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Mediation: The Influence of Style and Gender on Disputants' Perceptions of Justice

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This study examines the effect of mediator style and mediator gender on perceptions of justice held about the mediation process by disputants. Undergraduate students participated in a simulated mediation, assuming the roles of either employees or employers in a personal grievance involving dismissal. The employees alleged that the dismissal was unjustified on the grounds of personal conflict with their supervisor. The employers countered that the dismissal was justifiable on the grounds of insubordination. The third parties involved in the mediated negotiation were trained, postgraduate students taking an advanced industrial relations course. Post-simulation the disputants were invited to complete a questionnaire. Evidence was found to suggest that there is more than one way to successfully mediate disputes. Mediator gender was found not to effect disputant perceptions of justice. The principle finding of this research is that mediator style affects disputant perceptions of justice, with disputants being more likely to feel that they have been dealt with justly when the mediator exhibited an orchestrating style. No moderating interactions were found between perceptions of justice, physical gender, stereotype and mediator use of a particular style.

The present research seeks to examine the effect of mediator style and gender on disputants perceptions of justice. Research illustrating the impact of either variable would lead to greater understanding of the impact of mediator actions, and of judgement made by disputants about the mediation process.

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Mediator style

Mediator behaviour research typically examines aspects of style, such as mediator traits, tactics and strategies, without synthesizing the findings to give a more global picture or typology of mediator involvement in the process. However, recently research investigating mediator behaviour has taken a typological approach (Kolb 1983; Shapiro, Drieghe and Brett 1985; Ross, Conlon and Lind 1990). Collectively, their research suggests that mediator behaviour has strong similarities and differences across individuals and contexts. In turn, this has lead to the development of the concept of style.

Kolbs' (1983) categorization of mediator style on the basis of observable differences in mediator behaviour is perhaps the most comprehensive classification of mediator style. Kolb categorised a studied group of mediators into two classes, "orchestrators" and "dealmakers". Orchestrators managed the pattern of interaction between the disputants but left the development of agreements to the parties; dealmakers actively proposed and attempted to sell their own devised settlements. Kolb's (1983) dimorphic categorization is endorsed and expanded by the research of Shapiro, Drieghe and Brett (1985). Their study which aimed to identify mediator styles and associate specific styles with particular types of outcomes across various mediation contexts concluded that mediators share a repertoire of strategies from which each one makes selections according to their reading of the case and that mediator style did significantly effect the type of mediation outcome achieved in terms of the attainment of settlement and the nature of the settlement. However, effects of style on disputant perceptions of outcome and process were not investigated. Ross, Conlon and Lind's (1990) examination of the influence of variation within a mediation procedure due to mediator style found that disputants preferred mediators exhibiting a style high in consideration. Mediators emphasizing harmonious relationships, mutual trust, respect and warmth in their approaches to situations produced positive effects on negotiators' initial offers, speed of reaching settlement, and satisfaction with the mediation procedure.

Style classifications

The classifications of mediator style (and also leadership style) share a basic similarity, in that they all differentiate between two general approaches of behaviour. The approaches are commonly regarded by the researchers as two distinct and somewhat opposite sets of mediator action along a continuum of behaviour. In the present research, two mediating styles are adopted. In Kolb's terms, the mediating approaches of either dealmaking or orchestrating are used, with the former being analogous to initiating structure (or a task-orientation) and the latter to consideration (or a person-orientation). Dealmaking sees the mediator actively involved in the control of content and the discussion of settlement. The mediator progressively establishes, frames and sells a specific settlement package to the parties, with an emphasis of problem solving and accomplishing the task at hand. Orchestrating is more an approach of environmental control. The mediator primarily channels communication, allowing the parties more latitude in solving the conflict and the development of settlement. Mediators utilising the style of dealmaking largely keep the parties physically separated during the mediation with dealmakers shuttling between the two parties, developing in the process an

agreement. During the portrayal of arguments, proposals, counter arguments and counter proposals the dealmaking mediator increasingly relies upon substantive tactics. Conversely, mediators utilising the orchestrating style keep the parties together more during mediation, particularly for the conveying of key arguments and proposals. With their use of contextual tactics the orchestrating mediator controls the bargaining environment by suggesting the timing of adjournments, caucuses and private meetings.

