

WHAT TYPE OF DISPUTE RESOLUTION SYSTEMS ARE BEING USED
IN THE WORKPLACE?

BY SINEAD DUNPHY

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ABSTRACT

PURPOSE: The objectives of this dissertation are: (1) Identify what type of dispute resolution systems are being used in the workplace (focus on Irish workplaces) (2) Identify levels of satisfaction using three metrics: Efficiency, equity and voice (3) Identify differences-if any- between the dispute systems in unionised and non-unionised workplaces. Traditional dispute systems can be described as a system whereby “traditionally, and most frequently, employees peruse employment related claims against employers through litigation either at the state or federal level” (Mahoney and Klass, 2007). In contrast to these traditional dispute systems non-unionised workplaces began to resolve disputes using non adversarial systems. These became known as alternative dispute resolution (ADR) systems. ADR systems are less structured than the traditional systems and, according to Mahoney and Klass (2007), can be implemented when “non union employers are free to unilaterally design their ADR system. Given this flexibility, these systems and their implementation often vary widely across-and even within- organisations (Mahoney and Klass, 2007).

METHOD: To carry out my quantitative research I will survey various organisations by way of confidential questionnaire (see appendix A). Furthermore, to add a qualitative method of research, I will investigate dispute resolution systems in the workplace, by means of case studies. For this research I have conducted two case studies, one in a unionised workplace, and the second in a non-unionised workplace.

SCOPE: During the course of my research I have reviewed the most up to date literature on dispute resolution systems by leaders in the field. Including: Budd & Colvin’s 2008 paper: Improved metrics for workplace dispute resolution procedures: efficiency, equity and voice. This paper develops a metric for comparing and developing dispute resolution systems focusing on (1) Efficiency (2) Equity and (3) Voice, as standards. Efficiency is the effective, profit maximizing use of scarce resources and it captures concerns with productivity,

competitiveness and economic prosperity. Equity entails fairness in both the distribution of economic rewards and the administration of employment policies. Voice is the ability of employees to have meaningful input into workplace decisions both individually and collectively.

RESULTS: I have analysed the results in three ways. First the total population surveyed. Second the unionised workplaces surveyed. And third the non-unionised workplaces surveyed. I then compared and contrasted all results the results against each other. In addition to this I have analysed two case studies one from a unionised workplace and another from a non-unionised workplace. I also compared and contrasted these results against each other.

CONCLUSION: In comparison to union procedures, non union grievance procedures tend to score higher o efficiency and lower on equity and voice. The favouring of efficiency is seen most strongly in open-door policies that provide little protection of equity or voice (Budd and Colvin, 2008).

AUTHORS DECLARATION

AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the Regulations of the National College of Ireland. The work is original except where indicated by special reference in the text and no part of the dissertation has been submitted for any other degree. Any views expressed in the dissertation are those of the author and in no way represent those of the National College of Ireland. The dissertation has not been presented to any other University for examination either in Ireland or overseas.

SIGNED:

DATE:

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<p>Voice: Voice is also low with open door policies. Ultimately the resolution is up to the manager responding to the complaint, and the employee has little-if any-say in the resolution. “Supervisors often lack the necessary training, time, or motivation to engage in problem solving with their employees” (Lipsky et al. 2003) However, on a positive note, open door policies allow an employee can bring a complaint outside of the chain of command-but in doing this there is a</p>	

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Chapter 1: Dissertation Introduction

While much research has been done into the area of workplace dispute resolution systems in the USA, I have not come across any research conducted in workplace dispute systems conducted in workplaces in Ireland. This presented the researcher with the opportunity to expand on the research already done, and include an aspect of dispute resolution systems from the perspective of Irish workplaces.

This research will be conducted in various organisations in Ireland which are both unionised and non-unionised organisations. My research includes a literature review which will explore both traditional dispute resolution systems, and the newer alternative dispute systems. This literature review will consist of some of the most up to date literature by the leaders in this field such as: Budd & Colvin; Mahoney & Klass; and David Meyer. The aims of this study are: to learn what type of dispute resolution systems are being used in the workplace, with a focus on Irish workplaces, and assess what the levels of satisfaction are with workplace dispute resolution and form a clearer picture of the differences-if any-between the dispute systems in unionised and non-unionised workplaces. To do this I will analyse workplace dispute systems within a variety of organizations to determine what level of satisfaction the dispute resolution system is providing employees. According to Budd and Colvin (2008) there are three metrics of determining levels of satisfaction in workplace dispute resolution. These are (1) efficiency (2) equity and (3) voice.

My hypothesis is that, of the three metrics: efficiency; equity; voice, satisfaction levels will vary largely depending on which dispute system a workplace uses. And a dispute system that is high in one metric will be low in another. Unionised organisations will probably rate higher for voice while non-unionised workplaces may rate lower for voice.

Both unionised and non-unionised organisations should benefit from my investigations as my investigation should provide clear indication of what workers and managers experience when engaged in a dispute system within the workplace and clarify their level of satisfaction in relation to efficiency, equity and voice. I will contribute to the literature already published by collecting and analysing data. This data will be in the form of surveys and case studies. I may encounter resistance to the survey due to fears of confidentiality. To reaffirm the privacy of the survey to those engaging in the research I have omitted any personal identifiers such as their names from the questionnaire.

The objectives of this dissertation are: (1) Identify what type of dispute resolution systems are being used in the workplace (focus on Irish workplaces) (2) Identify levels of satisfaction using three metrics: Efficiency, equity and voice (3) Identify differences-if any- between the dispute systems in unionised and non-unionised workplaces.

Chapter 2: Dissertation Background

Traditional dispute resolution systems in the workplace are usually found in unionised workplaces. They are the structured dispute resolution systems founded on precedent and continuity. Traditional dispute systems can be described as a system whereby “traditionally, and most frequently, employees peruse employment related claims against employers through litigation either at the state or federal level” (Mahoney and Klass, 2007). In contrast to these traditional dispute systems non-unionised workplaces began to resolve disputes using non adversarial systems. These became known as alternative dispute resolution (ADR) systems. ADR systems are less structured than the traditional systems and, according to Mahoney and Klass (2007), can be implemented when “non union employers are free to unilaterally design their ADR system. Given this flexibility, these systems and their implementation often vary widely across-and even within-organisations (Mahoney and Klass, 2007).

For this dissertation I have taken the opportunity to explore the dispute resolution process in place within many separate organisations in Ireland, to gain a balanced overview of the of the dispute resolution systems currently being used in the workplace. I will explore the dispute resolution systems in nine different organisations. These are organisations of various industries in Ireland ranging from the financial sector to manufacturing to not-for-profit and charity organisations. The organisations I have selected for research include both unionised and non-unionised organisations. This allows me to analyse the differences in levels of satisfaction with dispute resolution systems-if any-between unionised and non-unionised workplaces.

The employees I will survey vary in their length of service with their respective organisations and also in their position within their organisation, from junior worker to senior management.

During the course of my research I have reviewed the most up to date literature on dispute resolution systems by leaders in the field. Including: Budd & Colvin's 2008 paper: Improved metrics for workplace dispute resolution procedures: efficiency, equity and voice. This paper develops a metric for comparing and developing dispute resolution systems focusing on (1) Efficiency (2) Equity and (3) Voice, as standards. Efficiency is the effective, profit maximizing use of scarce resources and it captures concerns with productivity, competitiveness and economic prosperity. Equity entails fairness in both the distribution of economic rewards and the administration of employment policies. Voice is the ability of employees to have meaningful input into workplace decisions both individually and collectively.

Three Metrics for Workplace Dispute Resolution

Dimension/definition	Dispute resolution concerns
<i>Efficiency</i> <ul style="list-style-type: none"> Effective use of scarce resources 	<ul style="list-style-type: none"> Cost Speed Promotion of productive employment
<i>Equity</i> <ul style="list-style-type: none"> Fairness and justice 	<ul style="list-style-type: none"> Unbiased decision making Effective remedies Consistency Reliance on evidence Opportunities for appeal Protections against reprisal
<i>Voice</i> <ul style="list-style-type: none"> The ability to participate and affect decision making 	<ul style="list-style-type: none"> Hearings Obtaining and presenting evidence Representation by advocates and use of experts Input into design and operation of a dispute resolution system Participation in determining the outcome

Table 1, (Budd and Colvin, 2008)

I also reviewed Mahoney and Klass's, 2007 paper: Comparative Dispute Resolution in the Workplace. It states that research is needed to examine: (a) the construct of perceived voice within the workplace; (b) how ADR systems affect perceived voice as it relates to individual dissatisfaction with the terms and conditions of employment; and (c) how ADR systems affect perceptions of voice regarding management processes through its impact on perceptions of voice regarding the terms and conditions of employment (Mahoney and Klass, 2007). To analyse the differences-if any- in dispute resolution systems between unionised and non-unionised workplaces, I will reviewed David Meyer, who in 2002 published a paper on: Problem Creation and Resolution in Unionised workplaces: A review of the Grievance Procedure. This paper focuses on dispute systems, and the main players involved in dispute resolution systems in unionised workplaces in the USA (Meyer. 2002).

This literature review will explore both traditional dispute resolution systems, and the newer alternative dispute systems. The traditional dispute systems are court based litigation systems. And Labour court is probably the best known system of workplace dispute resolution. The newer ADR systems are non-adversarial dispute resolution.

The aims of this study are: (1) Identify the type of dispute resolution systems being used in the workplace (2) Identify the levels of satisfaction with dispute systems using three metrics: efficiency; equity; voice (3) Identify the differences-if any-between the dispute systems in unionised and non-unionised workplaces. I will conduct this study by using both a survey and case studies from various unionised and non-unionised organisations in Ireland.

Some limitations with my study include the questionnaire, which is short-at just twelve questions, so the information I receive may be limited. Amongst those surveyed, there are slightly more union (8) than non-union (10) workers. Also I have used just two separate disputes for my case studies, one unionised case study and one non-unionised case study.

Because of this the case studies may be representative of those two workplaces only and may not be representative of unionised and non-unionised organizations on a wider scale. This research could be a stepping stone to a wider, follow up piece of research on workplace dispute resolution systems. “Given the importance of the subject evaluations of grievance procedures for establishing the effectiveness of procedures and determining how to improve the effectiveness of grievance procedures, there is surprising little research in the area. (Bremmels and Foley, 1996).

Chapter 3: Dissertation Methodology

This paper includes both qualitative and quantitative methods of research. Qualitative research being “Participant observation-fieldwork/naturalist. Data gathered in a natural environment which engages natural behaviour” (Bogdan and Knopp, 2002) And quantitative research can be defined as “Quantitative research as a type of research that is explaining phenomena by collecting numerical data that are analysed using mathematically based methods” (Creswell, 1998).

To carry out my quantitative research I will survey various organisations by way of confidential questionnaire (see appendix A), with the purpose of gaining feedback from the employees of many different industries. These industries range from the financial sector, to manufacturing, to the not-for-profit sector. The organisations taking part in my research are a mix unionised and non-unionised organisations. And the employees surveyed, range in their length of service with their organisation and their current position within their organisation from junior worker to senior management. To assure confidentiality, employee names will not appear on the questionnaire. However the questionnaire I have devised is short, at just twelve questions, and as such the information I will receive may be limited. The reason for using such a limited questionnaire is to facilitate and encourage engagement from as many workers as possible by asking those surveyed to engage in a, quick, non time consuming, process. The questionnaire will be given to workers and completed questionnaires will be collected one day later. This will give me access to a total of nine organisations and total of eighteen employees. I will compare and contrast my results with the criteria for many different types of traditional and alternative resolution processes and identify the systems being used. Furthermore the questionnaire is divided into three categories: efficiency, equity and voice. This is to measure the level of satisfaction with the dispute resolution systems

being used. And also to further analyse the results I will divide them into two categories: unionised and non-unionised workplaces and compare and contrast any differences. To analyse the results of the survey I will use the following formula for standard deviation:

$$S = \sqrt{\frac{\sum_{i=1}^N (X_i - \bar{X})^2}{N-1}}$$

(Taken from www.mathsisfun.com/data/standard-de)

Furthermore, to add a qualitative method of research, I will investigate dispute resolution systems in the workplace, by means of case studies. For this research I have conducted two case studies, one in a unionised workplace, and the second in a non-unionised workplace. Case study one is a detailed account of a dispute which took place in a unionised workplace and includes details of interviews from two people directly involved in the dispute. Case study 2 is a detailed account of a dispute which took place in a non-unionised workplace and includes details of interviews from one person directly involved in the dispute and a second interview detailing the observations of the disputant's colleague. I have analysed these case studies using three metrics of satisfaction efficiency, equity and voice. For these case studies I interviewed the disputing parties, and others, either directly or indirectly involved in a dispute within the workplace. To analyse these case studies I will explore the dispute resolution systems used and the level of satisfaction, of the parties involved in the dispute based on: efficiency; equity; and voice. "Efficiency is a standard of economic or business performance; Equity is a standard of treatment; Voice a standard of employee participation" (Budd and Colvin, 2008). However while Budd and Colvin's paper is an exploration of workplaces in the USA, my research will explore workplaces here in Ireland. I will implement their metrics of efficiency, equity and voice to assess the types of dispute resolution systems being used within the workplace. Budd and Colvin go on to explain "even if one disagrees with the specific analysis herein, such debates underscore the need for

metrics and illustrates the utility of the efficiency, equity and voice framework for analysing and designing dispute resolution procedures-in and out of the workplace. The challenge for future research is measuring and implementing this rich framework (Budd and Colvin, 2008).

There may be scope for a larger case study on dispute resolution systems in the workplace, as the two case studies used for this research may be representative of the two organizations used rather than unionised and non-unionise organizations as a whole. Furthermore the case studies used in this research may be indicative of their particular industries rather than whether they are unionized or non-unionised. Also the case studies used for this piece of research include, detailed accounts from just four employees, and as such may be limited. Case studies of a more extensive nature which include an account of the dispute from a broader range of employees, such as all disputants, union officials, managers and the observations of other workers would be beneficial.

Chapter 4: Dissertation Literature Review

There are many types of dispute resolutions systems being used in the workplace. They range from traditional systems, to newer alternative dispute resolution (ADR) systems. “During the 1980’s it became evident that although this definition aptly described management-worker relations in many organisations, it did not encapsulate organisations where the focus was more unitarist in perspective. Unitarism as a philosophy of industrial relations is based on the existence of a mutuality of interests between the parties to the labour process. The organisations goals are the fundamental ones and its management’s prerogative to manage. Consequently, this latter approach places the emphasis on dealings with individual employees using various mechanisms such as elaborate communications, career development, quality circles and merit pay” (Tiernan, Morley and Foley, 1996) Tiernan, Siobhan D., Morley, J., Foley, Edel. (1996). Traditional dispute systems can be described as a system whereby “traditionally, and most frequently, employees peruse employment related claims against employers through litigation either at the state or federal level” (Mahoney and Klass, 2007). These traditional dispute systems include: Conciliation; labour arbitration; labour court. In contrast to these traditional dispute systems, ADR systems are less structured and can be implemented when “non union employers are free to unilaterally design their ADR system. Given this flexibility, these systems and their implementation often varies widely across (and even within) organisations (Mahoney and Klass, 2007). These ADR systems include: arbitration; open door policies; management appeal procedure; peer review; ombudsmen; mediation.

To analyse the types of dispute systems being used in the workplace, I will measure, the different dispute resolution systems in various organisations. The metrics I will use to measure this level of satisfaction are Budd and Colvin’s metrics for workplace resolution

procedures: efficiency, equity and voice (Budd and Colvin, 2008). Their research on workplace dispute resolution finds that three important metrics for evaluating and comparing workplace dispute resolution are (1) Efficiency, (2) Equity and (3) Voice. Efficiency is the effective, profit maximizing use of scarce resources and it captures concerns with productivity, competitiveness and economic prosperity. Equity entails fairness in both the distribution of economic rewards and the administration of employment policies. Voice is the ability of employees to have meaningful input into workplace decisions both individually and collectively. Efficiency is a standard of economic or business performance; equity entails fairness in both the distribution of economic rewards and the administration of employment policies. And voice is the ability of employees to have meaningful input into workplace decisions both individually and collectively. (Budd and Colvin, 2008).

