0.000" \leq 0.05, which is smaller than the level of significance ($\alpha \leq 0.05$) and second rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The lowest two items are as follows:

- The mean of item # 2 (Economic situation) equals 3.84, weight mean "76.79%", t-value = 3.251, p-value equals "0.002" \leq 0.05, which is smaller than the level of significance ($\alpha \leq 0.05$) and eighth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.
- The mean of item # 12 (Lack of honesty and openness) equals 3.86, weight mean "77.14%", t-value = 3.028, p-value equals "0.004" \leq 0.05, which is smaller than the level of significance ($\alpha \leq 0.05$) and seventh rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

Items # 3 (Contractual terms/conditions (modality), # 6 (External pressure), # 7 (Difference of personality), and # 8 (Difference of working style) and # 11 (Performance evaluation), are not significant; the p-values are greater than the level of significance ($\alpha \leq 0.05$).

The results of all items of the field "dispute causes", show that the average mean equals 3.81 out of (5), weight mean 76.13 % > "70%", T- test value 5.402 > T- critical = 2.0 and the p-value = 0.000 \leq 0.05.

Commentary:

It is clear that majority of the listed causes could be reasons behind work place disputes at UNRW Gaza. These causes are also proven to be at significance level $\alpha \leq 0.05$. Remunerations including (Salaries, allowances and promotions) was the highest at 79.64%, and the "Economic Situation" scoring the least at 76.79% among significant results.

These results agree with results found in previous studies conducted by (Zhou, 2017). The majority of studies has strongly argued the existence of strong ties between these causes and disputes at workplace. This research is not an exception. The results are in line with the findings of other studies in different cultures and contexts. The results also tallies with the findings of (Abuualfath A. Y., 2018; Integrated Resource System's Report, 2017; Isa et al, 2015), which all have concluded that number of the listed causes are reasons behind dispute at work place.

It is clear that the results of items Nos. 6, 7, 11, 3 and 8 are not significant. It is also worth mentioning that a section was dedicated for the analysis of qualitative data, which was collected through the semi-structured interview. The results of interviewees' scripts analysis are demonstrated in tables where table (5.5.) illustrated the causes of workplace dispute at UNRWA Gaza, and the contractual conditions cause (item # 3 of table No. 5.17) scored the highest overall percentage at 77.8% followed by outside pressure cause (item # 6 in table No. 5.17) at 66.7%. Failing to find significance results for item Nos 6, 7, 11, 3 and 8 is not necessarily a bad thing. Findings that are different from what I expected can lead to an interesting and thoughtful discussion. My discussion may form an avenue for raising new questions that future researchers can explore such as: Are there characteristics of my population that caused results to turn out differently than expected? Are there outside factors that I did not pay attention to, which could explain these results? To help shed more light on the topic, I suggest that future researchers conduct similar research in other UNRWA area of operations or look at different set of variables. We can conclude that this may happen any time with anybody and moving forward is sometimes easier than we might think.

Q2-: How Do Respondents Evaluate Mediator Competencies?

Table (26) demonstrates the results of respondents' perception regarding mediator's competencies "performance". Results are ranked from highest to lowest according to the mean.

Table 26: Means and Test values for "Mediator's Competencies".

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
1.	Guides negotiation process.	3.93	0.85	78.57	3.774	0.000	11
2.	Reduces tension and animosity.	4.16	0.76	83.21	6.528	0.000	6
3.	Shows flexibility and compromise.	4.05	0.80	81.07	5.205	0.000	10
4.	Helps disputed parties evaluate the case of concern.	4.14	0.77	82.86	6.224	0.000	7
5.	Overcomes obstacles.	3.88	0.85	77.50	3.285	0.000	13
6.	Promotes cooperative efforts and mutual understanding.	4.14	0.64	82.86	7.462	0.000	8
7.	Facilitates full productive engagement for the two disputed parties.	4.23	0.60	84.64	9.090	0.000	3
8.	Works with the dispute parties in	4.18	0.88	83.57	5.796	0.000	5