Mediator gender

There is little mediation research examining gender, with most investigations being only tangential to the present study. Wall and Dewhurst's (1991) conclusions suggest that disputants were not comparatively more satisfied when the mediation outcome was settlement (nonetheless highest satisfaction with the process was associated with resolved mediations); and that satisfaction with the mediation process did not appear to be significantly related to the (physical) gender of the mediator. Nonetheless, highest process satisfaction appeared to be associated with female mediators when the dispute was resolved and lowest satisfaction with male mediators when the dispute was unresolved.

Ross, Conlon and Lind (1990) suggest that the effect of mediators' style owes something to gender stereotype. They found that "female mediators using a person-oriented behavioural style elicited positive evaluations, and generally facilitated effective negotiations" (Ross, Conlon and Lind 1990:119). The parties viewed female mediators using a task-oriented behavioural style as acting in a cold unfriendly manner, raising the suggestion that stereotypically masculine behaviour is not considered appropriate for female mediators in certain conditions. Burrell, Donohue and Allen (1988) explored the notion that disputants may perceive mediators to act differently towards them, and that mediators may in fact act differently towards disputants, based on associated gender stereotypes. Overall, they found the gender stereotyping process to be prevalent and suggested that gender bias, attributed during the stereotyping process, may threaten perceived mediator neutrality and ability to facilitate co-operative negotiation environments. Gender-role theory maintains that people develop expectations for their own and others' behaviour based on their beliefs about the behaviour that is appropriate for men and women (Eagly 1987; Eagly, Makhijani and Klonksy 1992). This explanation can be expanded to suggest that mediators will differ in their success in achieving settlement, in the nature of the settlement achieved, and in perceptions held about the settlement and the process, according to the gender stereotyping of the mediator's ability. Due to gender based societal norms, female mediators may be expected to mediate with a more co-operative style than their male counterparts.

Laboratory studies of subordinates' responses to female and male managers have typically found that male managers are judged more favourably when their behaviour fits with the masculine stereotype, and that female managers are judged more favourably when their behaviour fits the feminine stereotype. Specifically, female managers utilising a consideration leadership style were rated more highly than male managers using this style, and male managers who were high in initiating structure were rated more highly than female managers

emphasizing this style. However, outside an experimental environment this relationship has not been replicated.

The linkage between gender stereotypes and behavioural theories of leadership suggests that task-oriented behaviours by leaders - such as initiating structures, setting goals and making decisions - are those most associated with the masculine stereotype (Powell 1990; Cann and Siegfried 1990). People-oriented behaviours by the leader - such as showing consideration towards subordinates, soliciting subordinates ideas and demonstrating concern for subordinates' satisfaction - are those most associated with the female stereotype. Comparatively, dealmaking and orchestrating affiliate with masculine and feminine stereotypes respectively. In turn it is suggested that perceptual differences arise from the interplay between physical gender and gender stereotype influence perceptions of justice. So evaluations of justice are anticipated to be different when the gender stereotype associated to the mediating style is congruent or matched with behavioural expectations associated with physical gender.

Measures of mediation outcomes

A variety of mediation outcomes have been used by researchers as proxies for mediation effectiveness. One such proxy is perceived justice, which in the present study encompasses notions of satisfaction and fairness. Research on procedural fairness in legal settings (Thiabaut and Walker 1975,1978), performance evaluations and job transfers (Lissack 1983), and dispute resolution (Sheppard 1984; Karambayya and Brett 1989) suggest that perceived satisfaction and fairness are each composed of three related components: a procedural component relating to the process; a distributive element relating to the outcome; and an evaluation of the neutral third party. Judgements on the mediation process and outcome are held to be influenced by perceptions formed about the mediator. Hence perceived satisfaction and perceived fairness are to some degree a function of the perceptions held about the actions and characteristics of the mediator (Thiabaut and Walker 1975, 1978; Lissack and Sheppard 1983) the process and the outcome. Lind and Tyler (1988) found perceptions of distributive, procedural and third party fairness to be identifiably distinct constructs that are typically intercorrelated. So satisfaction has been evaluated as being synonymous with fairness and as a multi-element variable with fairness being one aspect of satisfaction and vice versa. Also, perceived fairness has been used as a measure on the basis that something may be perceived as fair yet still be unsatisfactory, and on the basis that fairness is a more universal concept (Thiabaut and Walker 1975, 1978; Lissack and Sheppard 1983). Perhaps because of this, while satisfaction with a procedure and its fairness are somewhat different conceptually, it is common practice among procedural fairness researchers to combine the two (Lind and Tyler 1988).