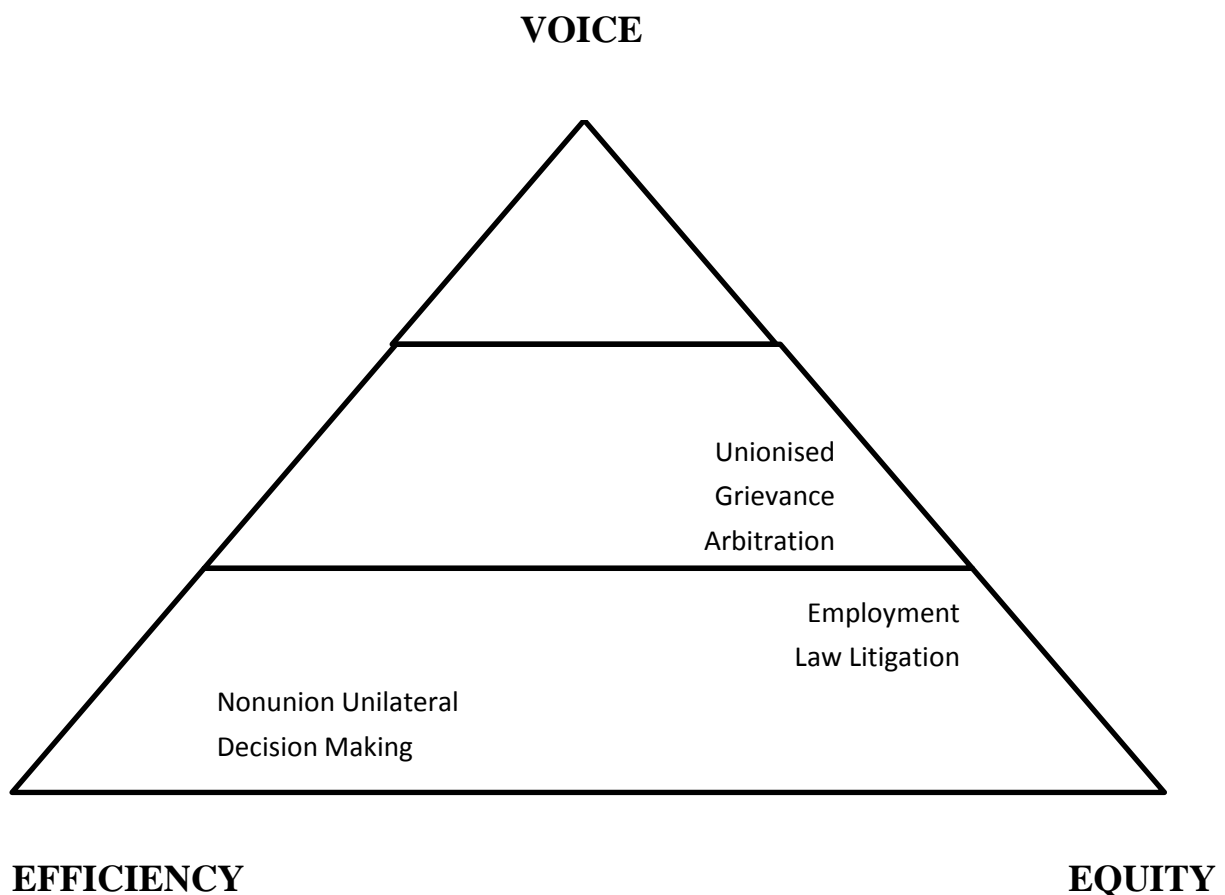


Figure 1 The Geometry of Dispute Resolution (Budd and Colvin, 2008).

Traditional dispute resolution systems

Employment Law Procedures: A special set of workplace rights disputes pertain to alleged violations of statutory employment laws or common law principals. In many countries these employment law disputes are resolved through specialised labour courts or industrial tribunals that feature expert decision makers, and simple, expedited procedures. (Budd and Colvin, 2008).

Employment law litigation

Employment law litigation is a court based trial judged by a jury and overseen by a judge.

Efficiency: Efficiency is low because elaborate pre-trial discovery procedures require extensive time and effort.

Equity: Equity is high due to the costs associated with the discovery of written documents and the deposition of witnesses. Budd and Colvin (2008) point out that “employers have raised complaints about the employment litigation system from an equity perspective. In particular, concerns have focused on their lack of consistency in awards and danger of large, “runaway” jury verdicts. In addition to the direct costs of the parties attorneys and expert witnesses, there are substantial costs born buy the public of providing judges and the lost productivity of the citizen jurors” (Budd and Colvin, 2008). However you can test the other side’s arguments through cross examination of witnesses. And a jury of twelve people are empowered to render a verdict and an experienced judge is present to resolve any questions of law and any errors can be appealed to higher courts.

Voice: Voice is mixed during employment law litigation. A key strength is the ability of a plaintiff employee to obtain a full hearing of an employment law claim against an employer. The system ensures the employee will get their “day in court”. However Budd (2008) goes on to state that complex legal rules can also often channel cases to focus on issues different from

or in addition to the underlying interests that initially motivated the dispute. Also the jury provides the voice of the public. This is a public system in which the laws and rules governing the system are established through a democratic process (Budd and Colvin, 2008). However Olsen (1997) points to a perceived lack of employer voice in the litigation system, stating that “Concerns with the litigation system have been raised from an employer-side perspective in the area of voice. In particular, criticisms of the litigation system often raise the spectre of out-of-control juries with little appreciation of the realities of operating a business awarding inflated damages to plaintiffs at the behest of money-seeking trial attorneys” (Olsen, 1997)

Alternative Dispute Resolution Systems

ADR systems are less structured than the traditional legal system and, according to Mahoney and Klass (2007), can be implemented when “non union employers are free to unilaterally design their ADR system. Given this flexibility, these systems and their implementation often vary widely across-and even within-organisations (Mahoney and Klass, 2007).

Arbitration:

A final and binding agreement, decided by the arbitrator, and prevents court. The arbitrator acts as judge and jury. The chief argument against arbitration is that such agreements undermine an employee’s statutory right to sue an employer under federal antidiscrimination laws and to have a jury trial (Mahoney and Klass, 2007). Another major criticism found by Mahoney and Class was how arbitration consigns a matter of public policy and law to a private forum.

Efficiency: Arbitration is low in efficiency, it is more efficient than litigation as no judge and jury are needed instead arbitration occurs before a single arbitrator. In addition to this pre-trial discovery is less extensive in arbitration than in litigation. However it usually takes

about one year to complete the process of arbitration. Although, as an alternative to litigation, arbitration has its advantages, according to Estricher (2001) “For many low wage employees, access to the courts is often limited, if not closed. Arbitration, in contrast, may provide a less costly more viable alternative to achieving workplace justice” (Estricher, 2001).

Equity: The cost of engaging in arbitration is high “in contrast to labour arbitration, employees in non-union dispute resolution systems are often required to secure their own representation” (Mahoney and Klass, 2007). However, the settlements awarded to claimants are consistent and as such are beneficial to employees. Employees with similar complaints as previous claimants can expect a similar settlement. However the use of arbitrators had been criticized from an equity perspective as creating a danger that arbitrators will tend to be biased towards employers, who are likely to be repeat players in the system over employees. Although employment arbitration may have equity enhancing effect by lowering costs and thereby making it easier for employees to bring claims than with litigation. (Estricher, 2001) Although the simplification of procedures in arbitration that enhance efficiency have been criticised as sacrificing equity through the elimination of due process protections (Stone, 1996).

Voice: The level of voice, of an employee is mixed during the process of arbitration. Employees can participate in the selection of the arbitrator, but the employer controls the development and adoption of the procedure. And unlike the process of mediation, when engaged in the arbitration process, an employee is entitled to employer records to help build their case. Mahoney and Klass (2007) discuss the benefit of discovery to an employee by stating that “another potential benefit is the potential for discovery during the dispute resolution process. Typically, ADR procedures, other than arbitration, offer little, if any, opportunity for the employee to gather records and information from the employer. Thus this discovery process benefits the employee” (Mahoney and Klass, 2007). However the level of

voice gained by the potential of discovery, does not outweigh the lack of voice of the employee in the final decision making process of the arbitrator. “An employee will have voice through-out the process, but ultimately the arbitrator unilaterally imposes the final resolution. There is no bargaining over the terms of the procedure as it is presented to the employee on a purely take-it-or-leave-it basis” (Wheeler et al, 2004).

Open Door Policies:

Open door policies are when “typically, employees are encouraged to first approach their immediate supervisor, although a number of organisations claim that even the door to the president is always open” (Mahoney and Klass, 2007).

Efficiency: Efficiency is high with open door policies they provide a quick and cheap resolution as they are a system of unconstrained management decision making.

Equity: Equity is weak with open door policies as a lot depends on managerial roles, values, attitudes, and personal senses of fairness. Because of this equity is highly variable, with no formal hearing and so, no neutrality.

Voice: Voice is also low with open door policies. Ultimately the resolution is up to the manager responding to the complaint, and the employee has little-if any-say in the resolution. “Supervisors often lack the necessary training, time, or motivation to engage in problem solving with their employees” (Lipsky et al. 2003) However, on a positive note, open door policies allow an employee can bring a complaint outside of the chain of command-but in doing this there is a risk of retaliation from direct managers. “Despite promises to the contrary, employees may fear reprisal if they go over their managers head” (McCabe, 2002)

Management Appeal Procedures:

Management appeal procedures are more formal than open door policies and similar to a unionised multi-step grievance procedure in a unionised workplace. But however at each stage manager's are the decision makers (Budd and Colvin, 2008).

Efficiency: Like open door policies there is a high-emphasis on efficiency in management appeal procedures.

Equity: While equity is low with management appeal procedures, while it's not as low as with open door policies because due process is more adhered to, there is still weakness from the equity perspective.

Voice: Voice is low as management are the ultimate decision makers and workers have no independent representation.

Peer review:

A majority panel of employees together with managers decide on employee grievances.

“Organisations that rely on peer review and require that disciplinary action are consistent with published rules and procedures in effect, are granting employees some degree of protection from employment-at-will” (Mahoney and Klass, 2007).

Efficiency: Efficiency is mixed. The potentially high level of efficiency is sacrificed due to more elaborate hearing procedures.

Equity: Equity is also mixed. The level of equity can be high due to the majority of the panel being employees, and so they can overrule a decision they see as unfair. “However management may establish the rules and guidelines under which the panel operates, which can result in limitations from an equity perspective. Company rules apply rather than fairness apply” (Budd and Colvin, 2008).

Voice: Voice is high in the peer review system. Employees can present their case, themselves to a more balanced panel of their peers and managers.

Ombudspersons:

Ombudspersons are an independent resource and they may act as a mediator. “Neutral ombudsmen’ primary duties involve helping employees resolve employment disputes confidentially and in-formally. The ombudsmen afford employees the opportunity to air their disputes and pursue a remedy confidentially by having the ombudsperson act as a “go-between” between the disputant and management. The ombudspersons objective is to help the parties identify and reach a mutually suitable settlement range” (Mahoney and Klass, 2007).

Efficiency: Efficiency is mixed as there may be high costs associated with employing an ombudsperson, however “the ombudsperson may enhance efficiency by promoting more cooperative relations between employers and employees” (Budd and Colvin, 2008).

Equity: The level of equity is mixed due to a lack of guarantee, of equal treatment. “While they occupy the role of a neutral go-between, they are nevertheless employees themselves. Consequently, employees may question the perceived independence of the ombudsperson and their ability to obtain a *just* resolution to their complaint” (Mahoney and Klass, 2007).

Voice: The level of voice is mixed. Ombudspersons can give an employee a more effective voice, as they can generally articulate an employee’s case very effectively, however the ombudsperson is still employed by the organisation and so their loyalties may be divided.

Workplace Mediation:

“Mediation is a process that recognised the parties in a dispute as experts. A mediator acts as a neutral third party, facilitating employees creatively to solve difficulties and create a win-win solution to their problems” (Liebmann, 2000). Unable to impose a binding decision on the parties, mediators employ a win-win bargaining strategies in an attempt to achieve a mutually agreeable solution (Berkeley and McDermott, 1996).

Efficiency: The level of efficiency in workplace mediation is high. “Mediation increases efficiency relative to litigation and arbitration by encouraging quicker less costly resolution of disputes” (Bingham, 2004). As an alternative to litigation mediation offers a less costly and timelier dispute resolution process (Mahoney and Klass, 2007). However Mahoney and Klass go on to point out that “while internal mediators are likely to provide benefits for peer to peer disputes, their ability to effectively resolve more “charged” disputes, such as discipline or termination, is doubtful” (Mahoney and Klass, 2007). The success of mediation lies on it being voluntary and you cannot force two parties to act reasonably and enter into mediation.

Equity: The level of equity in workplace mediation is high as resolutions consist of consensual agreements between the employee and the employer. “Mediation affords greater flexibility when proposing settlement outcomes. More importantly, the confidentiality of the proceedings negates the concern for precedent-setting settlements; thus, the parties are free to peruse options that best suit the circumstances of the individual case” (Cooper et al, 2005). Furthermore, Wheeler goes on to say “The relatively low cost of the proceedings, as well as the reduced chance for adverse publicity, may reduce the motivation of some employers to ensure their managers strict adherence to employment discrimination laws” (Wheeler et al, 2004).

Voice: Employee voice is very high in employee mediation. The level of voice is high in both the process and the ultimate resolution of a dispute in mediation. However, the down side of this is the employee, having not taken legal advice, could give up legal claims in a mediation settlement. But similar analysis could be extended to other procedures that focus on

facilitating settlements between the parties rather than providing a binding determination of the outcome of the dispute. Mahoney and Klass go on to state that “in contrast to litigation, mediation proceedings are private and thus, the evidence of employer wrong doing is rarely exposed. The lack of publicity about employer wrong doing denies the public information on which employers are violating the law and lessons awareness of public policies. Furthermore, the privacy of both the proceedings and the settlement may deny the employee and his or her co-workers the vindication needed to fully resolve the incident (Mahoney and Klass, 2007).

While all the research I have come across explores both traditional and alternative dispute systems in workplaces, it again, focuses on American workplaces. My research will add another dimension to this literature, giving an insight into the dispute systems in various workplaces in Ireland. Workplaces will usually have more than one type of dispute system at their disposal. The favoured one, which fits in with the ethos of the organisation will be the “default” setting, but according to Meyer (2002), there are four available channels for problem resolution (1) the use of economic power against high-level management, (2) the use of economic power against low level management, (3) informal negotiation and (4) the formal grievance procedure (Meyer, 2002). Meyer goes on to point out that “once a problem exists, the severity and scope of its effects, the existing of rights regarding the issue at stake, and the clarity of the applicability of those rights to the problem influence the choice of resolution channel. In addition, product market and work design factors, or, more specifically, the amount of economic power available to the workers and vulnerability of management to its use, determine which channels are available for use” (Meyer, 2002).

In comparison to union procedures, non union grievance procedures tend to score higher on efficiency and lower on equity and voice. The favouring of efficiency is seen most strongly in

open-door policies that provide little protection of equity or voice (Budd and Colvin, 2008). Comparisons have been made across the board from arbitration to peer-review to the court system. However these systems differ both in terms of Institutional structure and characteristics of the decision-maker. These differences are likely to affect both the decision itself and the factors considered by the decision maker. ADR systems vary enormously in what they offer employees. While some exist primarily to provide an alternative to litigation, others offer broader protection (Mahoney and Klass, 2007). Most ADR systems, open door policies, ombudsmen and mediation policies typically do not require the employee to wave his or her right to sue over an employment dispute. Likewise they do not bind the employer to a particular outcome. Consequently, these *soft ADR systems* should be seen as part of a firms overall human resource strategy rather than as a surrogate for the courts. Accordingly many *soft ADR* systems may be seen as enhancing an employee's access to workplace justice. In contrast *hard systems*, especially binding mandatory employment arbitration, by design are intended to supplant the public forum for addressing disputes (Mahoney and Klass, 2007). As the structure of our economy has changed, the value assigned to rights and protections of ADR has on average declined. A greater proportion of the workforce is now in settings where employment is short-term in nature and where few opportunities exist to accumulate benefits and privileges from increased tenure (Cappelli, 1999).

To further research "voice" I reviewed experts such as: Mahoney and Klass. In 2007 they published a paper: Comparative Dispute Resolution in the workplace. This paper outlines that research is needed to examine: (a) the construct of perceived voice within the workplace; (b) how ADR systems affect perceived voice as it relates to individual dissatisfaction with the terms and conditions of employment; and (c) how ADR systems affect perceptions of voice regarding management processes through its impact on perceptions of voice regarding the terms and conditions of employment (Mahoney and Klass, 2007). Voice can have different

objectives including: the expression of dissatisfaction with treatment in the employment relationship; input into managerial decision-making; input into service delivery; or product characteristics' or the demonstration of collective action (Dunden et al, 2004).