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
	neutral and confidential manner.						
9.	Employs group sessions properly.	3.89	0.93	77.86	3.168	0.001	12
10.	Remains impartial and fair.	4.38	0.73	87.50	8.998	0.000	1
11.	Equipped with good analytical and summarizing skills.	4.27	0.82	85.36	7.007	0.000	2
12.	Identifies the interventions and actions in an independent manner.	4.07	0.83	81.43	5.164	0.000	9
13.	Assists the participants to generate options and apply interest-based solutions.	4.18	0.72	83.57	7.090	0.000	5
14.	Establishes and maintains a relationship of mutual respect and trust with the disputed parties.	4.21	0.76	84.29	7.071	0.000	4
All items		4.12	0.53	82.45	8.825	0.000	

Critical value of t at df "55" and significance level 0.05 equal 2.0

The highest two items are as follows:

1. The mean of item # 10 (Remains impartial and fair) equals 4.38, weight mean "87.50%", t-value = 8.998, and p-value "0.000", which is less than the level of significance ($\alpha \leq 0.05$), and first rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.
2. The mean of item # 11 (Mediator's Competencies equipped with good analytical and summarizing skills) equals 4.27, weight mean "85.36%", t-value = 7.007, and p-value "0.000", which is less than level of significance ($\alpha \leq 0.05$), and second rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The lowest two items are as follows:

1. The mean of item # 9 (Employs group sessions properly) equals 3.89, weight mean "77.86%", t-value = 3.168, and p-value "0.003" which is less than level of significance ($\alpha \leq 0.05$), and twelfth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents to some extent agreed to this item. This is the second lower mean and this could be referred to mediator's abilities "skills" to employ group sessions properly, which, are considered relatively low compared to remaining items, but with some guidance and technical training, can be improved.
2. The mean of item # 5 (Overcomes obstacles) equals 3.88, weight mean "77.50%", t-value = 3.285, and p-value "0.002" which is less than level of significance ($\alpha \leq 0.05$), and twelfth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agreed to this item. This is the lowest mean and this could be referred to mediator's abilities "skills" to overcome obstacles, which are considered relatively low compared to the remaining items and need enhancement. With the exception for the need to enhance and improve the above mentioned two competencies (items # 9 and 5), the means of the remaining items are relatively high which means that the remaining mediator's competencies are suitable for good mediation processes.

The results for all items of the field show that the average mean equals 4.12 out of (5), weight mean 82.45% > "70%", T-test value 8.825 > T-critical = 2.0 and the p-value = 0.000 \leq 0.05, that means Mediator's Competencies is good at significance level $\alpha \leq 0.05$.

Commentary: The results support the importance of the concept of mediator's competencies as skills and activities required for a successful mediation's process. The respondents appreciate the mediator's possession of necessary competencies and agree to relatively high degree to the variable at 82.45%. Having the required competencies is a key element for successful mediation process, as they help mediator facilitate interface between disputants to help them achieve a voluntarily resolution to their dispute, which is cost-effective, timely and fair.

The results go in line with the findings of (Pou, 2004) who found strong relation between mediator's success and his/her competencies. Analysis of answers to semi-structured interview table (5.6), illustrates the difficulties to mediation of workplace dispute at UNRWA Gaza, where the mediator's competencies scores the highest percentage at 66.7%.

Additionally, in principle mediators should be impartial and neutral. However, these principles do not go in line with the findings of (Bercovitch and Houston, 2000) who detect that, literature has some disagreement regarding the principle and significance of mediator impartiality or neutrality in international conflict. Another researcher states the growing body of literature, which argues against the need for mediator impartiality (Smith, 1994). In the literature, there is no collective opinion on the role of mediator

alignment and impartiality in making fruitful mediation; even though there may be more research in support of the view that a mediator does not need to remain impartial.

Q3:- How Do Respondents Evaluate Emotional Intelligence?

Table (27) demonstrates the results of respondents' perception regarding Emotional Intelligence. Results are ranked from highest to lowest according to the mean.

Table 27: Means and Test values for "Emotional Intelligence".

