

The level of Mediation Outcomes of Disputes Resolution in Workplace at UNRWA, Gaza

Abdallah I. Qandil¹, Muhammad K. Hamdan², Mazen J. Al Shobaki³, Samy S. Abu-Naser⁴, Suliman A. El Talla⁵

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.

⁴Department of Information Technology, Al-Azhar University, Gaza, Palestine.

⁵College of Intermediate Studies – Al-Azhar University – Gaza, Palestine.

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

⁵Eltallasuliman@gmail.com

Abstract: *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. 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: Selecting expert mediators to deal with multi-culture groups. Ensuring equal gender representation in working groups, teamwork and committees and encouraging female participation in mediation processes to resolve dispute at work place. Developing the mediation schema in a way that empowers the mediator to increase her/his ability to lead and establish compromise solutions for workplace disputes.*

Keywords: Mediation Outcomes, Disputes Resolution in Workplace, UNRWA, Gaza, Palestine.

Introduction

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

This research tries to respond to the next question:

What the Level of Mediation Outcomes of Disputes Resolution in Workplace at UNRWA, Gaza?

Q1-: "How do respondents evaluate Mediation Outcomes"?

Q2-: What are the deference's of Mediation Outcomes between responders recording of demographics characters?

Research Objectives

The research is to Following are the specific objectives of the research:

1. To examine the level of Mediation outcomes at UNRWA, Gaza.
2. To investigate the deference's in Mediation outcomes between responders recording of demographics characters.
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. Helping UNRWA Gaza management, decision makers and staff representatives to enhance the mediation process towards achieving the expected outcomes of mediation.
2. Paying attention at UNRWA Gaza to gender initiative through considering gender variable in data collection and its analysis.

Research hypothesis

The following hypotheses were tested through the research:

H01: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about 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:

H01-1: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to age.

H01-2: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator Competencies, Emotional Intelligence, Case Characteristics and Mediation Outcomes due to gender.

H01-3: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to Department.

H01-4: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to Years of service in dispute resolution.

H01-5: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due to Educational level.

H01-6: There are no statistical significant differences in the responses of respondents at significance level ($\alpha \leq 0.05$) about Mediator's Competencies, Emotional Intelligence, Case Characteristics and Mediation's Outcomes due representative party.

Previous Studies

- Study of (Alberts et al., 2015), Disputant perceptions and satisfaction with a community mediation program: This study examines the impact of mediator style, mediation outcome, and mediator background variables on community mediation participant satisfaction and fairness perceptions along several dimensions. Data were collected from a community mediation program located in a justice court in the Southwestern United States. During a twelve-month period, 40 mediation sessions, each involving a single mediator, were videotaped. The 108 mediation participants completed surveys assessing their perceptions and satisfaction with their specific mediation experiences. The findings indicate important impacts of mediator facilitativeness on all perceptions and of conflict resolution success on satisfaction. Mediator experience impacted perceptions of the mediator; mediator gender and law background had no impacts.
- 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. 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 also 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.

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):** 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 (American Arbitration Association, 2016; 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.

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).

- 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)

Numerous contracts include a clause for dispute settlement by arbitrage (Broadbent, 2011). 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, 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. Mediation outcomes and effectiveness:** Bercovitch and DeRouen (2004) pointed that the outcomes of conflict management processes can be considered as indicator on successful mediation or mediation effectiveness. Bercovitch and Gartner (2006) remark that reaching an agreement is one of the important issue for assessing mediation effectiveness, and thus, settlement could be used as one of the significant indicators on mediation effectiveness.

Sourdin (2016) indicated that effectiveness comprises the measurement of any, or a combination of any mediation outcomes in addition to the achievement of settlement, it includes the following: (1) Satisfaction of dispute Participants, (2) Improvement in participants' post-dispute relationship, and (3) nature of agreements.