Effective conflict resolution is as much-and probably more-about attitude than it is about action (anon)

Chapter 5: Dissertation Results & Analysis

Results and Analysis of Total Population Surveyed

N = Person

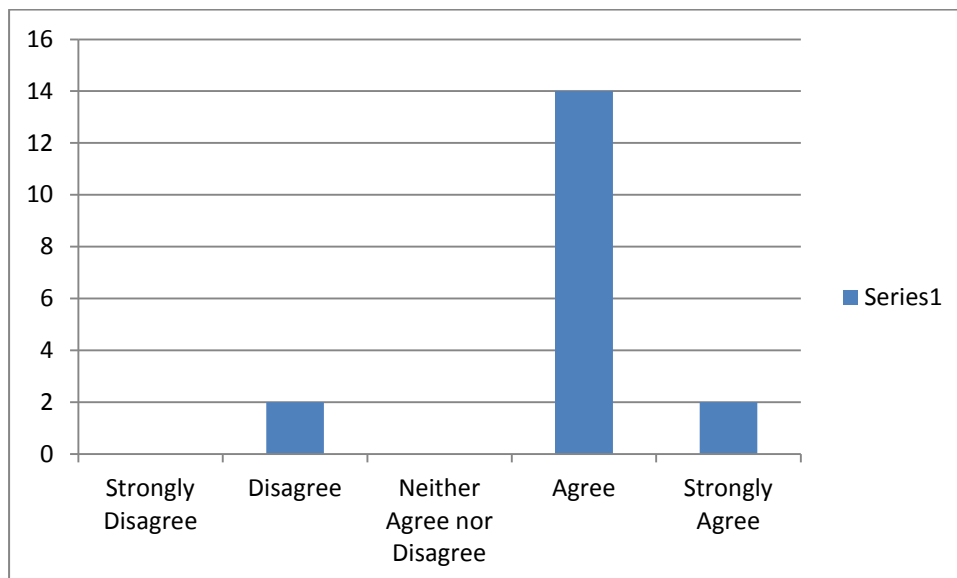
Total Population of N = 18

Answers	Code
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	5

Question1. When trying to resolve a dispute in the workplace my immediate manager is approachable

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	11.11%	11.11%	11.11%
3	Neither Agree nor Disagree	0	0%	0%	0%
4	Agree	14	77.77%	77.77%	88.88%
5	Strongly Agree	2	11.11%	11.11%	99.99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency	=0
Code 2 * Frequency	=4
Code 3 * Frequency	=0
Code 4 * Frequency	=56
Code 5 * Frequency	=10
Total	=70

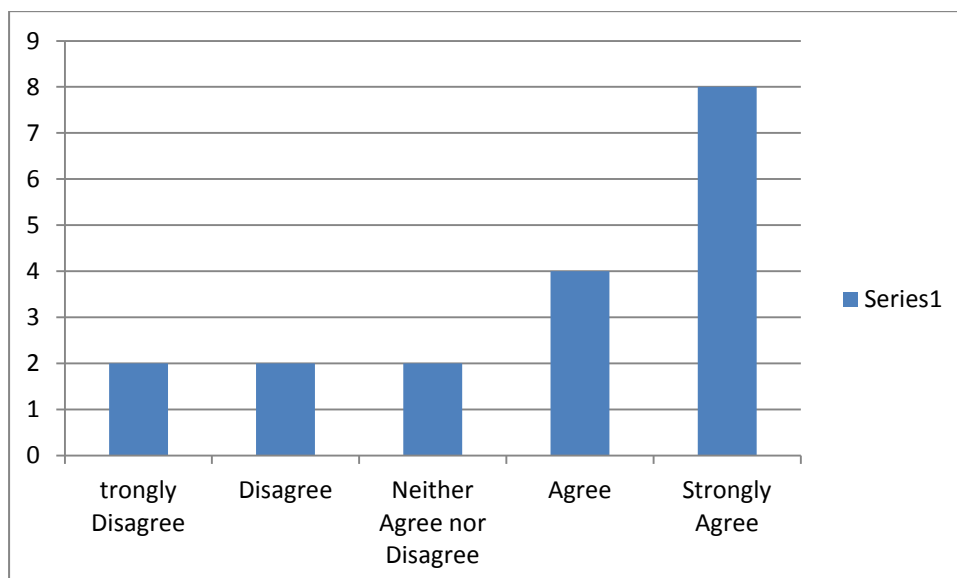
Mean/N: $70 / 18 = 3.88888$

Mean	3.8
Standard Deviation:	1.437136
N	18

Of the total population surveyed 89% agree that when trying to resolve a dispute in the workplace their immediate manager is approach

Question 2. When trying to resolve a dispute in the workplace if I am unsatisfied I can approach another manager without fear of retaliation

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	strongly Disagree	2	11%	11%	11%
2	Disagree	2	11%	11%	22%
	Neither Agree nor				
3	Disagree	2	11%	11%	33%
4	Agree	4	22%	22%	55%
5	Strongly Agree	8	44%	44%	99%
	Total	18	100%	100%	100%



Mean: Code 1 * Frequency = 2
 Code 2 * Frequency = 4
 Code 3 * Frequency = 6
 Code 4 * Frequency = 16
 Code 5 * Frequency = 40
 Total = 68

Mean/N: 68 / 18 = 3.77777

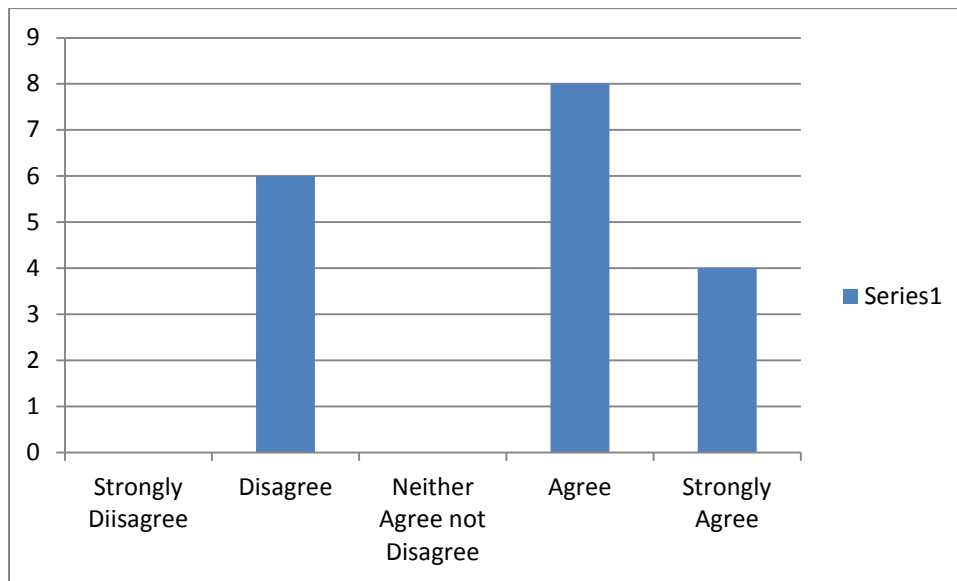
Mean	3.7
Standard Deviation:	1.178511
N	18

Of those surveyed 66% agree that when trying to resolve a dispute in the workplace if they are unsatisfied they can approach another manager without fear of retaliation.

Question 3: When trying to resolve a dispute in the workplace: When I have an issue it's dealt with straight away

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	6	33.33%	33.33%	33%
	Neither Agree not				
3	Disagree	0	0%	0%	33%
4	Agree	8	44.44%	44.44%	77.77%
5	Strongly Agree	4	22.22%	22.22%	99.99%
	Total	18	100.00%	100%	100.00%

Frequency bar Chart



Mean:

- Code 1 * Frequency = 0
- Code 2 * Frequency = 12
- Code 3 * Frequency = 0
- Code 4 * Frequency = 32
- Code 5 * Frequency = 20
- Total = 64

Mean/N: $64 / 18 = 3.55$

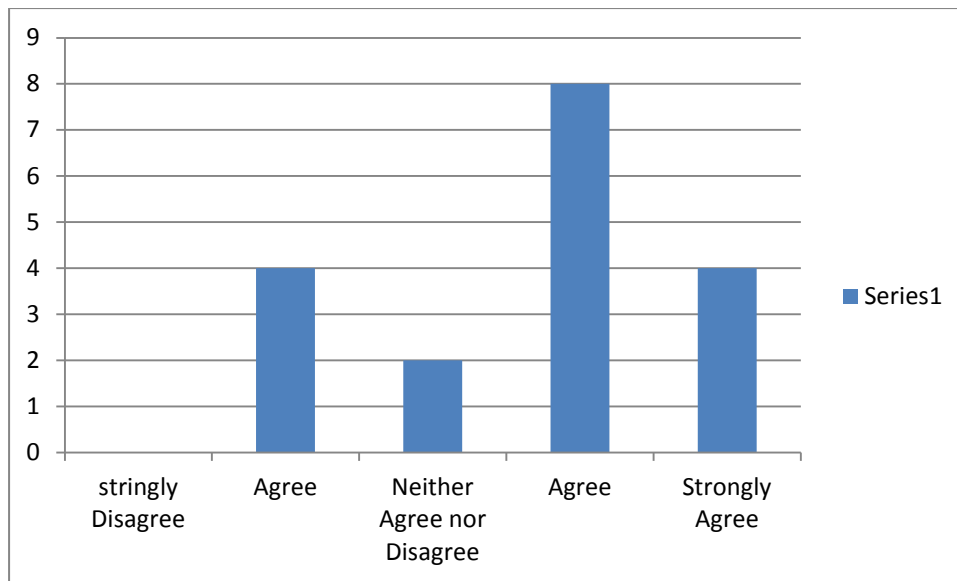
Mean	3.5
Standard Deviation:	1.096638
N	18

When trying to resolve a dispute in the workplace: When I have an issue it's dealt with straight away; Out of the population surveyed, 44% agree and 22% strongly agree, however 33% or one third of the population surveyed disagree.

Question 4: When trying to resolve a dispute in the workplace: Employment policy is important to me

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	strongly Disagree	0	0%	0%	0%
2	Agree	4	22.22%	22.22%	22.22%
	Neither Agree nor				
3	Disagree	2	11.11%	11.11%	33.33%
4	Agree	8	44.44%	44.44%	77.77%
5	Strongly Agree	4	22.22%	22.22%	99.99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

- Code 1 * Frequency = 0
- Code 2 * Frequency = 8
- Code 3 * Frequency = 6
- Code 4 * Frequency = 32
- Code 5 * Frequency = 20
- Total = 66

Mean/N: $66 / 18 = 3.66$

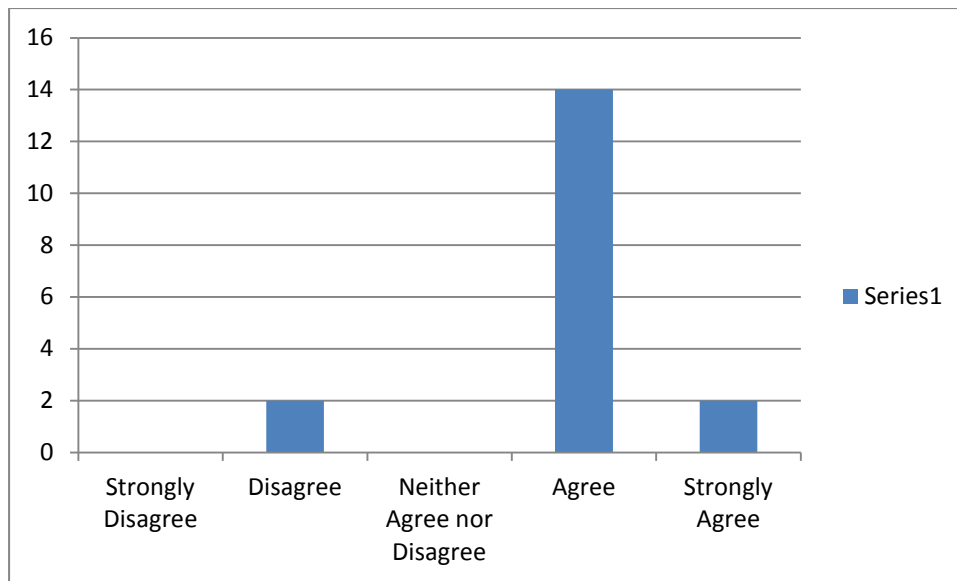
Mean:	3.6
Standard Deviation:	1.084652
N:	18

When trying to resolve a dispute in the workplace: 22% of those surveyed disagreed that employment policy was important to them. However, 22% of the population surveyed, strongly agreed, that employment policy is important to them, and another 44% agreed it was important to them.

Question 5 when trying to resolve a dispute in the workplace: The ongoing relationship with the co-disputant is important to me

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	11.11%	11.11%	11.11%
	Neither Agree nor				
3	Disagree	0	0%	0%	0%
4	Agree	14	77.77%	77.77%	88.88%
5	Strongly Agree	2	11.11%	11.11%	99.99%
	Total	18	100%	100%	100%

Frequency bar chart



Mean:

Code 1 * Frequency =	0
Code 2 * Frequency =	4
Code 3 * Frequency =	0
Code 4 * Frequency =	56
Code 5 * Frequency =	10
Total	= 70

Mean/N: $70 / 18 = 3.8$

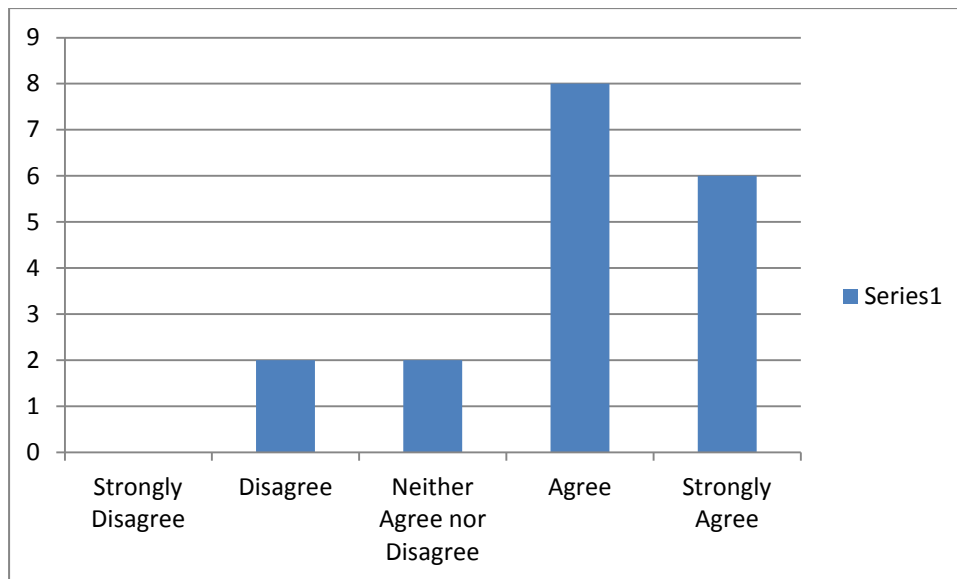
Mean:	3.8
Standard Deviation:	0.758395
N:	18

88% of the population surveyed agree that when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them.

Question 6 When trying to resolve a dispute in the workplace: The on-going relationship with management is important is to me

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	11.00%	11.11%	11.11%
	Neither Agree nor				
3	Disagree	2	11.00%	11.11%	22.22%
4	Agree	8	44.44%	44.44%	66.66%
5	Strongly Agree	6	33.33%	33.33%	33.33%
	Total	18	100.00%	100.00%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency = 0

Code 2 * Frequency = 4

Code 3 * Frequency = 6

Code 4 * Frequency = 32

Code 5 * Frequency = 30

Total = 72

Mean/N: $72 / 18 = 4$

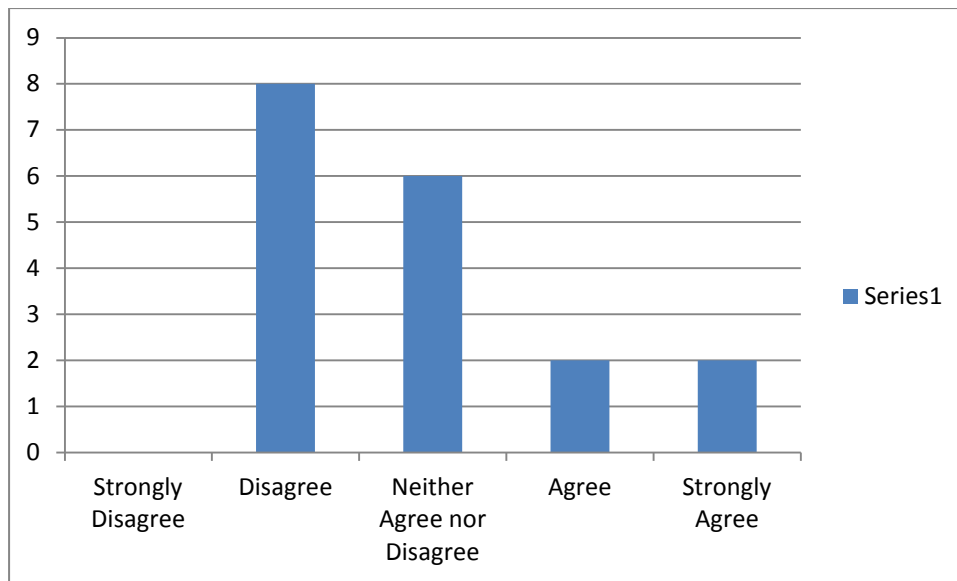
Mean:	4
Standard Deviation:	0.942809
N:	18

When trying to resolve a dispute in the workplace, out of the population surveyed, 44% agree and 33% strongly agree that the on-going relationship with management is important is to them.