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
1.	Keeps relaxed and proceeds goal-oriented.	4.27	0.56	85.36	10.341	0.000	3
2.	Possesses the knowledge and ability of non-verbal communication.	4.07	0.66	81.43	6.512	0.000	11
3.	Generates new ideas and options creatively.	4.13	0.79	82.50	5.938	0.000	9
4.	Remains prudent in a crisis.	4.21	0.65	84.29	8.190	0.000	5
5.	Carefully listens to others' ideas.	4.45	0.60	88.93	11.792	0.000	1
6.	Works on supporting and building trust between the disputed parties.	4.16	0.71	83.21	6.986	0.000	8
7.	Feels and perceives matters from others' viewpoint.	4.13	0.72	82.50	6.540	0.000	10
8.	Encourages honesty to resolve disputes.	4.23	0.76	84.64	7.185	0.000	4
9.	Encourages respectful discussion in resolving disputes.	4.36	0.64	87.14	9.950	0.000	2
10.	Uses the emotional words and expressions in a proper manner.	4.18	0.58	83.57	8.824	0.000	7
11.	Motivates and aids parties of dispute think through the existing realities of their viewpoints and attitudes.	4.20	0.64	83.93	8.087	0.000	6
All items		4.22	0.49	84.32	11.019	0.000	

Critical value of t at df "55" and significance level 0.05 equal 2.0

The highest two items are as follows:

1. The mean of item # 5 (Listens to others' ideas) equals 4.45, weight mean "88.93%", t-value = 11.792, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and first rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.
2. The mean of item # 9 (Encourages respectful discussion in resolving disputes) equals 4.36, weight mean "87.14%", t-value = 9.950, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and second rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The lowest two items are as follows:

1. The mean of item # 2 (Possesses the knowledge and ability of non-verbal communication) equals 4.07, weight mean "81.43%", t-value = 6.512, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and tenth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.
2. The mean of item # 7 (Feels and perceives matters from others' viewpoint) equals 4.13, weight mean "82.50%", t-value = 6.540, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and tenth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The results for all items of the field "Emotional Intelligence" shows that the average mean equals 4.22 out of (5), weight mean 84.32% > "70%", T- test 11.019 > T- critical = 2.0 and the p- value = 0.000 \leq 0.05, that means emotional intelligence of the mediator is high level at significance level $\alpha \leq 0.05$.

Commentary:

It is concluded that the respondents agreed to all items of the field "Emotional Intelligence". The results show that the mediator should be able to identify, understand and manage emotions utilizing appropriate words and phrases; as it is one of the factors that affect the mediation and negotiation success. This has been proven in all items of the field, the item Listens to others' ideas was the highest at 88.93%, and possesses the knowledge and ability of non-verbal communication scored the least at 81.43%, which, is still relatively high as perceived by respondents. These results agree with the results found in the previous studies conducted by

(Bellucci et al., 2019). The majority of studies has strongly argued the existence of strong relationship between emotional intelligence and mediation success in managing disputes and conflicts. This research is not an exception; the results are in line with the findings of other studies in different cultures and contexts. They are also in line with the findings of (Kim et al., 2015), (Chan et al., 2014), all have concluded that emotional intelligence abilities is so important to negotiation and mediation. It has impact on dispute resolutions, conflicts management, and it has to do with the success and prediction of mediation and conflict management outcomes.

Q4-: How Do Respondents Evaluate Characteristics Of Dispute Case At Workplace?

Table (28) demonstrates the results of respondents' perception regarding Case Characteristics. Results are ranked from highest to lowest according to the mean.

Table 28: Means and Test values for "Case Characteristics".

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
1.	Causes of dispute.	4.05	0.64	81.07	6.428	0.000	3
2.	The organization's environment.	3.95	0.70	78.93	4.782	0.000	5
3.	Terms and conditions of job site.	3.66	0.84	73.21	1.436	0.157	7
4.	The nature of dispute case.	4.11	0.65	82.14	6.972	0.000	2
5.	External pressure.	3.88	1.01	77.50	2.778	0.007	6
6.	Knowledge of the disputed parties' needs.	4.13	0.72	82.50	6.540	0.000	1
7.	The population size of disputed parties (i.e. refugees, employees or both).	4.04	0.76	80.71	5.262	0.000	4
All items		3.97	0.41	79.44	8.522	0.000	

Critical value of t at df "55" and significance level 0.05 equal 2.0

The highest two items are as follows:

1. The mean of item # 6 (Knowledge of the disputed parties' needs) equals 4.13, weight mean "82.50%", t-value = 6.540, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and first rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.
2. The mean of item # 4 (The nature of dispute case) equals 4.11, weight mean "82.14%", t-value = 6.972, and p-value "0.000" which is less than level of significance ($\alpha \leq 0.05$), and second rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The lowest two items are as follows:

1. The mean of item # 3 (Terms and conditions of job site) equals 3.66, weight mean "73.21%", t-value 1.436, and p-value equal "0.157" ", which is greater than level of significance ($\alpha \leq 0.05$), and seventh rank.
2. The mean of item # 5 (External pressure.) equals 3.88, weight mean "77.50%", t-value = 2.778, and p-value "0.007" ", which is less than the level of significance ($\alpha \leq 0.05$), and sixth rank. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3.5. It is concluded that the respondents agree to this item.

The results for all items of the field show that the average mean equals 3.97 out of (5), weight mean 79.44% > "70%", T-test equals 8.522 > T- critical = 2.0 and the p- value = 0.000 \leq 0.05, that means that characteristics of dispute case at work place are significant at significance level $\alpha \leq 0.05$.

Commentary:

It is concluded that the respondents agreed to majority of the items of the field "Case characteristics". The results show that characteristics of a dispute case including situational features such as complexity, nature of the issue, number of parties, and duration of dispute emerged as key factors affecting the mediation success. This has been proven in majority of all items of the field, the item Knowledge of the disputed parties' needs was the highest at 82.50%, and External pressure scored the least at 77.50%, as perceived by respondents.

The findings of this research concluded that characteristics of dispute case contributes 79.44% to the mediation's success, as perceived by the respondents. The results support the findings of (Devinat, 2018) who found strong ties between characteristics of dispute case and mediation outcomes. This research is not an exception; the results are in line with the findings of other studies in different cultures and contexts. They are also agree with the findings of (Menkel-Meadow, 2015), (Bercovitch, & Langley, 1993), all have concluded that the factor of characteristics of dispute case has an impact on the effectiveness and outcomes of dispute/conflict resolution methods in general and mediation in particular.

It is worth mentioning that the result of item # 3 is not significant. This could be referred to the fact that the majority of the respondents see the job site's conditions as one of the mandatory terms of the work contract, and hence, they did not consider it as one of the main case characteristics that could highly affect the mediation process. However, this does not go with the findings of (Menkel-Meadow 2015), who mentioned that the case of the dispute is being characterized by the size of the industry, number of dispute parties (community and persons) involved and the job site environment.

Hypotheses Testing

Following are the hypotheses that will be tested through the research:

Ho1: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about mediator competencies, emotional intelligence and case characteristics and mediation outcomes due to demographic variables: (Age, Academic Background, Gender, Department, Years' Of Experience, Educational Level and Representation Party).

The hypothesis is suggested to be divided into sub-hypotheses as follows:

Ho1.1: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 29: ANOVA test of the variables and their p-values for age

Field	Mean			F -Test	P-Value
	Less Than 45 Years (N= 14)	45-55 Years (N=25)	More Than 55 Years (N= 17)		
Mediator's Competencies	3.97	4.13	4.24	1.009	0.921
Emotional Intelligence of the Mediator	4.05	4.20	4.38	1.898	0.951
Characteristics of Dispute Case at Workplace	4.04	3.94	3.96	0.257	0.723
All Sections	3.96	4.02	4.11	0.592	0.874

Critical value of F at df "2, 53" and significance level 0.05 equal 3.17

Table (29) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes", Mediation's Outcomes", then there are insignificant differences among the respondents toward these variables due to age. So, it can be conclude that age has no effect on the study variables.

Ho1.2: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 30: Independent Samples T-Test of the fields and their p-values due to Gender

Field	Mean		T	P-Value
	Male (N= 42)	Female (N=14)		
Mediator's Competencies	4.10	4.19	-0.581	0.564
Emotional Intelligence of the Mediator	4.21	4.23	-0.100	0.921
Characteristics of Dispute Case at Workplace	3.99	3.91	0.661	0.511
All Sections	4.03	4.05	-0.237	0.814

Critical value of t at df "54" and significance level 0.05 equal 2.0

Table (30) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence and Case Characteristics and Mediation's Outcomes, then there are insignificant differences among the respondents toward these variables due to gender. So it can be conclude that the personal characteristic gender has no effect on the study variables.