Thus, mediation's effectiveness is frequently named as a main attribute, or selling point, of the mediation process. Nevertheless, it is not always clear which principle of effectiveness is being lauded: its reputation for achieving settlement, high levels of participant's satisfaction, both, or some other beneficial attributes like improving communication or maintaining relationships.

- A. Dispute Settlement:** This topic is strengthened by professional opinions that "settlement typically involves ending up at a point between the original offers and requirements of the parties. Therefore, it includes a process of compromise in the common sense that each party has sacrificed some part of her/his claim to secure another part" (Galanter and Cahill, 1994).

A fruitful mediation by a third party, in this regard, very often results in successful settlement, which stands as a resolution-singed document between the dispute parties based on an agreed resolution, and which leads to establishing order that govern the issue of dispute (Menkel-Meadow, 2015).

- B. Dispute Participant's Satisfaction:** Research in such a matter has always shown that high settlement standards are achievable through the process of mediation, which in return establishes beneficiaries' satisfaction (Poitras and Le Tareau, 2009).

- C. Improved Relationships:** Improved employee relationships as a benefit is considered as a broadly recognized advantage of mediation at workplace (Banks and Saundry, 2010). Mediation aspires to reform broken relationships, which makes it presents itself peculiar to any other procedures of conflict (Bennett, 2013). The qualities of being all parties' consensus and openness of mediation (Banks and Saundry, 2010) encourage investigating the latent anxieties and feelings (Bollen and Euwema, 2013) and offer the involved parties of a dispute to best meet pressing matters that evolve occurring circumstances (Ridley-Duff and Bennett, 2011).

- 4. Dispute Case Characteristics:** Menkel-Meadow (2015) 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.

In addition, many researchers mentioned that it has an impact on the effectiveness of conflict resolution methods in general and mediation in particular (Bercovitch, & Langley, 1993).

The dispute case characteristics is defined as the dispute situational features such as complexity, nature of the issue, number of parties, and duration of dispute (Goldman et al., 2012).

Methodology and Procedures:

- 1. 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

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 and they can be classified into 3 groups including members of management, experts and staff union members, all have over 6 years of service.

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

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:

First sub-section: Dispute Causes include 14 questions.

Second sub-section: Mediation's Outcomes (DV) includes 11 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 (1).

Table 1: 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.

5. 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.

6. Statistical Validity of the Questionnaire: 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 filed and all the fields of the questionnaire that have the same level of similar scale (Kramer, Geoffrey P., Douglas A., 2009).

Criterion Related Validity:

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 filed. Tables (2.and 3.) 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 2: The Correlation Coefficient between Each Question in the Field and the Whole Field

Mediator's Competencies			Mediation's Outcomes		
#	Pearson Coefficient	P-Value	#	Pearson Coefficient	P-Value
1.	0.518	0.035	1.	0.638	0.000
2.	0.652	0.000	2.	0.695	0.000
3.	0.550	0.000	3.	0.479	0.000
4.	0.711	0.000	4.	0.688	0.000
5.	0.599	0.000	5.	0.459	0.000
6.	0.772	0.002	6.	0.529	0.000
7.	0.652	0.000	7.	0.690	0.000
8.	0.766	0.000	8.	0.801	0.000
9.	0.690	0.000	9.	0.768	0.000
10.	0.747	0.000	10.	0.707	0.000
11.	0.751	0.000	11.	0.729	0.000
12.	0.722	0.000			
13.	0.762	0.000			
14.	0.597	0.003			

7. 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 filed and all the fields of the questionnaire that have the same level of Likert Scale.

Table (3) 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 3: Structure Validity of the Questionnaire

Field (Section)	Pearson Correlation Coefficient	P-Value
Mediation's Outcomes	0.852	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 0.852 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 (4), 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 4: Half-Split Coefficient method

Field (Section)	Person- Correlation	Spearman-Brown Coefficient
Mediation's Outcomes	0.636	0.698

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 (5) 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 5: Cronbach’s Alpha for Reliability

Field (Section)	Cronbach's Alpha
Mediation's Outcomes	0.861

- **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

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.