Question 7 when trying to resolve a dispute in the workplace: The economic reward is important to me (where applicable)

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	8	44%	44%	44%
	Neither Agree nor Disagree				
3	Disagree	6	33%	33%	77%
4	Agree	2	11%	11%	88%
5	Strongly Agree	2	11%	11%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency =	0
Code 2 * Frequency =	16
Code 3 * Frequency =	18
Code 4 * Frequency =	8
Code 5 * Frequency =	10
Total	= 52

Mean/N: $52/18 = 2.88888$

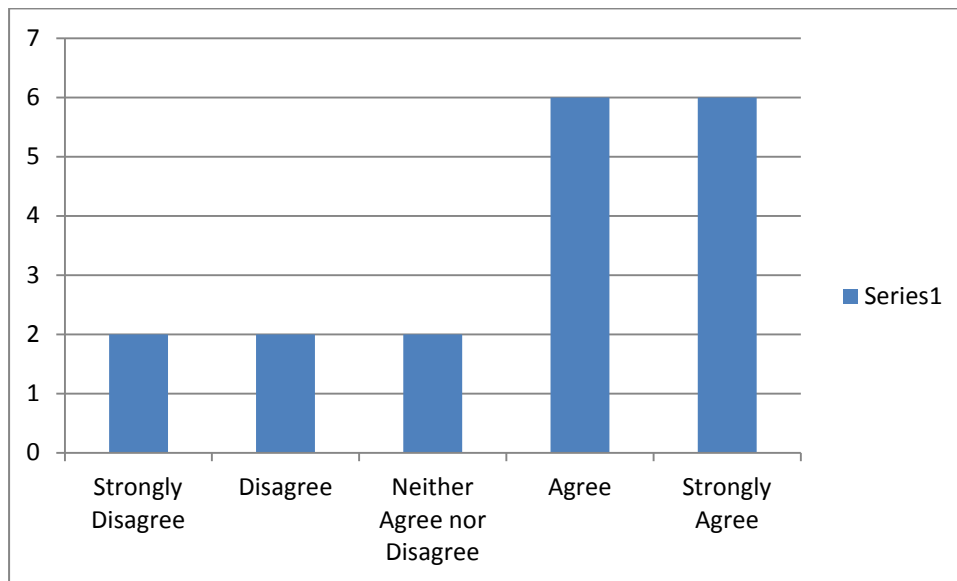
Mean:	2.8
Standard Deviation:	1.188177
N:	18

44% disagreed, and 33% were undecided, on the question regarding the importance of an economic reward when involved in the resolution of a dispute in the workplace.

Question 8 when trying to resolve a dispute in the workplace: I am empowered to raise any concerns I may have

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	11%	11%	11%
2	Disagree	2	11%	11%	22%
	Neither Agree nor				
3	Disagree	2	11%	11%	33%
4	Agree	6	33%	33%	66%
5	Strongly Agree	6	33%	33%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency =	2
Code 2 * Frequency =	4
Code 3 * Frequency =	6
Code 4 * Frequency =	24
Code 5 * Frequency =	30
Total	= 66

Mean/N: $66 / 18 = 3.6666$

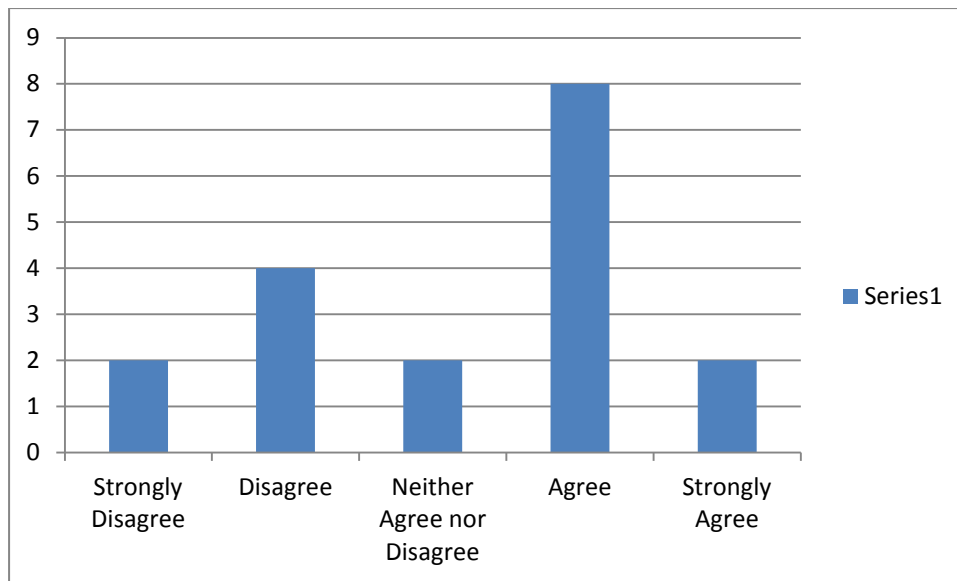
Mean:	3.6
Standard Deviation:	1.371989
N:	18

A total of 66% either agree or strongly agree with the statement: When trying to resolve a dispute in the workplace I am empowered to raise any concerns I may have. And just 22% disagree or strongly disagree.

Question 9 when trying to resolve a dispute in the workplace, I always feel I have been heard

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	11%	11%	11%
2	Disagree	4	22%	22%	33%
3	Neither Agree nor Disagree	2	11%	11%	44%
4	Agree	8	44%	44%	88%
5	Strongly Agree	2	11%	11%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

- Code 1 * Frequency = 2
- Code 2 * Frequency = 8
- Code 3 * Frequency = 6
- Code 4 * Frequency = 32
- Code 5 * Frequency = 10
- Total = 58

Mean/N: $58 / 18 = 3.2222$

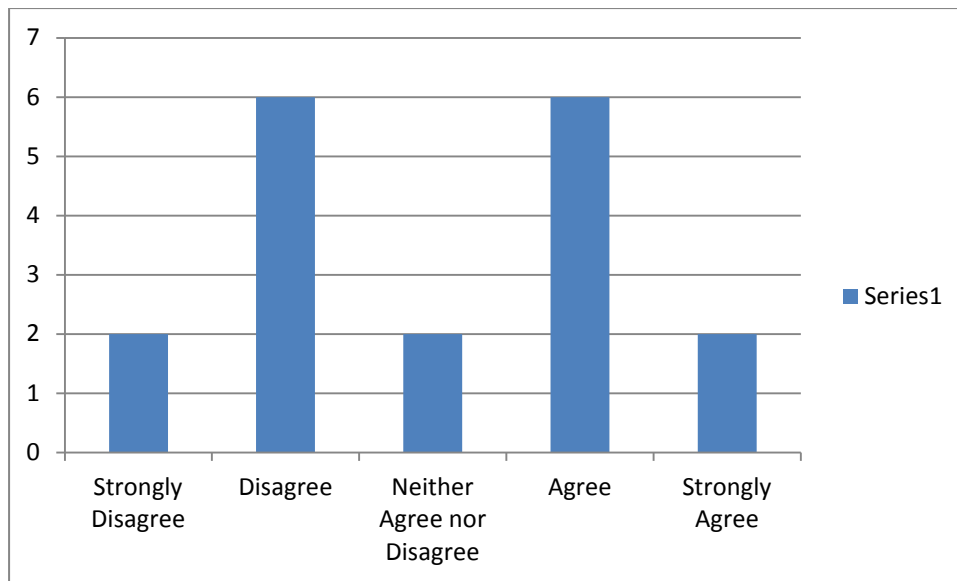
Mean:	3.2
Standard Deviation:	1.262843
N:	18

44% agree while 22% disagree that when trying to resolve a dispute in the workplace they always feel they have been heard.

Question 10 when trying to resolve a dispute in the workplace, I always feel I have been understood

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	11%	11%	11%
2	Disagree	6	33%	33%	44%
	Neither Agree nor Disagree				
3	Disagree	2	11%	11%	55%
4	Agree	6	33%	33%	88%
5	Strongly Agree	2	11%	11%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

- Code 1 * Frequency = 2
- Code 2 * Frequency = 12
- Code 3 * Frequency = 6
- Code 4 * Frequency = 24
- Code 5 * Frequency = 10
- Total = 54

Mean/N: $54 / 18 = 3$

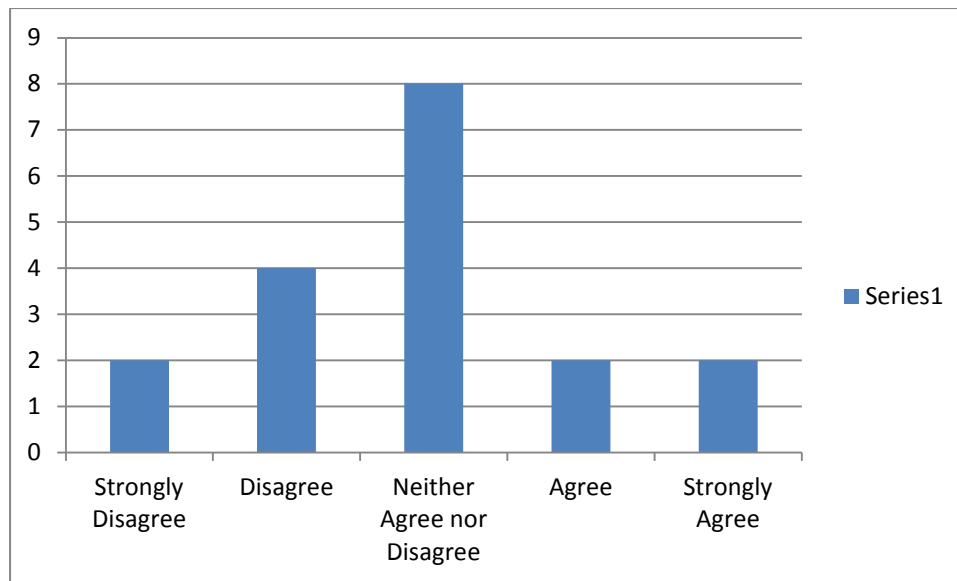
Mean:	3
Standard Deviation:	1.262843
N:	18

One third or 33% agree and equally 33% disagree that when trying to resolve a dispute in the workplace, they always feel they have been understood.

Question 11 When trying to resolve a dispute in the workplace, I have power to agree or disagree to any resolution proposed (A veto)

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	11%	11%	11%
2	Disagree	4	22%	22%	33%
3	Neither Agree nor Disagree	8	44%	44%	77%
4	Agree	2	11%	11%	88%
5	Strongly Agree	2	11%	11%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

- Code 1 * Frequency = 2
- Code 2 * Frequency = 8
- Code 3 * Frequency = 24
- Code 4 * Frequency = 8
- Code 5 * Frequency = 10
- Total = 52

Mean/N: $52 / 18 = 2.8888$

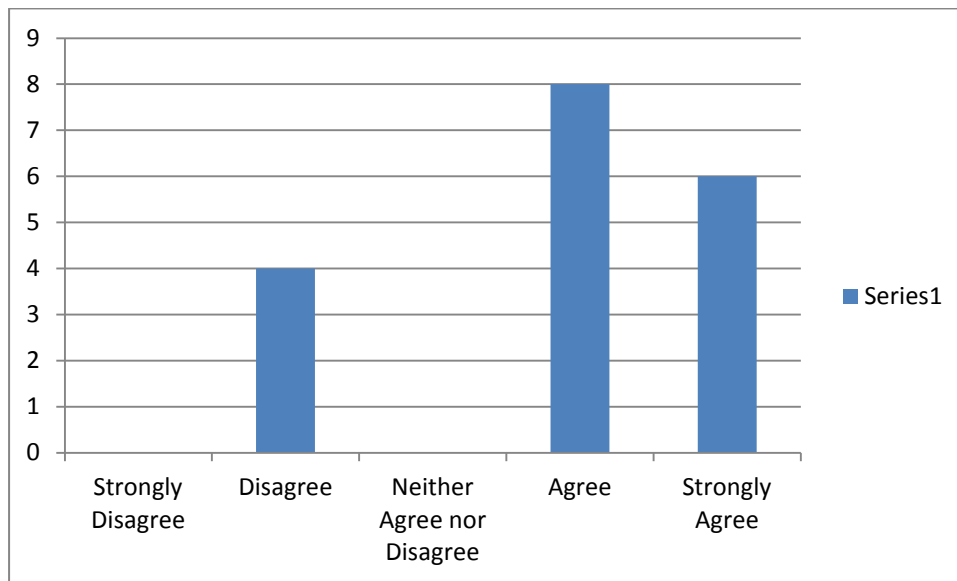
Mean:	2.8
Standard Deviation:	1.131833
N:	18

44% are undecided on whether or not they have a veto when it comes to any proposed resolution to workplace disputes.

Question 12 When trying to resolve a dispute in the workplace, I have the power to appeal any decision made.

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	4	22%	22%	22%
	Neither Agree nor				
3	Disagree	0	0%	0%	22%
4	Agree	8	44%	44%	66%
5	Strongly Agree	6	33%	33%	99%
	Total	18	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency =	0
Code 2 * Frequency =	8
Code 3 * Frequency =	0
Code 4 * Frequency =	32
Code 5 * Frequency =	30
Total	= 70

Mean/N: $70 / 18 = 3.8888$

Mean:	3.8
Standard Deviation:	1.131833
N:	18

77% of the population surveyed agreed that they have the power to appeal any decision made when resolving a dispute in the workplace, with 33% strongly agreeing, and 44% agreeing.

Comparative Results of Unionised V Non-unionised Organisations

Analysis of Results in Unionised Organisations only (For full results see appendix B)

N = Person

Total Population of N = 10

<u>Answers</u>	<u>Code</u>
Strongly Disagree	1
Disagree	2
Neither Agree not Disagree	3
Agree	4
Strongly Agree	5

Analysis of Results from Non-Unionised Organisations only (For full results see appendix C)

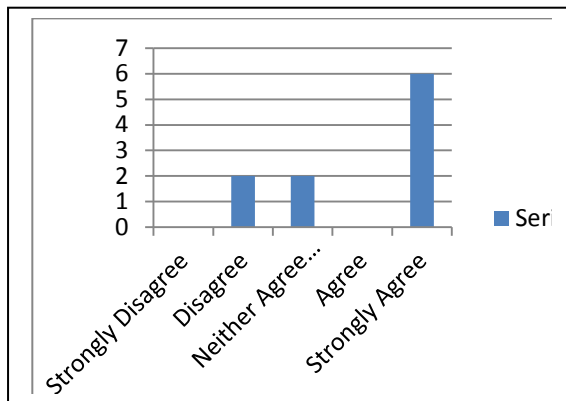
N = Person

Total Population of N = 8

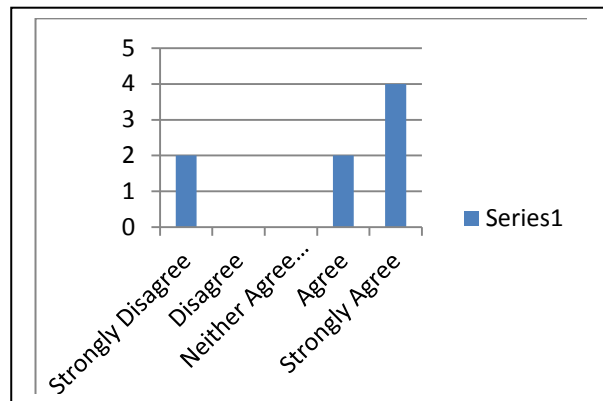
<u>Answers</u>	<u>Code</u>
Strongly Disagree	1
Disagree	2
Neither Agree not Disagree	3
Agree	4
Strongly Agree	5

Question 1 when trying to resolve a dispute in the workplace my immediate manager is approachable

Unionised



Non-unionised

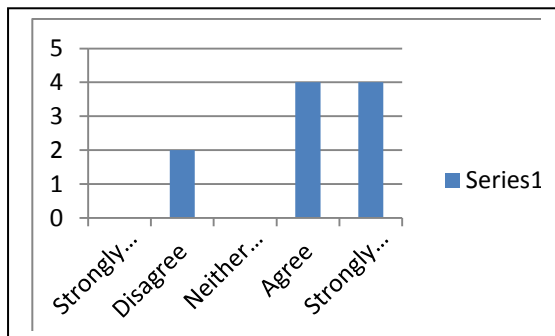


60% of the population surveyed in unionised workplaces, said when trying to resolve a dispute in the workplace their immediate manager was approachable and just 20% disagreed with this statement.

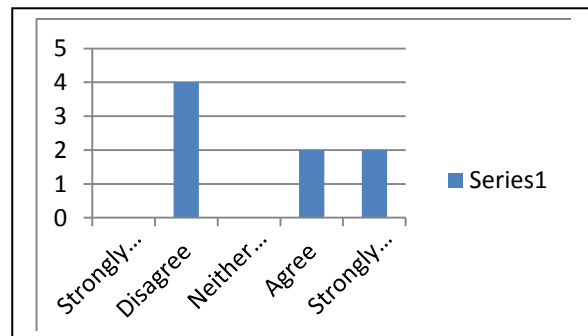
75% of those surveyed in non union workplaces agreed and 50% strongly agree that when trying to resolve a dispute in the workplace their immediate manager is approachable.

Question 2 when trying to resolve a dispute in the workplace, if I am unsatisfied I can approach another manager without fear of retaliation

Unionised



Non-unionised

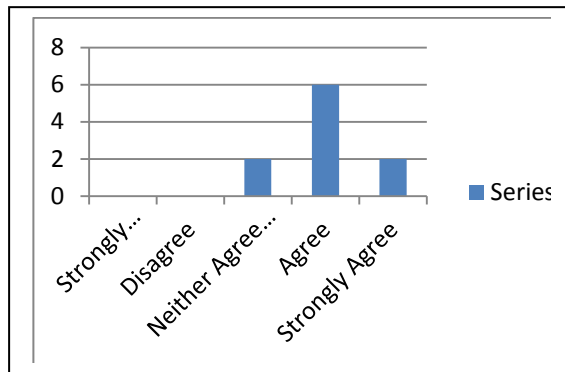


80% of the population surveyed agreed with 40% of those strongly agreeing that when trying to resolve a dispute in the workplace, if unsatisfied they can approach another manager without fear of retaliation. In comparison just 20% disagreed with this.