For the present study, the measure of perceived justice utilises an index type approach in evaluating disputants' perceptions of the mediator, the fairness of and satisfaction with the process and outcome. This approach increases the likelihood of furthering understanding about the mediation process as it allows for individual and cumulative influences to be examined, and hence, may generate findings that would otherwise have been masked with a single

measure. The "justice" questions and statements included in the survey instrument, were adapted from those used in Meireding's (1993) research.

Hypotheses for testing

Broadly, leadership style and mediation research suggests there is a general preference amongst disputants for mediators adopting orchestrating type behaviours. Mediators using a person oriented, orchestrating approach were perceived as being more helpful, active, competent and flexible, and the subjects were more satisfied with the mediation process (Ross, Conlon and Lind 1990). Additionally, mediator style is believed to influence perceptions of procedural and distributive justice. Based on this, the mediating styles of dealmaking and orchestrating are anticipated to lead to different disputant perceptions of justice. It is hypothesized that disputants with orchestrating mediators will perceive the mediation process to be comparatively more just than disputants with dealmaking mediators.

Considering Wall and Dewhurst (1991) it appears that physical gender alone has no direct influence on mediation outcomes. Similarly, the leadership literature suggests that gender has little impact on the effectiveness of leaders (Bartol 1980; Dobbins and Platz 1986). Hence, it is hypothesized that physical gender alone is not directly related to disputants' perceptions of justice. However, the disputing parties may perceive a difference, or respond differently to the mediation process as a combined result of mediator gender and style. Perceptions of justice (satisfaction and fairness) with mediation may be related to the mediator's style, physical gender and related gender-based beliefs. Mediation behaviours performed by a woman may be viewed less favourably than when the same behaviours are performed by a man due to the moderating influence of gender stereotypes. It is proposed that gender stereotype is a moderating variable associated with mediator style, which influences disputant perceptions of justice in the mediation process and settlement. When gender stereotype (a property of the perceived behavioural style) and physical gender are congruently matched, disputant perceptions of justice should be different to when they are not matched. Congruency exists when female mediators are orchestrating or when male mediators are dealmaking. Consequently, it is theorised that when physical gender and style are moderated by incongruity, disputants will perceive the process to be comparatively less just than when physical gender and style are congruently matched.

Research method[1]

The research vehicle was a mediation simulation involving participants adopting the roles of employers and employees in a personal grievance dispute. In the conflict, the employee is alleging unjustified dismissal on the grounds of a personality conflict with the supervisor. The employer's position is that the dismissal is justifiable on the grounds of insubordination. New Zealand's jurisdictional framework and serious misconduct case law established by and

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[1]   Further details about the research method are available from the researcher upon request.

under the Employment Contracts Act 1991 were utilized to shape the simulation environment and provide structural parameters for mediator activity. Participants were told that a mediator was going to try to assist them to reach an agreement, but that they should really only settle if they thought it was in their best interests. Post-simulation each mediator was asked about the quality of the role play and their thoughts about their involvement, with particular reference to the constraints of the particular designated mediating style used for that mediation.

There was a degree of simulation context manipulation through the inclusion of a final paragraph suggesting that it was normally in the party's best interest to reach an agreement at mediation. It was thought that this manipulation might alter the parties' general motivation towards reaching an agreement, and that this in turn might influence the negotiation dynamics and the mediator's role in the interaction. The mediators were not informed of these contextual differences. Data were gathered from the product of the mediation, with the settlement being detailed as a written agreement and by surveying the participating disputants with a questionnaire.