1. 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 6: 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 (6) 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 7: 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 (7) 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 8: 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 (8) 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 9: 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 (9) 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 10: Common causes of workplace disputes at UNRWA

Common Cause	Management (N=3)	Staff Union (N=3)	Mediators (N=3)	Overall% (N=9)
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 (10) 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 11: 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 (11) 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 12:** 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 (12) 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 above.

Competencies of mediators (Q7):**Table 13:** 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 (13) 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 (14), 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 14: One-sample K-S

Field (Section)	Statistic Test	P-value
Mediation's Outcomes	1.112	0.172

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 15: 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 (15) 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 16: 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%

Table (16) 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 17: Gender

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

Table (17) 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 18:** 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 (18.) 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 19: 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 (19) 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 20: Educational Level “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 (20) 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 21: Representation party

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

Table (21) 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.

4. 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.

5. 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 Mediation Outcomes”?

Table (22) demonstrates the results of respondents' perception regarding Mediation's Outcomes. Results are ranked from highest to lowest according to the mean.

Table 22: Means and Test values for "Mediation's Outcomes".

#	Items	Mean	Standard Deviation	Weight Mean	T-Value	P-Value	Rank
1.	Better understanding of the disputed parties for one another.	4.07	0.66	81.43	6.512	0.000	5
2.	Improved working relationships.	4.05	0.59	81.07	7.078	0.000	6
3.	Increased work motivation.	3.98	0.82	79.64	4.400	0.000	7
4.	Dispute case settled via mediation.	4.14	0.67	82.86	7.156	0.000	1
5.	Mediation settlement led to the team morale's development among the disputed parties.	4.09	0.79	81.79	5.564	0.000	3
6.	Mediation settlement led to partial/ complete agreement between the disputed parties.	3.98	0.77	79.64	4.659	0.000	8
7.	New innovative ideas for solution were born.	4.13	0.63	82.50	7.374	0.000	2
8.	Mediation is efficient in resolving workplace dispute, (Time and Cost).	4.09	0.82	81.79	5.409	0.000	3
9.	Mediation is effective in resolving workplace dispute.	4.09	0.86	81.79	5.136	0.000	4
10.	Mediation's generated solution meets the dispute parties' needs.	3.89	0.93	77.86	3.168	0.003	10
11.	Overall, the dispute parties are well-satisfied with the mediation's outcomes as a whole.	3.93	0.85	78.57	3.774	0.000	9
All items		4.04	0.50	80.81	8.120	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 # 4 (Dispute case settled via mediation) equals 4.14, weight mean "82.86 %", t-value = 7.156, 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 # 7 (New innovative ideas for solution were born) equals 4.13, weight mean "82.50%", t-value = 7.374, and p-value "0.000", which is less 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:

1. The mean of item # 10 (Mediation's generated solution meets the dispute parties' needs) equals 3.89, weight mean "77.86%", t-value = 3.168, and p-value "0.003", which is less than the 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 agreed to this item.
2. The mean of item # 11 (Overall, the dispute parties are well satisfied with the mediation's outcomes as a whole) equals 3.93, weight mean "78.57%", t-value = 3.774, and p-value equal "0.000", which is less than the level of significance ($\alpha \leq 0.05$) and ninth 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.

The results for all items of the field show that the average mean equals 4.04 out of (5), weight mean equals 80.81 % > "70%", T- test equals 8.120 > T- critical = 2.0 and the p- value = 0.000 \leq 0.05, that means the Mediation's Outcomes are positive at significance level $\alpha \leq 0.05$.

Commentary: Mediation's outcomes is a combination of dispute settlement, members' satisfaction, and improved relationship between parties of the dispute, (Sourdine, 2015).