Commentary:

The above result is not in line with UNRWA's principle of Gender Parity, which provides that there should be equal gender representation at all levels and bodies. In this respect, this conclusion also disagrees with David Maxwell (1992), who found that female mediators are significantly more effective at mediating binding settlements. The greatest gender difference occurs in emotionally charged disputes. The hypothesis that mediator gender and style matter in the effectiveness of mediation is supported.

Ho1.3: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 31: ANOVA test of the variables and their p-values for Department

Field	Mean					F -Test	P-Value
	Directors' Office (N=13)	Education (N= 11)	Health (N= 3)	Human Resources (N=11)	Other (N=18)		
Mediator's Competencies	4.18	4.19	4.10	4.16	4.02	0.241	0.914
Emotional Intelligence of the Mediator	4.26	4.26	4.12	4.17	4.20	0.091	0.985
Characteristics of Dispute Case at	3.86	3.94	3.81	4.03	4.07	0.676	0.612

Workplace							
All Sections	4.07	4.04	4.01	4.04	4.00	0.071	0.991

Critical value of F at df "4, 51" and significance level 0.05 equal 2.55

Table (31) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes, then there are insignificant differences among the respondents toward these variables due to department. So it can be conclude that the department has no effect on the study variables.

Ho1.4: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 32: ANOVA test of the variables and their p-values for Years of service

Field	Mean				F -Test	P-Value
	1-5 Years (N= 8)	6-10 Years (N= 10)	11-15 Years (N=3)	More Than 15 Years (N= 35)		
Mediator's Competencies	3.95	4.22	4.36	4.11	0.601	0.617
Emotional Intelligence of the Mediator	3.99	4.26	4.79	4.21	2.128	0.108
Characteristics of Dispute Case at Workplace	3.93	4.01	4.33	3.94	0.894	0.451
All Sections	3.87	4.08	4.50	4.02	2.180	0.101

Critical value of F at df "3, 52" and significance level 0.05 equal 2.78

Table (32) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes, then there are insignificant differences among the respondents toward these variables due to years of service in dispute resolution. So it can be conclude that the years of service has no effect on the study variables.

Ho1.5: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 33: ANOVA test of the variables and their p-values for Educational Level

Field	Mean			F -Test	P-Value
	Bachelor (N= 19)	Master (N= 28)	Ph.D. (N= 9)		
Mediator's Competencies	4.19	3.99	4.38	2.127	0.129
Emotional Intelligence of the Mediator	4.26	4.11	4.44	1.731	0.187
Characteristics of Dispute Case at Workplace	4.11	3.88	3.97	1.673	0.197
All Sections	4.12	3.92	4.19	2.494	0.092

Critical value of F at df "2, 53" and significance level 0.05 equal 3.17

Table (33) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes, then there are insignificant differences among the respondents toward these variables due to educational level. So it can be conclude that the educational level has no effect on the study variables.

Ho1.6: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, and Case Characteristics.

Table 34: ANOVA test of the variables and their p-values for Representative Party

Field	Mean			F -Test	P-Value
	Administration (N= 33)	Staff Union (N=10)	Expert Mediator (N= 13)		
Mediator's Competencies	4.16	3.99	4.13	0.377	0.688
Emotional Intelligence of the Mediator	4.21	4.09	4.32	0.631	0.536
Characteristics of Dispute Case at Workplace	3.94	4.01	4.01	0.181	0.835
All Sections	4.06	3.93	4.05	0.430	0.653

Critical value of F at df "2, 53" and significance level 0.05 equal 3.17

Table (34) demonstrates that the p-values (Sig.) are greater than the level of significance $\alpha \leq 0.05$ for the variables Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes", then there are insignificant differences among the respondents toward these variables due to representative party. So, it can be conclude that the representative party has no effect on the study variables.