The seven mediators, four males and three females, were students involved in post-graduate study in industrial relations. In preparation for their roles as mediators, the graduate students attended seminars where a member of the Employment Tribunal authorised to perform both mediation and adjudication roles was present, participated in a video exercise and either shadowed a professional mediator or were involved formally within the mediation process prior to the running of the simulations. The mediators were asked to actively dissuade reinstatement of the dismissed employee to his or her employment because it did not often result as a remedy in the Employment Tribunal, and because it made comparisons of settlement more difficult due to the financial intangibility of reinstatement. These reasons were not to be conveyed to the participants. In fact, a number of settlements did involve reinstatement, and these were classified as favouring the employee.

Participants were asked to rate statements addressing perceptions of the mediator's behavioural style, perceptions held about the fairness and satisfaction with the outcome and process. A total of 67 items were utilised to gauge participants' perceptions. A group of nine statements surveyed aspects of satisfaction, while a set of 15 statements describing the actions of the mediator were incorporated to act as behavioural anchors. A sample of mediations were audiotaped. The tapes and anchors were used to compare evaluation of disputants' perceptions of style in comparison to actual mediator actions and the established research parameters of style.

Pretesting of the simulation context and of gender stereotypes related to style

The simulation context was subject to a paper and pencil pre-test. Undergraduate students were asked a series of open-ended questions about the simulation dispute and the results suggested that manipulated respondents (employees or employers) appeared to adopt more strongly the vignette predictions as bargaining positions. Comparatively, participants receiving the standard respondent context, indicated greater variance in terms of "target" and "resistance

points".[2]   Overall, the pretest results suggested that the participants could understand the employment dispute and that they developed from that understanding a flexible position from which to negotiate a settlement.

The stereotyping of mediator behaviours theorized to be associated with either dealmaking or orchestrating were also pre-tested with a paper and pencil test. Twenty six students were asked to rate a variety of mediator behaviours and traits as stereotypically masculine or feminine. The results of the pretest broadly suggested that the actions of a mediator are seen with an associated gender stereotype. More importantly, the behavioural actions tending to the feminine stereotype were related to the style of orchestrating, while the behavioural actions tending to the masculine stereotype were related to the dealmaking style. These pretest findings suggested that the leadership research findings, relating behavioural style and gender stereotypes interactively in the evaluations of the effectiveness of individuals, may legitimately be extrapolated as a theoretical framework for the examination of gender-role congruency in mediation.

Results

A total of 105 mediation simulations were conducted, with useable data being gathered from a total of 99 mediation simulations or 198 survey responses. Three pairs of questionnaires were excluded from the sample: two pairs on the basis of poor role play where the activity lasted for less than fifteen minutes in duration and it was considered that the participants had no involvement on which to basis their evaluations; another two surveys were excluded on the basis that one member of the dyad failed to complete the demographic section and marked a single value as their response throughout. The population was almost evenly split between males and females: 103 (51.5%) participants were male, and 97 (48.5%) were female.

An investigation of style

To investigate the effect of mediator style on the research dimensions of mediation outcome, it was crucial to establish whether or not the confederate mediators acted within the defined parameters of each style and determine if the participants perceived a difference in mediator behaviour. To this end the responses of the participants to behavioural style questions were

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[2]   The terms "resistance point" and "target point" are borrowed from Walton and McKersie (1965), and are used with their original meanings.

evaluated, using the techniques of factor analysis, anova and t-tests.[3] In addition the audiotaped mediations were qualitatively analyzed, as was anecdotal evidence gathered from discussion with the mediators after each simulation. Collectively, the findings suggest that:

- Each confederate mediator was able to emphasize each style of mediation (dealmaking and orchestrating) and disputants were able to perceive the two styles of mediator behaviour as different;
- While each mediator displayed some individual characteristics, the style emphasized in any given mediation broadly corresponded to the style of either dealmaking or orchestrating as intended;
- That for the most part the role play activity was taken seriously by the participating students.