The effectiveness of mediation processes is measured through assessing its' outcomes. It is concluded that the respondents agreed to all items of the field "Mediation outcomes". The results show that a high percentage of the respondents believe in the effectiveness of mediation in resolving work place disputes at UNRWA. This can be attributed to the prevailing democratic work environment in the Agency and the methods that recently have been adopted by UNRWA, as well as other United Nations organizations and Agencies to resolve work place disputes through mediation, utilizing work teams from within UNRWA staff at the managerial level and external mediators in exceptional cases. Therefore, managers and mediators should have gained extensive experience. Moreover, they should be able to analyze, evaluate and agree to the effectiveness of mediation at workplace. This can be noticed clearly from the answers of the respondents to the questions of the field of mediation outcomes; results agree with the

findings of previous studies. The below comments on the most important items in this field will shed the light on the findings of previous studies.

Commentary on the three components of mediation outcomes: In item # 6 (Mediation settlement led to partial/complete agreement between the disputed parties), respondents do highly agree that settlement is a significant component of mediation's effectiveness. This agrees with (Menkel-Meadow 2015), who concluded that a fruitful mediation very often results in successful settlement, which stands as a resolution signed documents between parties. This also agrees with (Bercovitch and Gartner 2006), who concluded that reaching an agreement is one of the important issues for assessing mediation effectiveness, and thus, settlement could be used as one of the significant indicators on mediation effectiveness. It goes in line with study's findings of (Galanter, 1994), who stated that settlement includes a process of compromise in the common sense that each party has sacrificed some part of his/her claim to secure another part. This could be referred to the lack of group meetings during the mediation process management, which in turn would not help developing the team spirit.

In item # 11 (Overall, the dispute parties are well satisfied with the mediation's outcomes as a whole). Respondents agree with (Alberts et al., 2015) who concluded that there are important impacts of mediator facilitativeness on all perceptions and of conflict resolution success on satisfaction. Also the results agree with (Poitras and Le Tareau, 2009), who stated that high settlement standards are achievable through the process of mediation, which in return establishes beneficiaries' satisfaction. In this context, attention should be paid to the fact that always there is a gap between the actual mediation agreement outcomes and the disputants' expectations (i.e. the needs of disputants are not fully satisfied).

In item # 2 (Improved working relationships), respondents also do highly agree with (Banks and Saundry, 2010), who concluded that effective mediation outcomes will improve employee relationships as a benefit is considered as a broadly recognised advantage of mediation at workplace. (Bennett, 2013), who found that mediation aspires to reform broken relationships, which makes it presents itself peculiar to any other procedures of conflict. (Banks and Saundry, 2010), who stated that the qualities of being all parties' consensus and openness of mediation. (Bollen and Euwema, 2013), who stated that it encourages investigating the latent anxieties and feelings, and (Ridley-Duff and Bennett, 2011), who concluded that it offer the involved parties of a dispute to best meet pressing matters that evolve occurring circumstances.

However, according to table (5.21), item # 10 (Mediation's generated solution meets the dispute parties' needs) has the lowest mean. This could be referred to the partially fulfilment of disputants' expectations which means that the mediation agreement benefits may not fully meet the disputants' needs.

The second lower mean is for item #11 (Overall, the dispute parties are well-satisfied with the mediation's outcomes as a whole). This could be referred to the gap between the actual mediation agreement outcomes and the disputants' expectations (i.e. the needs of disputants are not fully satisfied).

The third lower mean is for item # 6 (Mediation settlement led to the team morale's development among the disputed parties). This could be justified to the lack of group meetings during the mediation process management, which in turn would not help developing the team spirit.

The fourth lower mean is for item # 3 (Increased work motivation). This could be referred to the low level of disputants' satisfaction with the mediation outcomes.

6. 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 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, Case Characteristics and Mediation's Outcomes due to age.

Table 23: 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)		
Mediation's Outcomes	4.01	4.05	4.05	0.042	0.860

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

Table (23) 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 Competencies, Emotional Intelligence, Case Characteristics and Mediation Outcomes due to gender.