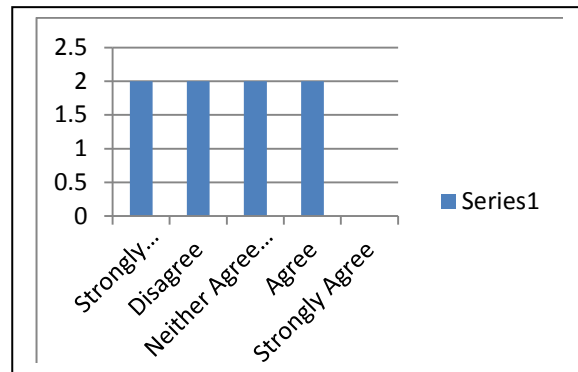
50% disagree and 50% agree including 25% strongly agreeing that when trying to resolve a dispute in the workplace if unsatisfied they can approach another manager without fear of retaliation.

Question 3 when trying to resolve a dispute in the workplace; when I have an issue it's dealt with straight away

Unionised



Non-unionised

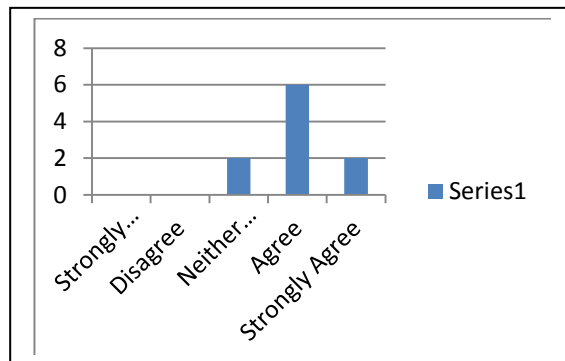


In total 80% of the population surveyed in unionised workplaces, agree, with 20% strongly agreeing, that when trying to resolve a dispute in the workplace, their issue is dealt with straight away.

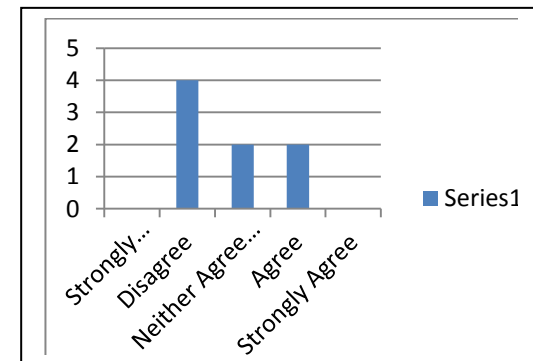
Of the population surveyed in non-unionised workplaces 50% disagreed that when trying to resolve a dispute in the workplace if they have an issue it's dealt with straight away. 25% were unsure and 25% agreed.

Question 4 when trying to resolve a dispute in the workplace employment policy is important to me

Unionised



Non-unionised



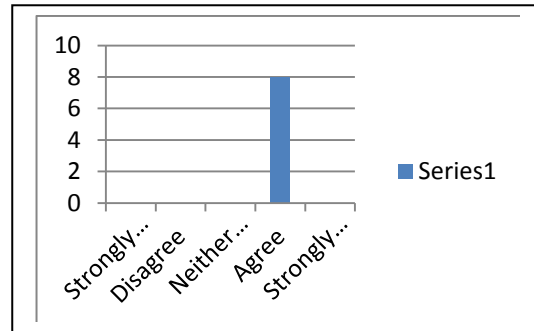
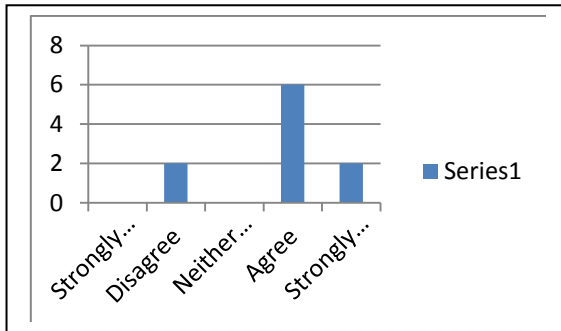
80% of those surveyed in unionised workplaces agreed, with 20% strongly agreeing, that when trying to resolve a dispute in the workplace, employment policy is important to them. A further 20% of those surveyed were unsure with none disagreeing with this statement.

In non-unionised workplaces surveyed 50% disagreed and 25% agree that when trying to resolve a dispute in the workplace employment policy is important to them.

Question 5 when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to me

Unionised

Non-unionised

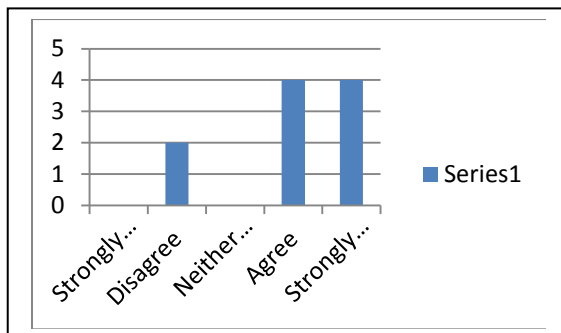


In the unionised workplaces surveyed 80% agree, with 20% of those surveyed strongly agreeing, that when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them. Just 20% of those surveyed disagreed with this.

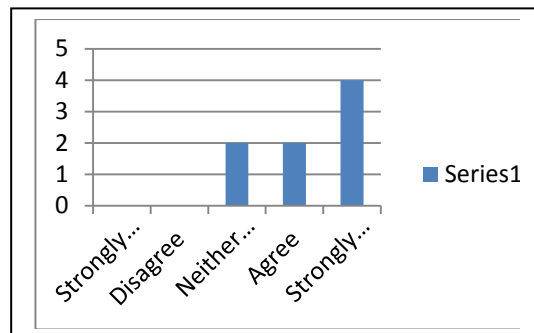
100% of workers surveyed in non union workplaces agreed when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them.

Question 6 when trying to resolve a dispute in the workplace, the on-going relationship with management is important is to me

Unionised



Non-unionised

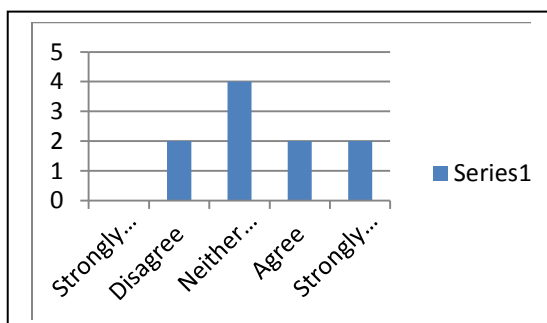


In the unionised workplaces surveyed, 80% agree with 40% strongly agreeing that when trying to resolve a dispute in the workplace, the on-going relationship with management is important is to them.

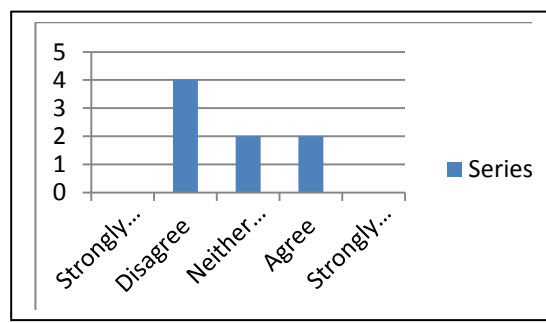
In non-unionised workplaces 75% of those surveyed agree that when trying to resolve a dispute in the workplace the on-going relationship with management is important is to them. Another 25% were unsure and none disagreed.

Question 7 when trying to resolve a dispute in the workplace, the economic reward is important to me (where applicable)

Unionised



Non-unionised

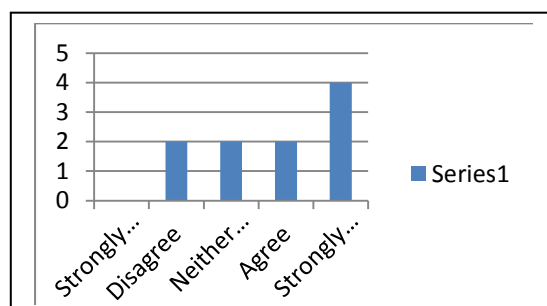


Out of the population surveyed in unionised workplaces, when trying to resolve a dispute in the workplace, the economic reward is important to (where applicable) 40% of the population with 20% strongly agreeing. While 40% of those surveyed are undecided.

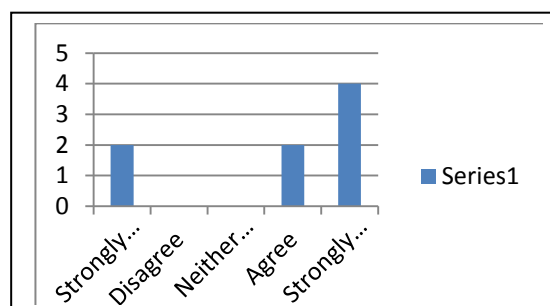
In the non-unionised workplaces surveyed 50% disagreed and half that, or 25% agreed that when trying to resolve a dispute in the workplace the economic reward is important to them (where applicable). The remaining 25% of those surveyed were undecided.

Question 8 when trying to resolve a dispute in the workplace I am empowered to raise any concerns I may have

Unionised



Non-unionised

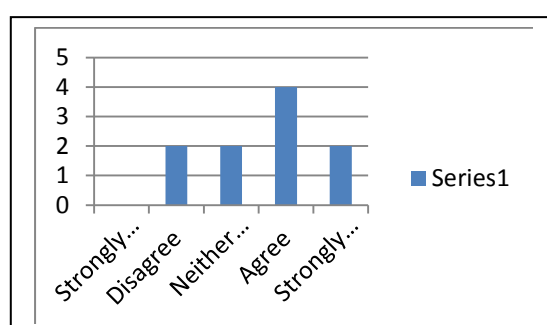


Out of those surveyed in unionised workplaces 60% agreed, 20% of which strongly agreed, that when trying to resolve a dispute in the workplace they are empowered to raise any concerns they may have.

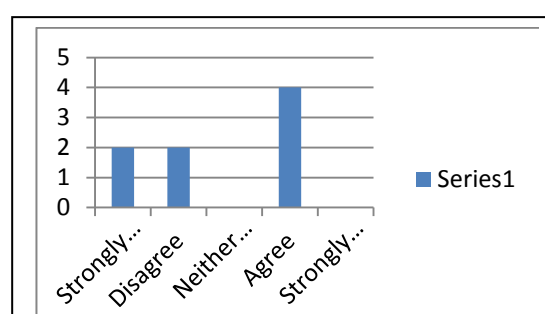
Of the non-unionised workforce surveyed, when trying to resolve a dispute in the workplace 75% are empowered to raise any concerns they may have, 25% of which strongly agreed. A further 25% strongly disagreed.

Question 9 when trying to resolve a dispute in the workplace I always feel I have been heard

Unionised



Non-unionised

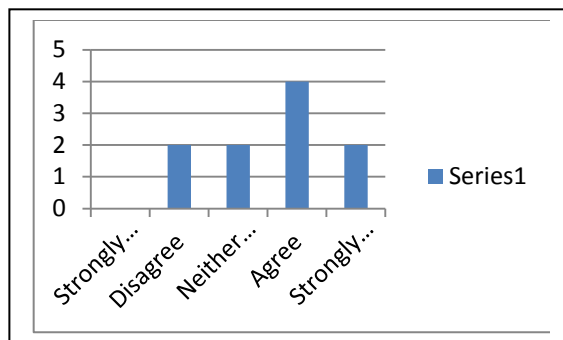


In unionised workplaces surveyed, 60% agree, 20% strongly agreeing, that when trying to resolve a dispute in the workplace they always feel they have been heard. While just 20% disagreed, and a further 20% were unsure.

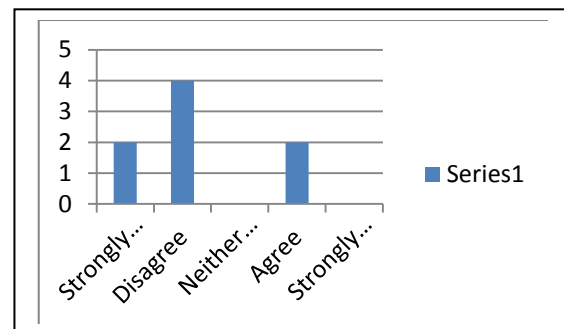
50% agree and 50% disagree that when trying to resolve a dispute in the workplace they always feel I have been heard.

Question 10 when trying to resolve a dispute in the workplace I always feel I have been understood

Unionised



Non-unionised

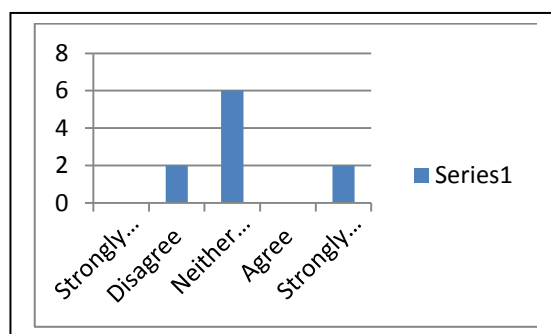


In the unionised workplaces surveyed, 60% agree and 20% disagree, that when trying to resolve a dispute in the workplace they always feel they have been understood.

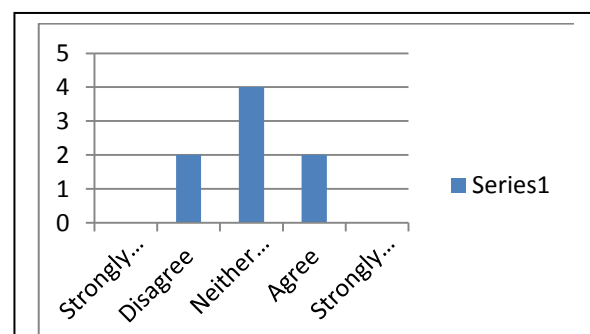
Of those surveyed in non-unionised workplaces 75% disagree that when trying to resolve a dispute in the workplace they always feel they have been understood.

Question 11 when trying to resolve a dispute in the workplace I have power to agree or disagree to any resolution proposed (A veto)

Unionised



Non-unionised

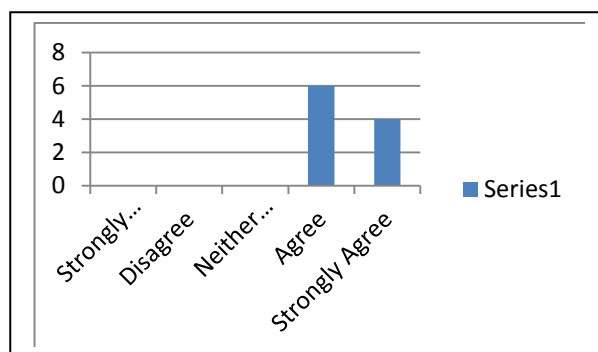


In the unionised workplaces surveyed, when trying to resolve a dispute in their workplaces 60% were unsure if they have the power to agree or disagree to any resolution proposed (A veto) while 20% both agreed and 20% disagreed to having this power.

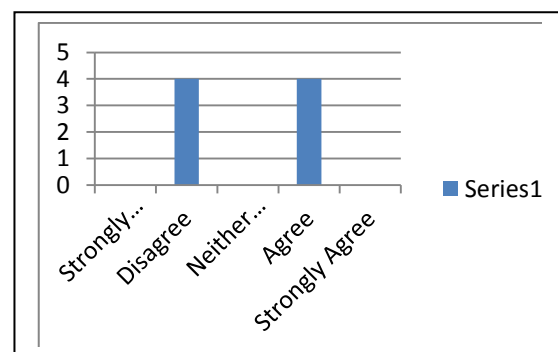
Of the population surveyed in non-unionised workplaces 75% agree, 25% strongly agreeing, that when trying to resolve a dispute in the workplace they have the power to agree or disagree to any resolution proposed (a veto).

Question 12 when trying to resolve a dispute in the workplace I have the power to appeal any decision made

Unionised



Non-unionised



In the unionised workplaces surveyed, 100% agreed that when trying to resolve a dispute in the workplace they have the power to appeal any decision made, of this 100%, 40% strongly agreed.

Of those surveyed in non-unionised workplaces the results were split evenly with 50% agreeing and 50% disagreeing that when trying to resolve a dispute in the workplace they have the power to appeal any decision made.

Chapter 6: Case Studies

Case Study 1: Dispute Resolution in a Unionised Workplace

Interview 1 - Sharon

Sharon, along with 11 others began working for an engineering organisation nine months ago. The organisation has a standard 6 month probation period. Upon completion of this six month period, the other 11 workers were given a permanent contract, Sharon, was not.