Generation of the variable "perceived justice"

In generating the "perceived justice" variable the main objective was to capture several related satisfaction and fairness elements in the questionnaire and incorporate them into a single, more global measure of "perceived justice." The items with loadings greater than 0.4 were distilled from the initial principal components analysis. Given that the identified items appeared able to be theoretically grouped together, a factor analysis forcing only one factor was run. From this grouping items were removed on the basis of low correlation, incompatibility of likert stems and to retain a single item measure for satisfaction. In this manner the following items formed the composite variable "perceived justice" with a reliability coefficient of **.79** :

> I am very disappointed with the mediation settlement;
> I would have preferred litigating my case in court instead of reaching a settlement through mediation;
> I am very disappointed with the process through which settlement was achieved;
> I would recommend the mediation process to others to resolve employment disputes;
> I believe the mediation outcome is more satisfactory than the likely outcome of the case in adjudication;
> If in the future I was faced with a similar situation I would again try to reach a settlement through mediation;
> I believe that the mediator was effective in the mediation of the dispute;
> I believe that the mediation process was a fair way to resolve the conflict;
> I believe that the mediator genuinely appreciated the needs and concerns of the other party;
> I believe that the mediator genuinely appreciated your needs and concerns.

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[3]   Factor analysis is commonly used to evaluate measurement instrument validity, with the principal objective being the construction of a factor that conveys information present in a large number of variables or items. Anova is intended for use in testing hypotheses involving three or more population averages; it is also an alternative to the t-test for independent samples, when testing the null hypothesis that two population averages are equal. Anova compares the variation in sample averages, from one sample to the next, to the variation among individual observations within each of the samples. T-tests also test null hypotheses that involve the equality of two population averages. For a more detailed explanation see Jaegar (1990) or Wright and Fowler (1989).

The number of mediations reaching settlement in the present experiment far outweighed those that did not. Only three mediations out of 99 failed to reach a negotiated agreement. Of these, 53 cases were mediated by the male mediators, 25 of these being mediated with a dealmaking style and 28 with an orchestrating style. A total of 46 cases were mediated by female mediators, with 24 of these being with a dealmaking style and 22 being mediated with an orchestrating style. In terms of the three mediation contexts, the settlement frequencies in relation to style and gender are as follows:

Mediation Context	Total Cases	Dealmaking	Orchestrating	Male Mediator	Female Mediator
Standard pair (both parties received plain vignettes)	39	21 (53.8%)	18 (46.2%)	19 (48.7%)	20 (51.3%)
Manipulated pair (both parties received additional paragraph vignettes)	33	13 (39.4%)	20 (60.6%)	18 (54.5%)	15 (45.5%)
Mixed pair (one party received additional paragraph vignette)	27	15 (55.6%)	12 (44.4%)	16 (59.3%)	11 (40.7%)

The "perceived justice" variable and the individual questionnaire items for the various aspects of satisfaction and fairness incorporated in "justice" were compared to the variables of mediator style and mediator gender (physical) using Levene's test for equality of variance (refer to Appendix 1). "Perceived justice" for those participants with orchestrating mediators is significantly greater than justice perceptions of participants with dealmaking mediators. This does not imply that participants with dealmaking mediators were not satisfied; rather, that participants with orchestrating mediators were comparatively more satisfied than those with dealmaking mediators. This finding also holds true for the belief that the mediation process led to a satisfactory settlement, the one satisfaction item held out of the composite variable. The independent t-test results comparing mediator gender (physical) to perceptions of justice are almost identical, save one (refer to Appendix 2). The only significant finding suggests that participants with female mediators believed that the agreement reached was fair to the other party significantly more than did participants with male mediators. It appears that perceived justice in the mediation process is not related to the physical gender of the mediator. Also, perceptions of satisfaction and justice were found not to differ due to the nature of the participants' gender in relation to the gender of the mediator. The influence of the mediation context on disputant perceptions of justice in relation to mediator gender and style was investigated using the "perceived justice" variable (refer to Table 1).

Table 1: Independent t-test results for disputants' perceptions of "perceived justice" in relation to mediator style and gender

	Dealmaking Mean	Orchestrating Mean	F value	Male Mean	Female Mean	F value
			Standard Pair Context			
Perceived justice	5.55	5.93	3.18 (.079-)	5.68	5.76	.125
			Manipulated Pair Context			
Perceived justice	5.48	5.85	1.11	5.69	5.73	.966
			Mixed Pair Context			
Perceived justice	4.99	5.93	4.18 (.046*)	5.63	5.07	.808

With the sample divided in this manner, the only significant relationship between style and perceived justice is when the context is mixed, with one party's motivation to reach agreement having been manipulated. While no relationship between the physical gender of the mediator and mediation outcome is suggested, it is possible that gender and style interactively moderate perceptions of justice. Anova was used to test for an interactive moderating effect between the two independent variables on the dependent variable of "perceived justice." The anova results suggest that perceptions of justice are solely influenced by mediator style rather than an interactive moderation between style and gender. Disputant perceptions of justice appear to be based only on the style emphasized by the mediator.