Table 24: 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)		
Mediation's Outcomes	4.06	3.98	0.517	0.607

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

Table (24) 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.

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, Case Characteristics and Mediation's Outcomes due to Department.

Table 25: 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)		
Mediation's Outcomes	4.09	4.12	4.15	3.97	3.98	0.235	0.917

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

Table (25) 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, Case Characteristics and Mediation's Outcomes due to Years of service in dispute resolution.

Table 26: 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)		
Mediation's Outcomes	3.85	3.94	4.55	4.07	1.651	0.189

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

Table (26) 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, Case Characteristics and Mediation's Outcomes due to Educational level.

Table 27: 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)		
Mediation's Outcomes	4.17	3.92	4.16	1.815	0.173

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

Table (27) 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, Case Characteristics and Mediation's Outcomes due representative party.

Table 28: 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)		
Mediation's Outcomes	4.08	3.89	4.05	0.562	0.574

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

Table (28) 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 there is a significant relationship between mediator competencies and mediation outcomes. That is, as long as the competencies of mediator increased the mediation outcomes/effectiveness increased.
- Results of this research showed that respondents at UNRWA Gaza considered mediator's quality and competencies as factors influencing the effectiveness of mediation's outcomes. Most of them believe that there are many skills should be possessed by the mediator; he or she must have a number of competencies, for example: Emotional Intelligence, Neutrality, Confidentiality, Experience and Knowledge of UNRWA's environment.
- In addition, 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 mediation outcomes

- Respondents in the UNRWA Gaza field office indicated that there is a general tendency to adopt mediation to resolve workplace disputes and conflicts, which means that mediation is being used as an alternative dispute resolution method. This tendency resulted from the number of disputes and appeal cases that have been increasing recently. Staff members are usually follow up their appeal cases in front of UNRWA Dispute Tribunal or United Nations Administrative Tribunal.
- Results showed that there is a significant relationship between mediation outcomes and the two variables mediator competencies emotional intelligence and case characteristics, but there is no effect of emotional intelligence on mediation outcomes.
- The research concludes that, when mediator is competent and qualified, and characteristics of dispute case are less complex and there are early involvement and identification of disagreement, mediation can be a good method to resolve disputes at work place and satisfy the need of disputants. That is, respondents expressed that well designed mediation method in UNRWA Gaza can, for a certain extent, improve their mediation's abilities and skills and provide them the chance to deal with everyday life disputes.
- The results showed that the respondents believe in the effectiveness of mediation in resolving work place disputes at UNRWA. Mediation's outcomes is a combination of dispute settlement, members' satisfaction, and improved relationship between parties of the dispute. In addition, the effectiveness of mediation processes is measured through assessing its' outcomes. Therefore, managers and mediators should have gained extensive experience. They should be able to analyze, evaluate and agree to the effectiveness of mediation at workplace.

3. 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 to 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 an alternative dispute resolution method to improve and strengthen UNRWA internal justice system. Based on the research analysis, findings and conclusions, researchers propose the following recommendations:

- UNRWA should adopt mediation as a method to resolve disputes at workplace instead of following litigation
- 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 based 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.