Instead Sharon was given a further 3 months probation on a temporary contract. During her first 6 months of employment Sharon has missed one week of work due to illness, which was certified, and also requested a transfer from her current department into the legal department.

Interviewer: Upon being told of the decision not to offer you a permanent contract, how did you feel? What was your reaction?

Sharon: First I was embarrassed and I felt victimised about not being made permanent. Like I was being left out. And well, my relationship with my direct manager was strained because she had the power to make me permanent.

Interviewer: So what did you do?

Sharon: I requested a meeting with my direct manager to discuss this.

Interviewer: So is your manager is approachable when you have an issue?

Sharon: Yeah, yeah she is.

Interviewer: What happened on that first meeting with your manager Sharon?

Sharon: I laid out my case to her (the manager) stating how disappointed I was in not being made permanent especially seeing as I had the same productivity record and quality record as

the other eleven workers, who started work with me. I said that I felt I was being singled out unfairly.

***My manager said:** that “she was happy enough with my overall performance but she felt I was not giving 100%”.*

I replied that I did not understand her decision, and I was giving 100%. I then asked was the decision made because of a week I had taken off due to illness (which was certified anyway)?

***My manager said:** no that not a factor and even though she is happy enough with my overall performance she felt I was not giving 100% and knows I can do better, and I lack commitment to the organisation.*

I asked was it because I had requested a transfer to the legal department because even though I wanted a transfer I was very committed to the organisation but to be honest this makes it hard for me to come into work every day because you don't have Faith in me. To be honest I think I'll be looking around for another job now. I'm not saying that as at threat it's just how I feel I don't want to stay somewhere I'm not valued either.

***My manager said:** You are valued Sharon and it's just three months, just see how it goes-for both of us.*

Interviewer: What happened next Sharon?

Sharon: Well, I think the week I was off sick leave may be contributing factor, and I was still unhappy so I decided to unofficially have a chat about my situation to a more senior manager. Our desks are close so I just went over to her (the senior manager) and told her I am a bit unhappy with my direct managers decision to extend my probation for a further 3 months, and I feel I have been “hard done by”, due the fact that I have a good production and quality record. In fact, my record is equal to the other 11 workers that were made permanent-and

better than some! I said I felt I was being singled out for some other reason. I continued on, saying that if possible, I wanted to move departments into her (the senior managers) department.

Senior manager says: I will consider you for the move if a place becomes vacant, but it could take a while it might even be a few months.

Interviewer: So you approached another manager without fear of retaliation?

Sharon: Yes.

Interviewer: Why go to another manager?

Sharon: Because my manager didn't understand my need to get a permanent contract and I thought the other manager would hear and understand where I was coming from

Interviewer: And did she?

Sharon: No not really

Interviewer: Was that the end of the matter then?

Sharon: No, having not made progress appealing directly to either manager, and being unable to overturn or even appeal my manager's decision, I decided to take my case to the union. I met with my union official and outlined my work rate and quality record and reiterated how my production is as good as, and sometimes better, than some of the other workers who have been given a permanent contract. I told him I suspected the decision was made because of a week I had taken off due to illness (which was certified anyway). Or, because I had put in for a transfer to the legal department. I told him I was embarrassed at being given another temporary contract and I felt victimised by my manager, like I was being

left out. And well, my relationship with my direct manager was strained because she had the power to make me permanent and chose not to.

Interviewer: Was the risk to your ongoing relationship with your manager important to you?

Sharon: Yes, very important

Interviewer: What happened next, when you spoke to the union?

Sharon: The union official said that management can legally extend a workers probation by three months as its part of our company employment policy. The union agreed with me to officially appeal my manager's decision regarding my contract.

Following this meeting

***The union official says:** Management did not say anything about your attendance or the week you were out due to illness, nor did she (the manager) say anything about the transfer application. She did however reiterate that you seemed to lack commitment and haven't being giving 100% yet. And three months probation is not that long. Unofficially though, we, in the union agree with you that all this may be a factor, but they cannot know for sure. They advised me not to take any more sick leave over the next 3 months.*

I (Sharon) then told the union I really wanted the transfer into the legal department.

***The union said:** They will try and facilitate this move with the managers of both my current manager and the manager of the legal department.*

***The union go on to say:** They have had an unofficial "chat" with my direct manager to appeal her decision, and to find out if there is an "off the record" reason for the extension of my temporary contract.*

Sharon: My manager reiterated to the union that she feels strongly re: the 3 month probationary period and intends to “keep an eye” on me for the next 3 months as she feels I has not shown enough commitment to the organisation and my department and that I am not giving 100%.

My manager, when asked by the union (off the record): if it has anything to do with my sick leave and a transfer request? My manager says: It didn't help.

The union again asked me not to take any more sick leave over the next 3 months.

Interviewer: What happened about your transfer request?

Sharon: Following another unofficial “chat” between the union and the manager of the legal department. Unfortunately, there can be no transfer at the moment as there are no vacancies in the legal dept, and a transfer can take a few months.

Interviewer: So what happened then?

Sharon: Two months later I was made permanent. The union sped up the process by one month. (At the time of this interview Sharon is still waiting on a transfer to the legal dept).

End of interview 1.

Interview 2 Union Official

Interviewer: When did Sharon first discuss her grievance with you?

Union official: Sharon approached me after trying to resolve the issue herself with two managers first. She explained the situation to me like this: Sharon, along with 11 others began working for our organisation six months ago. The organisation has a standard 6 month probation period. Upon completion of this six month period, the other 11 workers were given a permanent contract, Sharon, was not. Instead Sharon was given a further 3 months

probation on a temporary contract. During her first 6 months of employment Sharon says she has missed one week of work due to illness, which was certified, and also requested a transfer from her current department into the legal department. This made her feel somewhat embarrassed and victimised and she thought she was being left out. She also thought her relationship with her direct manager was strained as a result because she held her responsible, believing she had the power to make Sharon permanent.

Interviewer: So what course of action did you take?

Union official: I met with Sharon's manager for an official meeting where she (the manager) went through the organisations employment policy, stating how the probation period can be extended by three months when a manager see the need for it. I asked what basis she had for the extension taking into account Sharon's production and quality records.

The manager replied: while that is all well and good, Sharon still lacks commitment to the organisation and I don't think she is giving 100% yet. Sharon is capable of more.

I wasn't getting anywhere with the manager at this meeting so I ended it. A few days later, after a "cooling off" period I decided to approach the subject again. This time unofficially...

During this "unofficial chat" I asked Sharon's manager (completely "off the record") was the reason for the extension of Sharon's temporary contract because of her sick leave?

The manager replied: "it didn't help". The manager said Sharon wants to move dept too.

I said Sharon wants to move depts. But regardless of what department she is in she is committed to the organisation. We should have people where they can excel whenever possible.

The manager replies: I agree but it's just 3 months probation so "we'll see"

I ask her (the manager) can you shorten it? Look at this situation again in say 8 weeks?

The manager replies: I'll see, come back to me then. If her Productivity, quality and attendance is excellent for the next 8 weeks then yes I'll give her the permanent contract.

I ask about the possibility of a transfer for Sharon into the legal department

The manager replies: I Cannot transfer Sharon as there are no vacancies in legal department right now.

Interviewer: Was this the end of the matter for the union?

Union official: Yes eight weeks later Sharon was made permanent however she is still waiting on a transfer to the legal department as there still are no vacancies

End of interview 2.

Summary of Case Study 1: Dispute Resolution in a Unionised Workplace

Sharon was embarrassed at being publically "singled out". The union listened and understood both sides. The union and management engaged in an unofficial meeting which in turn resolved the dispute. The union in this particular organisation have been in place for 15 years and as a result have formed a good working relationship with management and built up a high level of trust. Judging by the "off the record" discussions between union and management this trust is mutual. This mutual trust is of vital importance to workplace disputes, especially when it comes to a dispute of this level which can easily be diffused when management and unions work together. "Negotiation typically takes the form of a discussion to see if a simple

“handshake” agreement can be reached. This informal process involves less time, effort and expense than the formal procedure and allows the parties greater flexibility in framing the settlement” (Meyer (2002)).

Efficiency: This is where the union’s relationship with the managers comes to the fore and a speedy low cost resolution happens.

Equity: If all other means of resolution are closed to the workers and union leadership, this is the procedure that must be used [the grievance procedure]. The grievance minimised the impact of direct economic pressure on the resolution (Meyer (2002)). Being temporary gives workers the same rights as permanent workers. The only difference is at 6 months employment the organisation only need to give temp employees 1 week notice of end of their contract where as a permanent employee is entitled to 2 weeks notice. When it comes to the permanent contract company policy states it can be extended by 3 months so the unions hands are somewhat tied. The management were possibly undertaking a more conservative recruitment approach due to the economic climate.

Voice: While it’s true that unions can only do so much dispute resolution in the workplace is a two way street, and due to the current economic climate managers may have a larger share of the power in this type of dispute resolution. For this particular organisation, and in this economic climate, this union’s power seems to have diminished somewhat. This may be due to the combination of; a lack of vacancies and; a more conservative nature of the employer when it comes to employing workers on a permanent contract. Much of these unofficial meetings and chats are what moves things like Sharon’s situation along. The union officials seem to advocate, negotiate and mediate as a way of communication with managers. All the while keeping an “eye” on Sharon’s situation and keeping it to the fore. They made things easier for Sharon; she had someone “on her side”: The issue was out of Sharon’s hands and

someone else could sort it out for her. This eased relations between Sharon and her manager as she didn't have to keep arguing her case. She had someone on her side willing to give her advice regarding company employment policy. The union also diffused the situation. They were able to explain that this happened to other workers before her and as a result Sharon didn't feel so victimised or embarrassed about not being made permanent. Sharon in turn didn't feel so left out anymore. And tensions were eased somewhat. The power of the unions was limited though and Sharon tried to sort out the situation herself first. She didn't want to involve the union for fear of maybe making it a "big deal". She seemed to lack faith in the union and used them only as a last resort. She may have also thought management might respect her more for trying to sort things out herself and not involving the union. The union was a last resort and may have been a little bit of a threat for Sharon to use against her manager.

Case Study 2: Dispute Resolution in a Non-Unionised Workplace

Overview

I work for a disability organisation in a small office of just six workers. Katy is my colleague. Katy has a disability, and is in a wheelchair, she needs a personal assistant (PA) to help her with some of her tasks and some personal care (such as the bathroom). Betty is Katy's PA, and so is employed by Katy, through our organisation, and the paid for by ten HSE. In our organisation we did not receive job contracts or job descriptions. As such, Katy does not have an employment contract or a job description and neither does Betty. There are no employment policies in place within our office either. The board of the organisation also take on the role of managers.

My Observations

Katy was asked to go to the USA for a conference. She took Betty, her PA, along. When Betty was hired Katy explained her job as being admin work and **not** personal care, other than some basic personal care during the working day. When in the USA Betty was expected to take on a lot more of a carer's role. Betty assumed she would need to do some extra personal care for Katy while in the US, but not to the extent which was subsequently expected of her.

Betty did not perform these new duties adequately and as a result became Katy became very ill in the US and was hospitalised there for six weeks. On the day Katy was rushed to hospital in the US she told Betty she blamed her and never wanted to see her again. Betty returned to Ireland immediately having not seen Katy in hospital, and as a result of the stress of the situation, upon her return Betty also became ill and was hospitalised in Ireland.

Upon her discharge from hospital Betty was called into the office by two members of the Board to discuss the events in the US leading up to Katy's hospitalisation. The members of the board questioned Betty alone. She had no representation or advice and wasn't given the option of bringing an advocate. This meant the meeting was balanced against Betty, 2:1. Betty said she was treated with respect at the meeting but was still subsequently dismissed.

As Katy was responsible for selecting her PA (hired through the organisation but paid for by the HSE), she was also partially responsible for her dismissal. Betty was not offered any other position within the organisation and no compensation was offered.

None of Betty's medical bills were paid by Katy, the organisation or the HSE; she received no sick pay other than her welfare payment. Katy's medical bills were paid for through her travel insurance and she received her full salary while on sick leave.

Interview 1 – Katy

Interviewer: Hi Katy can you describe to me what happened between yourself and Betty?

Katy: I have a disability and as you can see I'm in a wheelchair, so obviously I need help with personal care as well as PA help with my admin duties in work. When I and Betty travelled to the USA I needed Betty to take on this role of personal carer's. To me the fact that Betty would need to take on more of a carer's role in the US was an obvious-if unspoken-arrangement.

Interviewer: So there was no clear job description discussed?

Katy: No but it wasn't that much different than how we worked together in the office, it was just an extension of that personal care on a 24 hour basis.

Interviewer: Is employment policy important to you?

Katy: Employment policy was not important to me because we don't have one.

Interviewer: So what happened when you went to the US?

Katy: Well I began to feel very unwell on the plane and I don't think Betty took me seriously. When we got to the US we worked well together for a few days, but I got sicker, and I told Betty. She did not think it was serious, and until I was hospitalised didn't believe I was really sick. When I was admitted to hospital I told Betty I didn't want to see her and Betty returned to Ireland. My parents had to fly out to the US to be with me (funded by themselves) for the 6 weeks I was in hospital.

Interviewer: So you sent Betty home, was that because you blamed her?

Katy: Yes I blame Betty for not listening to me when I repeatedly told her I was unwell. I never want to see her again.

Interviewer: Upon your return to Ireland, what happened?

Katy: Upon my return to work I was asked by the board about my health, when I would be up to returning to work and the status of my new PA (Betty's replacement). Betty had already been let go at that stage because I had spoken on the phone to one of the board members and I told him I did not want to ever work with Betty or even see her again.

End of interview.

Summary of Case Study 2: Dispute Resolution in a non-unionised Workplace

Efficiency: When trying to resolve a dispute in the workplace Betty's immediate manager-in this case the board- were not approachable. She was unsatisfied but had no-one to appeal her case to.

Equity: When trying to resolve a dispute in the workplace there was no employment policy in place in the organisation and no job description for the trip to the USA.

Voice: When trying to resolve a dispute in the workplace Betty was not empowered to raise any concerns she had. She attended her meeting with the board alone and unsupported. Given that she was dismissed straight away I don't think she was heard or understood. Betty was powerless to veto the resolution imposed upon her and powerless to appeal it. This business trip to the US was a new arrangement for both parties and both were unsure of the new dynamic required. There was a lack of training in care work for Betty and a lack of communication from both Katy and Betty. Some attempt at mutual voice may have been beneficial as both parties were sick from stress and communication may have eased for both, as they worked well together up until this. Mediation may have helped facilitate this.

Chapter 7: Dissertation Conclusion

Efficiency

When trying to resolve a dispute in the workplace:

My immediate manager is approachable. Of the total population surveyed 89% agree that when trying to resolve a dispute in the workplace their immediate manager is approachable. This drops to 60% of the population surveyed in unionised workplaces, said when trying to resolve a dispute in the workplace their immediate manager was approachable and just 20% disagreed with this statement. But increases to 75% of those surveyed in non union workplaces agreed and 50% strongly agree that when trying to resolve a dispute in the workplace their immediate manager is approachable.

If I am unsatisfied I can approach another manager without fear of retaliation. Of those surveyed 66% agree that when trying to resolve a dispute in the workplace if they are unsatisfied they can approach another manager without fear of retaliation. Of this in a unionised workplace 80% of the population surveyed agreed with 40% of those strongly agreeing that when trying to resolve a dispute in the workplace, if unsatisfied they can approach another manager without fear of retaliation. In comparison just 20% disagreed with this. In non-unionised workplaces 50% disagree and 50% agree including 25% strongly agreeing that when trying to resolve a dispute in the workplace if unsatisfied they can approach another manager without fear of retaliation.

When I have an issue it's dealt with straight away. Out of the population surveyed, 44% agree and 22% strongly agree, however 33% or one third of the population surveyed disagree. In total 80% of the population surveyed in unionised workplaces, agree, with 20% strongly agreeing, that when trying to resolve a dispute in the workplace, their issue is dealt with straight away. Of

the population surveyed in non-unionised workplaces 50% disagreed that when trying to resolve a dispute in the workplace if they have an issue it's dealt with straight away. 25% were unsure and 25% agreed.

Equity

When trying to resolve a dispute in the workplace:

Employment policy is important to me. When trying to resolve a dispute in the workplace: 22% of those surveyed disagreed that employment policy was important to them. However, 22% of the population surveyed, strongly agreed, that employment policy is important to them, and another 44% agreed it was important to them. 80% of those surveyed in unionised workplaces agreed, with 20% strongly agreeing, that when trying to resolve a dispute in the workplace, employment policy is important to them. A further 20% of those surveyed were unsure with none disagreeing with this statement. In non-unionised workplaces surveyed 50% disagree and 25% agree that when trying to resolve a dispute in the workplace employment policy is important to them.

The ongoing relationship with the co-disputant is important to me. 88% of the population surveyed agree that when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them. In the unionised workplaces surveyed 80% agree, with 20% of those surveyed strongly agreeing, that when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them. Just 20% of those surveyed disagreed with this. 100% of workers surveyed in non union workplaces agreed when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them.