Conclusions

The following is a summary of the conclusions that can be drawn from this research:

1. Conclusions related to Mediator's Competencies

- The research revealed that respondents pointed out that the required competencies is a key element for successful mediation process, as they help mediator facilitate interface between disputants to help them achieve a voluntarily resolution to their dispute, which is cost-effective, timely and fair.
- However, the research revealed that the principles of impartiality and neutrality do not go in line with the findings of (Bercovitch and Houston, 2000) who detect that, literature has some disagreement regarding the principle and significance of mediator impartiality or neutrality in international conflict. Another researcher states the growing body of literature, which argues against the need for mediator impartiality (Smith, 1994).

2. Conclusions related to Emotional Intelligence

It is clear that there is a relationship between emotional intelligence and the mediation's outcomes, but emotional intelligence has no effect on the mediation's outcomes. This may be due to the fact that dispute at workplace requires supernatural features in emotional intelligence, and according to the respondents' opinion, mediators possess appropriate skills in the field of mediation.

3. Conclusions related to Case Characteristics

- The research results revealed that there is a significant relationship between characteristics of dispute case and mediation outcomes; this relationship is negative. That is, the more complex the case is, the less effective mediation results will be.
- The research showed that respondents at UNRWA Gaza stated that the case characteristics are identified as the situational features including complicity, nature of the issue, and number of parties and duration of dispute. They expressed their agreement that this variable influences effectiveness of mediation's outcomes. Their collective agreement was proved by their answers with high level mean's weights that mediator needs to know: disputed parties' needs, nature of the case, population size of the parties, external pressure, organization's environment and terms and conditions of job site.
- The high level of agreement to all items of the field indicated that the mediator needs to know the aspects of case characteristic factor.
- On the other hand, the results showed that (Terms and conditions of job site) of the field of case characteristics is not significant. It can be referred to the fact that majority of the respondents see the job site's conditions as one of the mandatory terms of the work contract, and hence, they did not consider it as one of the main case characteristics that could affect the mediation process.

4. Conclusions related to Personal Characteristics

Age, academic background, gender, department, years' of experience, educational degree and representation party.

- **Age:** This research revealed that the characteristic of the respondents' Age has no effect on Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to age.
- **Gender:** Results showed that gender has insignificant difference in respondents' answers and therefore has no effect on Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes.
- **Department:** This research revealed that the characteristic of the respondents' department has no effect on Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes.
- **Years' of Experience:** In this research, results showed that there is insignificant difference in respondents' answers toward Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to years of service.
- **Educational Level:** Results showed that the characteristic of the respondents' educational level has no effect on Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes.
- **Representative Party:** In this research, results showed that there is insignificant difference in respondents' answers toward Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to representative party.

Recommendations

According the results of this research, important recommendations can be drawn for UNRWA management to take into account. Also, effective recommendations can help managers and decision makers to adopt mediation as alternative dispute resolution method to improve and strengthen UNRWA internal justice system. Based on the research analysis, findings and conclusions, the researcher proposes the following recommendations:

- UNRWA should adopt mediation as a method to resolve disputes at workplace instead of following litigation before the courts, as many organizations today increasingly started to adopt mediation as a method to resolve disputes at workplace. This will help decreasing the high cost, non-flexibility, and threatening features of disputes and conflicts resolution before courts, as well as enhance the relationship between disputant parties.
- Mediators are essentially recommended to attend regular training such as guiding negotiation processes, employing group sessions properly, overcoming obstacles, summarizing & analytical skills and selecting emotional words and phrases, it is also

important to encourage the mediation experts' training workshops and meetings. Regular training sessions will not only improve skills and abilities, but will also imply variety and flexibility. This leads to having competent qualified mediators who are able to resolve organization's workplace disputes in a way, which satisfies the need of disputants.

- To improve the team spirit among disputants, the mediator should understand the needs and interests of disputant parties, and then, they should arrange for circular group meetings at convenience time.
- In order to increase the effectiveness of mediation outcomes, it is important to improve the disputants' satisfaction through minimizing the gap between disputants' expectations and actual outcomes.
- To improve the effectiveness of mediation process, it is important to select expert mediators with high understandability and experience in dealing with multi-culture people base on their profiles and CV.
- The mediation schema should be developed to provide the mediator with authority and power, which will enable her/him to lead and establish compromise solutions for workplace disputes, (please see implementation model in appendix 7).
- Ensure equal gender representation in working groups, teamwork and committees and encourage female's participation in mediation processes to assist in resolving disputes at workplace.

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