References

- [1] Abusamaan, M. N., et al. (2020). "The Behavior of Organizational Citizenship in Palestinian Police Force between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(10): 176-197.
- [2] Al Shobaki, M. J., et al. (2016). "The impact of top management support for strategic planning on crisis management: Case study on UNRWA-Gaza Strip." *International Journal of Academic Research and Development* 1(10): 20-25.
- [3] Al Shobaki, M. J., et al. (2017). "Strategic and Operational Planning As Approach for Crises Management Field Study on UNRWA." *International Journal of Information Technology and Electrical Engineering* 5(6): 43-47.
- [4] Al Shobaki, M. J., et al. (2017). "The Degree of Administrative Transparency in the Palestinian Higher Educational Institutions." *International Journal of Engineering and Information Systems (IJEAIS)* 1(2): 15-32.
- [5] Al Shobaki, M. J., et al. (2018). "The Availability of Smart Organization Dimensions in Technical Colleges in Palestine." *International Journal of Engineering and Information Systems (IJEAIS)* 2(1): 49-64.
- [6] Al Shobaki, M. J., et al. (2018). "The Level of Organizational Climate Prevailing In Palestinian Universities from the Perspective of Administrative Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(5): 33-58.
- [7] Al Shobaki, M. J., et al. (2018). "The Relationship Reality between the Components of Internal Control and Administrative Transparency in the Palestinian Universities." *International Journal of Academic Information Systems Research (IJASIR)* 2(3): 1-18.
- [8] Alberts, J. K., Heisterkamp, B. L., & McPhee, R. M. (2005). Disputant perceptions of and satisfaction with a community mediation program. *International Journal of Conflict Management*, 16(3), 218-244.
- [9] Almasri, A., et al. (2018). "The Organizational Structure and its Role in Applying the Information Technology Used In the Palestinian Universities-Comparative Study between Al-Azhar and the Islamic Universities." *International Journal of Academic and Applied Research (IJAAR)* 2(6): 1-22.
- [10] Alshrafi, S. and M. J. J. I. J. o. A. M. R. Al Shobaki (2020). "The Role of Organizational Leadership in Achieving the Characteristics of Smart Organization." 4(8): 121-128.
- [11] Ammar, T. M., et al. (2018). "Evaluation and Follow-Up and Their Relationship to the Level of Administrative Transparency in the Palestinian Universities." *International Journal of Academic and Applied Research (IJAAR)* 2(2): 30-44.
- [12] Arqawi, S. M., et al. (2018). "Beyond the Interactive and Procedural Justice of the Heads from Departments and Their Relationship to Organizational Loyalty from the Point of View of the Faculty Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 1-18.
- [13] Arqawi, S. M., et al. (2018). "Degree of Organizational Loyalty among Palestinian Universities Staff-Case Study on Palestine Technical University-(Kadoorei)." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(9): 1-10.
- [14] Arqawi, S. M., et al. (2018). "Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff at Palestine Technical University-(Kadoorei)." *International Journal of Academic Information Systems Research (IJASIR)* 2(9): 17-28.