The on-going relationship with management is important is to me. When trying to resolve a dispute in the workplace, out of the population surveyed, 44% agree and 33% strongly agree that the on-going relationship with management is important is to them. In the unionised workplaces surveyed, 80% agree with 40% strongly agreeing that when trying to resolve a dispute in the workplace, the on-going relationship with management is important is to them. In non-unionised workplaces 75% of those surveyed agree that when trying to resolve a dispute in the workplace the on-going relationship with management is important is to them. Another 25% were unsure and none disagreed.

The economic reward is important to me (**where applicable**). 44% disagreed, and 33% were undecided, on the question regarding the importance of an economic reward when involved in the resolution of a dispute in the workplace. Out of the population surveyed in unionised workplaces, when trying to resolve a dispute in the workplace, the economic reward is important to (where applicable) 40% of the population with 20% strongly agreeing. While 40% of those surveyed are undecided. In the non-unionised workplaces surveyed 50% disagreed and half that, or 25% agreed that when trying to resolve a dispute in the workplace the economic reward is important to them (where applicable). The remaining 25% of those surveyed were undecided.

Voice

When trying to resolve a dispute in the workplace

I am empowered to raise any concerns I may have. A total of 66% either agree or strongly agree with the statement: When trying to resolve a dispute in the workplace I am empowered to raise any concerns I may have. And just 22% disagree or strongly disagree. Out of those surveyed in unionised workplaces 60% agreed, 205 of which strongly agreed, that when trying to resolve a dispute in the workplace they are empowered to raise any concerns they may have.

Of the non-unionised workforce surveyed, when trying to resolve a dispute in the workplace 75% are empowered to raise any concerns they may have, 25% of which strongly agreed. A further% strongly disagreed.

I always feel I have been heard. 44% agree while 22% disagree that when trying to resolve a dispute in the workplace they always feel they have been heard. In unionised workplaces surveyed, 60% agree, 20% strongly agreeing, that when trying to resolve a dispute in the workplace they always feel they have been heard. While just 20% disagreed, a further 20% were unsure. 50% agree and 50% disagree that when trying to resolve a dispute in the workplace they always feel I have been heard.

I always feel I have been understood. One third or 33% agree and equally 33% disagree that when trying to resolve a dispute in the workplace, they always feel they have been understood. In the unionised workplaces surveyed, 60% agree and 20% disagree, that when trying to resolve a dispute in the workplace they always feel they have been understood. Of those surveyed in non-unionised workplaces 75% disagree that when trying to resolve a dispute in the workplace they always feel they have been understood.

I have power to agree or disagree to any resolution proposed (a veto). 44% are undecided on whether or not they have a veto when it comes to any proposed resolution to workplace disputes. In the unionised workplaces surveyed, when trying to resolve a dispute in their workplaces 60% were unsure if they have the power to agree or disagree to any resolution proposed (A veto) while 20% both agreed and 20% disagreed to having this power. Of the population surveyed in non-unionised workplaces 75% agree, 25% strongly agreeing, that when trying to resolve a dispute in the workplace they have the power to agree or disagree to any resolution proposed (a veto).

I have the power to appeal any decision made. 77% of the population surveyed agreed that they have the power to appeal any decision made when resolving a dispute in the workplace, with 33% strongly agreeing, and 44% agreeing. In the unionised workplaces surveyed, 100% agreed that when trying to resolve a dispute in the workplace they have the power to appeal any decision made, of this 100%, 40% strongly agreed. Of those surveyed in non-unionised workplaces the results were split evenly with 50% agreeing and 50% disagreeing that when trying to resolve a dispute in the workplace they have the power to appeal any decision made.

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Dissertation Appendix A

Dear Participant,

In order to review the dispute resolution methods and processes being used in the workplace I kindly ask you to fill in this short evaluation questionnaire (please tick ✓)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Efficiency. When trying to resolve a dispute in the workplace:					
1. My immediate manager is approachable					
2. If I am unsatisfied I can approach another manager without fear of retaliation					
3. When I have an issue it's dealt with straight away					
Equity. When trying to resolve a dispute in the workplace:					
4. Employment policy is important to me					
5. The ongoing relationship with the co-disputant is important to me					
6. The on-going relationship with management is important to me					
7. The economic reward is important to me (where applicable)					

Voice. When trying to resolve a dispute in the workplace:					
8. I am empowered to raise any concerns I may have					
9. I always feel I have been heard					
10. I always feel I have been understood					
11. I have power to agree or disagree to any resolution proposed					
12. I have the power to appeal any decision made (a veto)					

I would very much appreciate if you could provide some personal details:

What is the name of your organisation

Length of service with Organisation

Unionised/Non-unionised

Current position (please tick ✓)

Junior worker

☐

Senior worker

☐

Middle management

☐

Senior management

☐

Thank you very much for your patience and support!

Dissertation Appendix B

Analysis of Results in Unionised Organisations only

N = Person

Total Population of N = 10

Answers

Code

Strongly Disagree

1

Disagree

2

Neither Agree nor Disagree

3

Agree

4

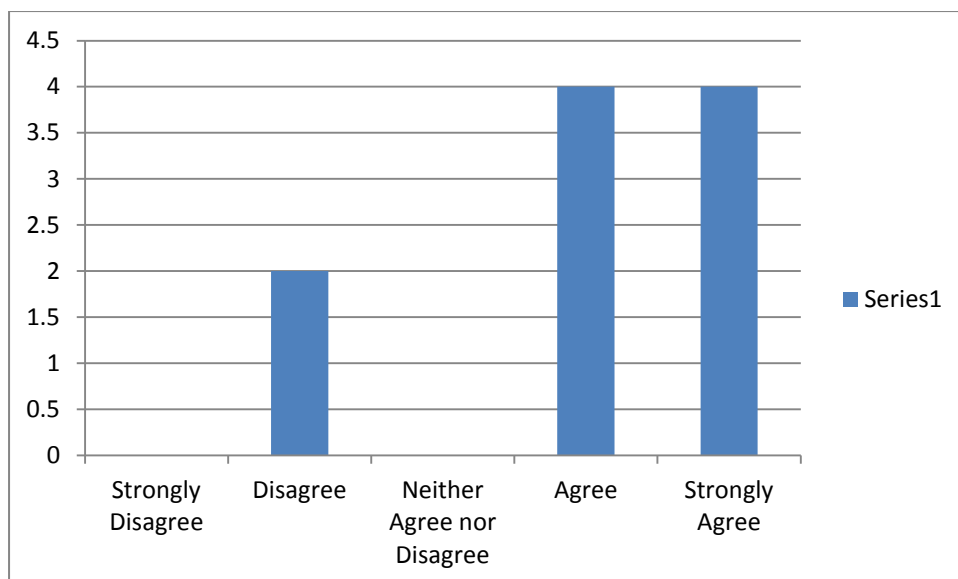
Strongly Agree

5

Question 1. When trying to resolve a dispute in the workplace my immediate manager is approachable

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	20%	20%	20%
	Neither Agree nor				
3	Disagree	2	20%	20%	40%
4	Agree	0	0%	0%	40%
5	Strongly Agree	6	60%	60%	100%
	Total	10	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 4
 Code 3 * Frequency = 0
 Code 4 * Frequency = 16
 Code 5 * Frequency = 20
 Total = 40

Mean/N: 40 / 10 = 4

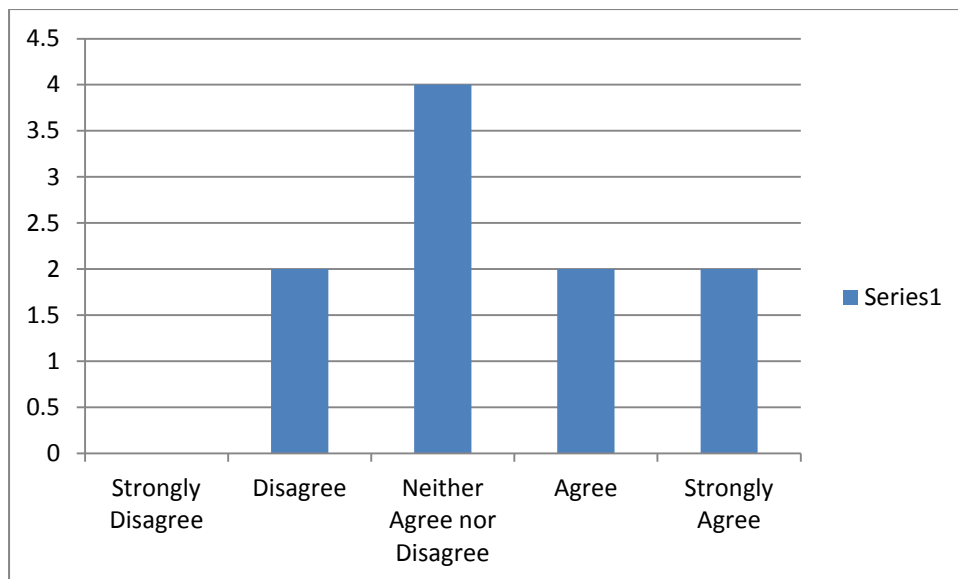
Mean:	4
Standard Deviation:	1.032796
N:	10

80% of the population surveyed agreed with 40% of those strongly agreeing that when trying to resolve a dispute in the workplace, if unsatisfied they can approach another manager without fear of retaliation. In comparison just 20% disagreed with this.

Question 3. When trying to resolve a dispute in the workplace; when I have an issue it's dealt with straight away

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	0	0%	0%	0%
	Neither Agree nor				
3	Disagree	2	20%	20%	20%
4	Agree	6	60%	60%	80%
5	Strongly Agree	2	20%	20%	100%
	Total	10	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency =	0
Code 2 * Frequency =	4
Code 3 * Frequency =	12
Code 4 * Frequency =	8
Code 5 * Frequency =	10
Total	= 34

Mean/N: 34 / 10 = 3.4

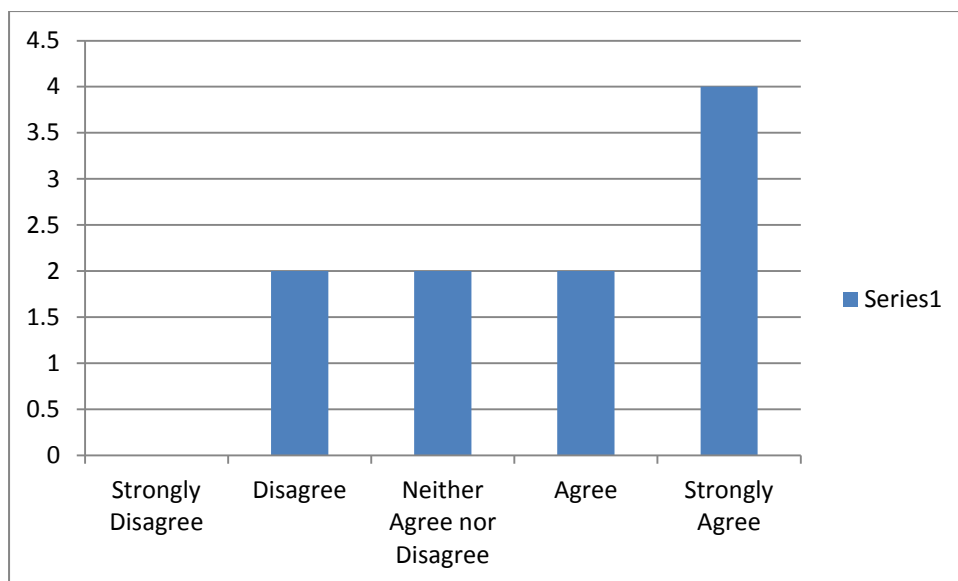
Mean:	3.4
Standard Deviation:	1.229273
N:	10

Out of the population surveyed in unionised workplaces, when trying to resolve a dispute in the workplace, the economic reward is important to (where applicable) 40% of the population with 20% strongly agreeing. While 40% of those surveyed are undecided.

Question 8. When trying to resolve a dispute in the workplace I am empowered to raise any concerns I may have

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	20%	20%	20%
3	Neither Agree nor Disagree	2	20%	20%	40%
4	Agree	2	20%	20%	60%
5	Strongly Agree	4	40%	40%	100%
	Total	10	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 4
 Code 3 * Frequency = 6
 Code 4 * Frequency = 8
 Code 5 * Frequency = 20
 Total = 38

Mean/N: 38 / 10 = 3.8

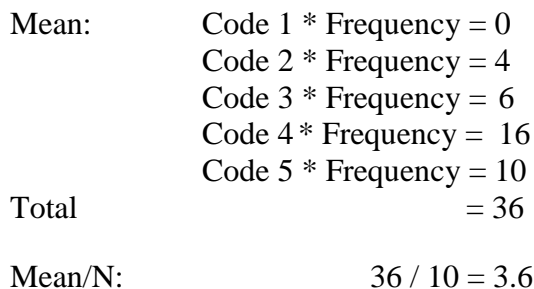
Mean:	3.8
Standard Deviation:	1.074968
N:	10

Out of those surveyed in unionised workplaces 60% agreed, 20% of which strongly agreed, that when trying to resolve a dispute in the workplace they are empowered to raise any concerns they may have.

Question 9. When trying to resolve a dispute in the workplace I always feel I have been heard

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	20%	20%	20%
	Neither Agree nor				
3	Disagree	2	20%	20%	40%
4	Agree	4	40%	40%	80%
5	Strongly Agree	2	20%	20%	100%
	Total	10	100%	100%	100%

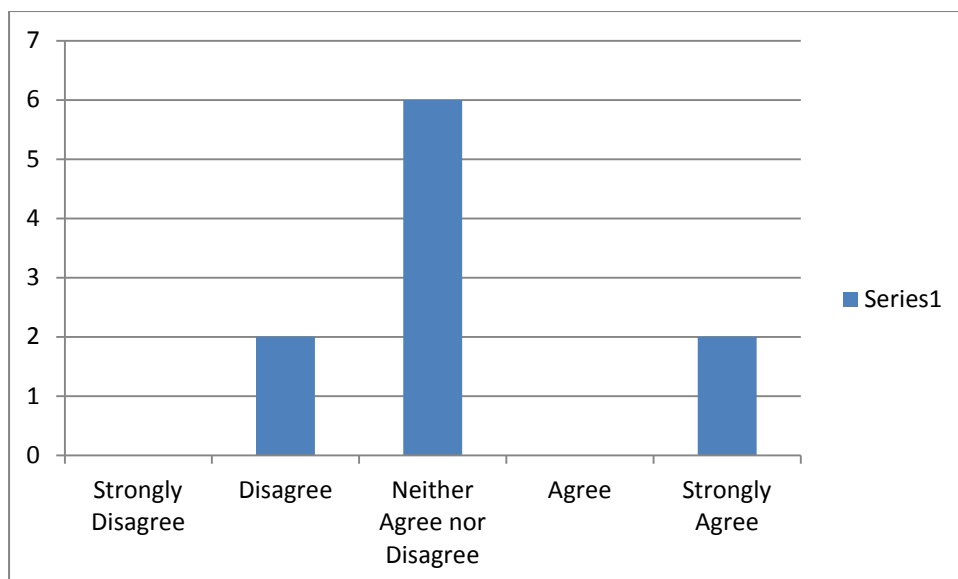
Frequency bar Chart



In unionised workplaces surveyed, 60% agree, 20% strongly agreeing, that when trying to resolve a dispute in the workplace they always feel they have been heard. While just 20% disagreed, and a further 20% were unsure.

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	2	20%	20%	20%
	Neither Agree nor				
3	Disagree	2	20%	20%	40%
4	Agree	4	40%	40%	80%
5	Strongly Agree	2	20%	20%	100%
	Total	10	100%	100%	100%

84



Mean:

- Code 1 * Frequency = 0
- Code 2 * Frequency = 4
- Code 3 * Frequency = 18
- Code 4 * Frequency = 0
- Code 5 * Frequency = 10

Total = 32

Mean/N: $32 / 10 = 3.2$

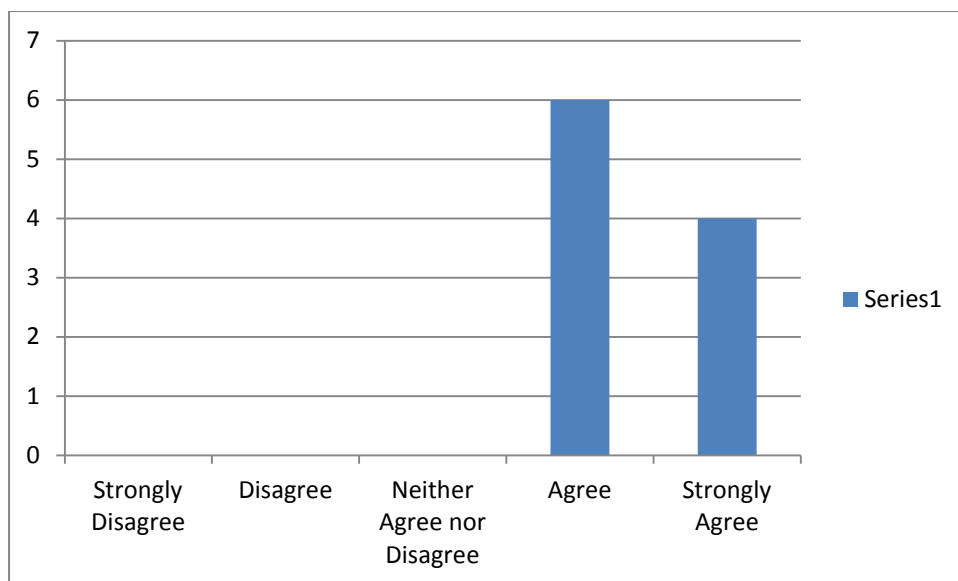
Mean:	3.2
Standard Deviation:	1.398412
N:	10

In the unionised workplaces surveyed, when trying to resolve a dispute in their workplaces 60% were unsure if they have the power to agree or disagree to any resolution proposed (A veto) while 20% both agreed and 20% disagreed to having this power.