- [15]Arqawi, S. M., et al. (2018). "The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 30-44.
- [16]Banks, L., & Saundry, R. (2010). Mediation—a Panacea for the Ills of Workplace Dispute Resolution. *A Comprehensive Review of the Literature Examining Workplace Mediation*, iROWE Discussion and Policy Paper, (1).
- [17]Bar-On, R. (1997). *The Emotional Quotient Inventory (EQ-i): Technical manual*. Toronto, Canada: Multi-Health Systems.
- [18]Bennett, T. (2013). Workplace mediation and the empowerment of disputants: rhetoric or reality? *Industrial Relations Journal*, 44(2), 189-209.
- [19]Bercovitch, J., & DeRouen Jr, K. (2004). Mediation in internationalized ethnic conflicts: Assessing the determinants of a successful process. *Armed Forces & Society*, 30(2), 147-170.
- [20]Bercovitch, J., & Houston, A. (2000). Why do they do it like this? An analysis of the factors influencing mediation behavior in international conflicts. *Journal of Conflict Resolution*, 44(2), 170-202.
- [21]Bercovitch, J., & Langley, J. (1993). The nature of the dispute and the effectiveness of international mediation. *Journal of Conflict Resolution*, 37(4), 670-691.
- [22]Bland M. (2000). *An introduction to medical statistics*. (3rd ed). Oxford: Oxford University Press.
- [23]Bollen, K., & Euwema, M. (2013). Workplace mediation: An underdeveloped research area. *Negotiation Journal*, 29(3), 329-353.
- [24]Broadbent. N. (2011). *Alternative Dispute Resolution*, Cambridge Journals Online (2011), 197- 208.
- [25]Chan, J. C., Sit, E. N., & Lau, W. M. (2014). Conflict management styles, emotional intelligence and implicit theories of personality of nursing students: A cross-sectional study. *Nurse education today*, 34(6), 934-939.
- [26]Cheung, S. O. (2010). Mediation for improved conflict resolution. *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, 2 (3), 135-135.
- [27]Douglas, K., & Coburn, C. (2014). Attitude and response to emotion in dispute resolution: The experience of mediators. *Flinders LJ*, 16 (2014), 111- 121.
- [28]Eisinga, R.; Te Grotenhuis, M.; Pelzer, B. (2012). "The reliability of a two-item scale: Pearson, Cronbach or Spearman-Brown?". *International Journal of Public Health*. 58 (4): 637–642
- [29]El Talla, S. A., et al. (2017). Technical Colleges as Smart Organizations and their Relationship to Sustainability. Second Scientific Conference on Sustainability and enhancing the creative environment of the technical sector Palestine Technical College - Deir Al Balah 6-7 December 2017.
- [30]El Talla, S. A., et al. (2018). "Organizational Structure and its Relation to the Prevailing Pattern of Communication in Palestinian Universities." *International Journal of Engineering and Information Systems (IJEAIS)* 2(5): 22-43.
- [31]El Talla, S. A., et al. (2018). "The Nature of the Organizational Structure in the Palestinian Governmental Universities-Al-Aqsa University as A Model." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(5): 15-31.
- [32]Fenn, P. (2010). *Conflict and dispute (Workbook): conflict and dispute*. (MSc, Project management). University of Manchester.
- [33]Fiadjoe, A., (2004). *Alternative Dispute Resolution: A developing world perspective*. London: Cavendish Publishing Limited.
- [34]Gartner, S. S., & Bercovitch, J. (2006). Overcoming obstacles to peace: The contribution of mediation to short-lived conflict settlements. *International Studies Quarterly*, 50(4), 819-840.
- [35]Gelman, A. (2008). "Variance, analysis of". *The new Palgrave dictionary of economics* (2nd ed.). Basingstoke, Hampshire New York: Palgrave Macmillan.
- [36]Goldberg, S. B.; Sander, F. E. A.; Rogers, N. H.; and Cole, S. R. (1999). *Dispute Resolution: Negotiation, Mediation, and Other Processes*. Aspen Publishers.
- [37]Goldman, B. M., Cropanzano, R., Stein, J., & Benson III, L. (2012). *The Role of Third Parties/Mediation in Managing Conflict in Organizations*. In *The Psychology of Conflict and Conflict Management in Organizations*, Psychology Press.
- [38]Good, P. (2013). *Permutation tests: a practical guide to resampling methods for testing hypotheses*. New York: Springer Science & Business Media.
- [39]Hamdan, M. K., et al. (2020). "Clarity of Vision and Its Relationship to the Creative Behavior of NGOs." *International Journal of Academic Management Science Research (IJAMSR)* 4(4): 55-82.
- [40]Hamdan, M. K., et al. (2020). "Creative Behavior and Impact on Achieving Lean Strategy in Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(6): 66-90.
- [41]Hamdan, M. K., et al. (2020). "Creative Behavior in Palestinian NGOs between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(3): 91-107.
- [42]Hamdan, M. K., et al. (2020). "Shared Responsibility, Rapid Response and Their Relationship to Developing the Creative Behavior of Organizations." *International Journal of Academic Management Science Research (IJAMSR)* 4(7): 1-21.
- [43]Hamdan, M. K., et al. (2020). "Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(5): 80-102.

- [44]Hamdan, M. K., et al. (2020). "Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(4): 41-62.
- [45]Hamdan, M. K., et al. (2020). "The Effect of Choosing Strategic Goals and Core Capabilities on the Creative Behavior of Organizations." *International Journal of Academic Information Systems Research (IJASIR)* 4(4): 56-75.
- [46]Hamdan, M. K., et al. (2020). "The Reality of Applying Strategic Agility in Palestinian NGOs." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(4): 76-103.
- [47]Harms, S. (2011). Traditional litigation versus alternative dispute resolution (in collection cases). Retrieved: Marc 6, 2019, from: <http://www.jdsupra.com/legalnews/traditional-litigation-versusalternativ-97899/>
- [48]ISA, A. A. (2015). Conflicts in organizations: causes and consequences. *Journal of Educational Policy and Entrepreneurial Research*, 2(11), 54-59.
- [49]Keshta, M. S., et al. (2020). "Perceived Organizational Reputation and Its Impact on Achieving Strategic Innovation." *International Journal of Academic Information Systems Research (IJASIR)* 4(6): 34-60.
- [50]Keshta, M. S., et al. (2020). "Strategic Creativity and Influence in Enhancing the Perceived Organizational Reputation in Islamic Banks." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(7): 13-33.
- [51]Kramer, Geoffrey P., Douglas A. (2009). Bernstein, and Vicky Phares. *Introduction to clinical psychology*. (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- [52]Lee, C. K., Yiu, T. W., & Cheung, S. O. (2016). Selection and use of alternative dispute resolution (ADR) in construction projects—past and future research. *International Journal of Project Management*, 34(3), 494-507.
- [53]Madi, S. A., et al. (2018). "The Organizational Structure and its Impact on the Pattern of Leadership in Palestinian Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(6): 1-26.
- [54]Menkel-Meadow, C. (2015). Mediation, arbitration, and alternative dispute resolution (ADR). *International Encyclopedia of the Social and Behavioral Sciences*, Elsevier Ltd.
- [55]Poitras, J., Stimec, A., & Roberge, J. F. (2009). The Negative Impact of Attorneys on Mediation Outcomes: A Myth or a Reality? *Negotiation Journal*, 26(1), 9-24.
- [56]Qu, Y., & Cheung, S. (2010, May). Multi-objective Decision Making Model for Construction Dispute Mediation. In W113-Special Track 18th CIB World Building Congress May 2010 Salford, United Kingdom (p. 13).
- [57]Ritter, N. (2010). Understanding a widely misunderstood statistic: Cronbach's alpha. Paper presented at Southwestern Educational Research Association (SERA) Conference 2010, New Orleans, LA (ED52623)
- [58]Smith, Currie, and Hancock. (2009). *Common Sense Construction Law: A Practical Guide for the Construction Professional*. (T. J. Kelleher and G. S. Walters, eds.), Hoboken, New Jersey: John Wiley & Sons, Inc.;
- [59]Smith, J. D. (1994). Mediator impartiality: banishing the Chimera. *Journal of Peace Research*, 31(4), 445-450.
- [60]Sourdin, T. (2016), *Alternative Dispute Resolution (5th Edition)*. Australia: Thomson Reuters.
- [61]UNRWA (2015). Syria: Alienation and Violence." *Impact of Syria Crisis Report 2014*. Retrieved: Dec 6, 2020, from: http://www.unrwa.org/sites/default/files/alienation_and_violence_impact_of_the_syria_crisis_in_2014_eng.pdf
- [62]UNRWA (2018). Commissioner-General's Open Letter about Budget Deficit. HQ-Amman: UNRWA
- [63]UNRWA. (2011). *UNRWA Informal Dispute Resolution: Mediation Principles and Guidelines*. HQ-Amman: UNRWA.
- [64]Zaid, A. A., et al. (2020). "The Impact of Total Quality Management and Perceived Service Quality on Patient Satisfaction and Behavior Intention in Palestinian Healthcare Organizations." *Technology Reports of Kansai University* 62(03): 221-232.