Question 12. When trying to resolve a dispute in the workplace I have the power to appeal any decision made

Code	Answers	frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	0	0%	0%	0%
	Neither Agree nor				
3	Disagree	0	0%	0%	0%
4	Agree	6	60%	60%	60%
5	Strongly Agree	4	40%	40%	100%
	Total	10	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 0
 Code 3 * Frequency = 0
 Code 4 * Frequency = 24
 Code 5 * Frequency = 20
 Total = 44

Mean/N: 44 / 10 = 4.4

Mean:	4.4
Standard Deviation:	0.516398
N:	10

In the unionised workplaces surveyed, 100% agreed that when trying to resolve a dispute in the workplace they have the power to appeal any decision made, of this 100%, 40% strongly agreed.

Dissertation Appendix C

Analysis of Results from Non-Unionised Organisations only

N = Person

Total Population of N = 8

Answers

Code

Strongly Disagree

1

Disagree

2

Neither Agree nor Disagree

3

Agree

4

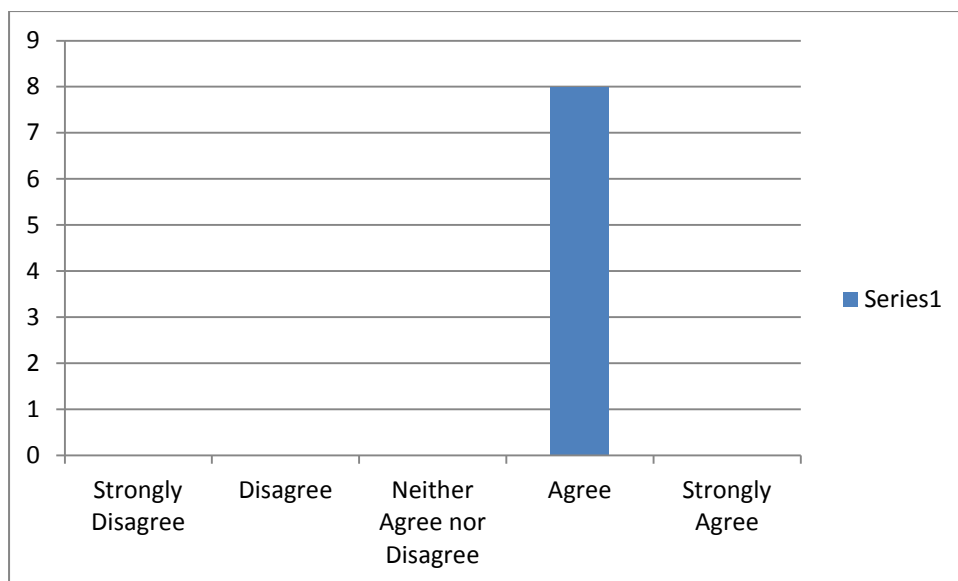
Strongly Agree

5

Question 1. When trying to resolve a dispute in the workplace my immediate manager is approachable.

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	25%	25%	25%
2	Disagree	0	0%	0%	25%
3	Neither Agree nor Disagree	0	0%	0%	25%
4	Agree	2	25%	25%	50%
5	Strongly Agree	4	50%	50%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 0
 Code 3 * Frequency = 0
 Code 4 * Frequency = 32
 Code 5 * Frequency = 0
 Total = 32

Mean/N: 32 / 10 = 3.2

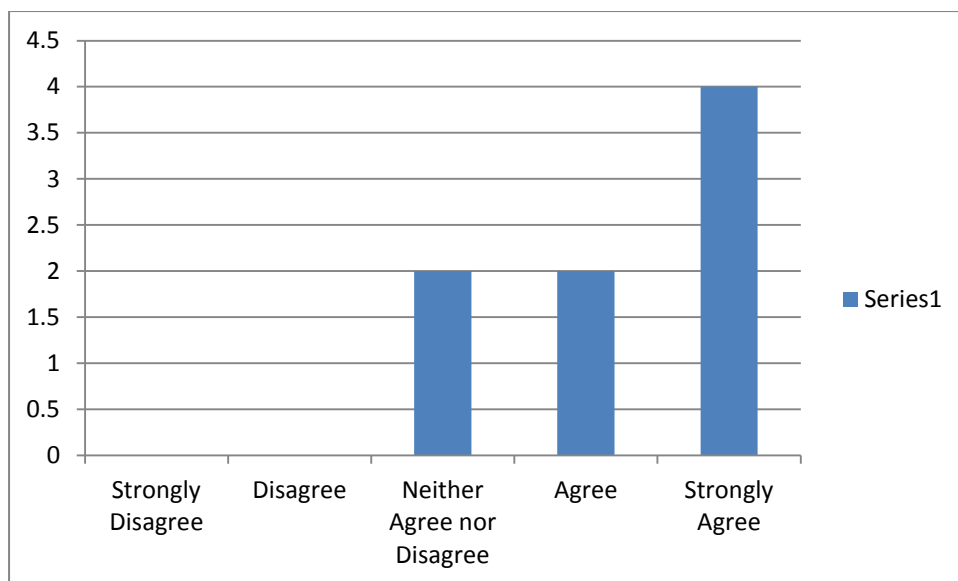
Mean:	3.2
Standard Deviation:	0
N:	8

100% of workers surveyed in non union workplaces agreed when trying to resolve a dispute in the workplace the ongoing relationship with the co-disputant is important to them.

Question 6. When trying to resolve a dispute in the workplace the on-going relationship with management is important is to me

Code	Answers	frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	0	0%	0%	0%
	Neither Agree nor				
3	Disagree	2	25%	25%	25%
4	Agree	2	25%	25%	50%
5	Strongly Agree	4	50%	50%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 0
 Code 3 * Frequency = 6
 Code 4 * Frequency = 8
 Code 5 * Frequency = 20
 Total = 34

Mean/N: 34 / 8 = 4.25

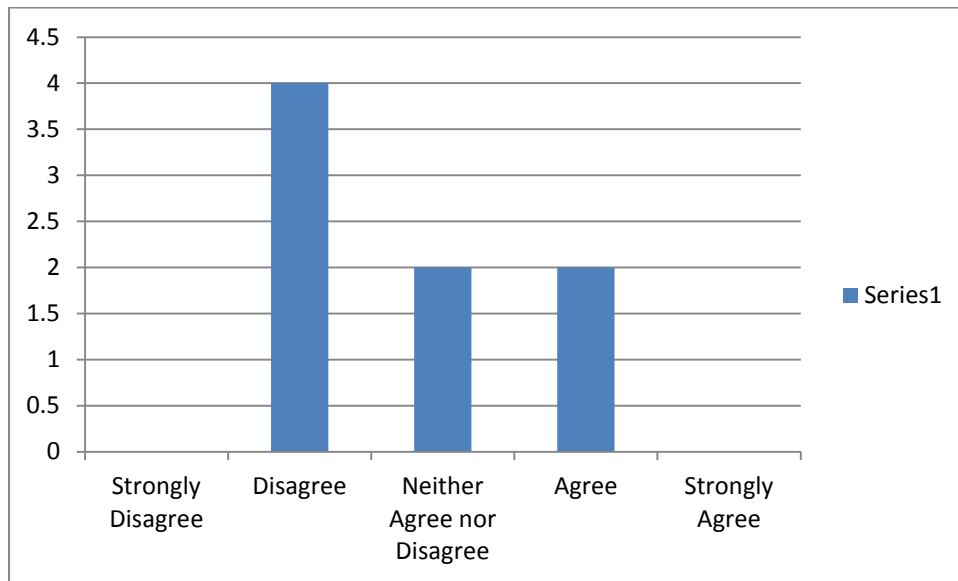
Mean:	4.25
Standard Deviation:	0.886405
N:	8

In non-unionised workplaces 75% of those surveyed agree that when trying to resolve a dispute in the workplace the on-going relationship with management is important to them. Another 25% were unsure and none disagreed.

Question 7. When trying to resolve a dispute in the workplace the economic reward is important to me (where applicable)

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	0	0%	0%	0%
2	Disagree	4	50%	50%	50%
	Neither Agree nor				
3	Disagree	2	25%	25%	75%
4	Agree	2	25%	25%	100%
5	Strongly Agree	0	0%	0%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean:

Code 1 * Frequency =	0
Code 2 * Frequency =	8
Code 3 * Frequency =	6
Code 4 * Frequency =	8
Code 5 * Frequency =	0
Total	= 22

Mean/N: $22 / 8 = 2.75$

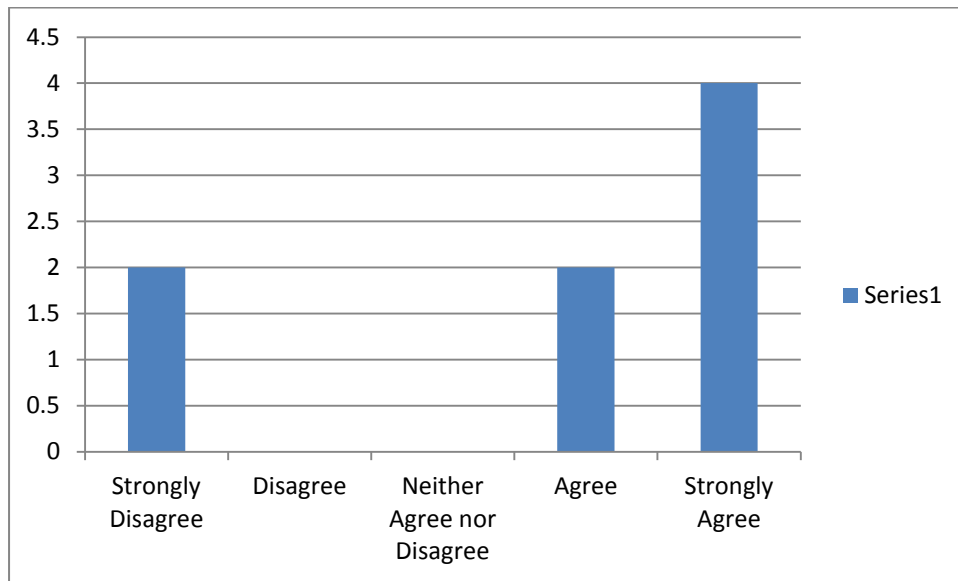
Mean:	2.75
Standard Deviation:	0.886405
N:	8

In the non-unionised workplaces surveyed 50% disagreed and half that, or 25% agreed that when trying to resolve a dispute in the workplace the economic reward is important to them (where applicable). The remaining 25% of those surveyed were undecided.

Question 8. When trying to resolve a dispute in the workplace I am empowered to raise any concerns I may have

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	25%	25%	25%
2	Disagree	0	0%	0%	25%
3	Neither Agree nor Disagree	0	0%	0%	25%
4	Agree	2	25%	25%	50%
5	Strongly Agree	4	50%	50%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 2
 Code 2 * Frequency = 0
 Code 3 * Frequency = 0
 Code 4 * Frequency = 8
 Code 5 * Frequency = 20

Total = 30

Mean/N: $30 / 8 = 3.75$

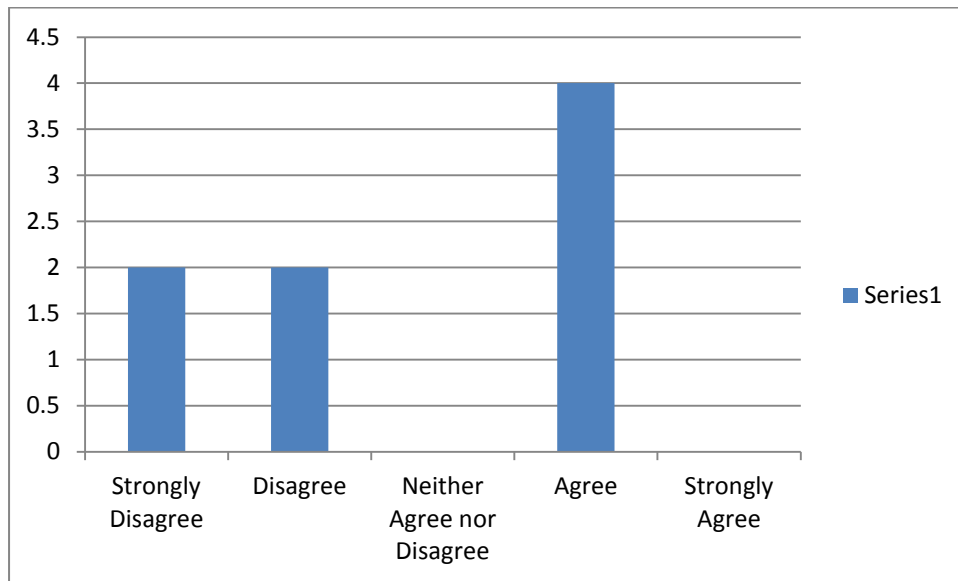
Mean:	3.75
Standard Deviation:	1.752549
N:	8

Of the non-unionised workforce surveyed, when trying to resolve a dispute in the workplace 75% are empowered to raise any concerns they may have, 25% of which strongly agreed. A further 25% strongly disagreed.

Question 9. When trying to resolve a dispute in the workplace I always feel I have been heard

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	25%	25%	25%
2	Disagree	2	25%	25%	50%
3	Neither Agree nor Disagree	0	0%	0%	50%
4	Agree	4	50%	50%	100%
5	Strongly Agree	0	0%	0%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 2
 Code 2 * Frequency = 4
 Code 3 * Frequency = 0
 Code 4 * Frequency = 16
 Code 5 * Frequency = 0
 Total = 22

Mean/N: 22 / 8 = 2.75

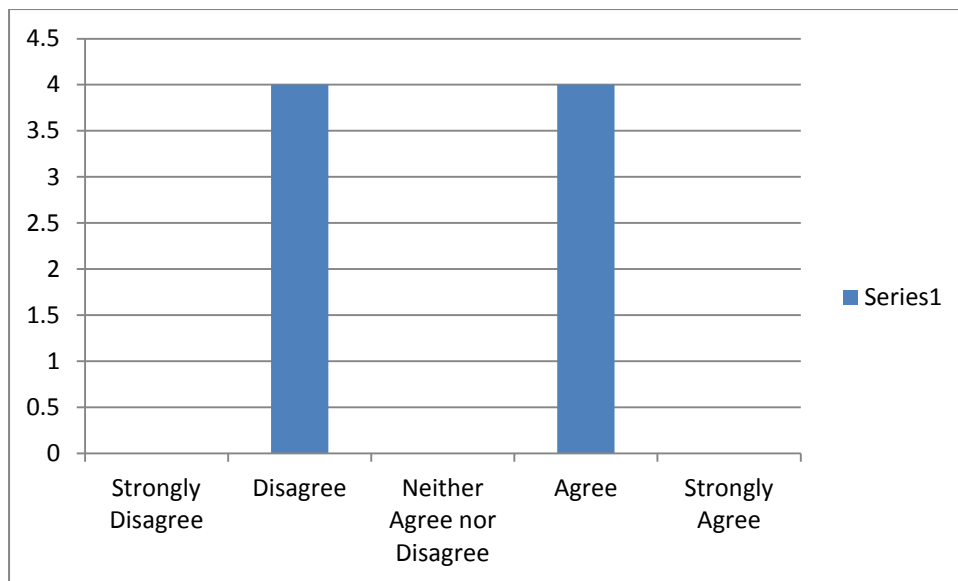
Mean:	2.75
Standard Deviation:	1.690309
N:	8

50% agree and 50% disagree that when trying to resolve a dispute in the workplace they always feel I have been heard.

Question 10. When trying to resolve a dispute in the workplace I always feel I have been understood

Code	Answers	Frequency	Percentage	Validity	Cumulative
1	Strongly Disagree	2	25%	25%	25%
2	Disagree	4	50%	50%	75%
	Neither Agree nor				
3	Disagree	0	0%	0%	75%
4	Agree	2	25%	25%	100%
5	Strongly Agree	0	0%	0%	100%
	Total	8	100%	100%	100%

Frequency bar Chart



Mean: Code 1 * Frequency = 0
 Code 2 * Frequency = 8
 Code 3 * Frequency = 0
 Code 4 * Frequency = 16
 Code 5 * Frequency = 0
 Total = 24

Mean/N: 24 / 8 = 3

Mean:	3
Standard Deviation:	1.069045
N:	8

Of those surveyed in non-unionised workplaces the results were split evenly with 50% agreeing and 50% disagreeing that when trying to resolve a dispute in the workplace they have the power to appeal any decision made.