Discussion and conclusions

As is usual with experimental research there were some limitations. The disputant population were undergraduate students, mostly between 20 and 25 years old, with two years tertiary study and limited employment experience. Their attitudes and beliefs, for example about gender stereotypes, and their inclinations, for example about whether to settle or litigate, might not be representative of the broader population. Realism in the simulation was limited by two other key factors. The first was a necessary lack of preparation. The student participants could be given only a minimal amount of time to prepare for the role play. The second factor was a lack of emotional involvement, and what might be expected to be a consequent lack of commitment to negotiation positions. A real employer is loathe to pay out money, and a real employee will have substantial emotional and material stakes in the outcome of the mediation. Additionally, in the "real" world advocates are actively involved in the mediation process. Nonetheless, participants were observed to adopt positions and wholeheartedly negotiation according to these positions with the assistance of a third party.

Overall, the physical gender of the mediator is found to have no bearing on disputant perceptions of justice with the process or the settlement. These findings are consistent with aspects of the research conclusions drawn by Wall and Dewhurst (1991) about the influence of gender. The only statistically significant relationship, identified between mediator gender and items associated with the perceived justice variable, indicated that disputants with female mediators believed that the agreement reached was fairer to the other party, more so than disputants with male mediators. This finding might reflect the stereotypical perception of women as softer, nicer, more co-operative negotiators (Watson 1991). Mediator use of a particular style did however effect disputant perceptions of justice. Disputants with orchestrating mediators perceived both the process and the settlement as fairer and more satisfying than disputants with dealmaking mediators. In this respect, the study endorses Ross, Conlon and Lind's (1990) findings that different mediator styles have different effects on disputants' perceptions. Furthermore, in both studies disputants were found to gravitate towards an orchestrating type mediator. No moderating, interactive effect was found between mediating style and the physical gender of the mediator on perceptions of justice. It would seem that congruity or incongruity between the stereotype attached to the mediating style and the physical gender of the mediator has no influence on disputant perceptions of fairness and satisfaction.

When broken down by context, only one mediation context repeated the significant relationship between style and perceived justice. The mixed pair context, where one party's motivation to reach agreement was manipulated, replicated the finding that an orchestrating style yielded stronger perceptions of justice. For this context, the perceptions of justice under a dealmaking mediator were the lowest in the entire population, lower even than the justice mean for the entire sub-population exposed to dealmaking mediators. However, the justice means for the entire sub-population exposed to orchestrating mediators and for the orchestrated participants in each of the three contexts are similar. The dealmaking justice mean might result from the evaluations of both disputing parties, or very low evaluations from one of the disputing parties. Instinctively, with one party more motivated to reach agreement the mediator exerts the most influence on the party more reluctant to reach a settlement. It seems more likely given that there is no need for a mediator to employ the full range of substantive tactics with a party that is willing to settle, and the mediator can be expected to recognise this. With dealmaking, if the mediator believes that a settlement is possible, the more unwilling party is treated more firmly with substantive tactics and pressure. On this basis, for the more reluctant disputant, while settlement is achieved, it may be at the cost of perceptions of satisfaction and justice. So it seems possible that a very strong dealmaking emphasis leaves the reluctant party comparatively more disillusioned in terms of justice received from the mediation process.

The complexity of mediation is difficult to experimentally capture, and ideally these findings would now be contrasted with field study results. Given mediations continuing central role in conflict resolution further research on the effect of style, the determinants of style and the stability of mediator style is warranted, particularly if the objective of mediation is not just to reach a settlement which resolves the conflict but to do so in a manner that is perceived as just by the participants. Greater knowledge and understanding of mediating style might influence the type of mediator assigned to particular types of disputes, the training and education of mediators, and potentially the selection and recruitment of mediators.

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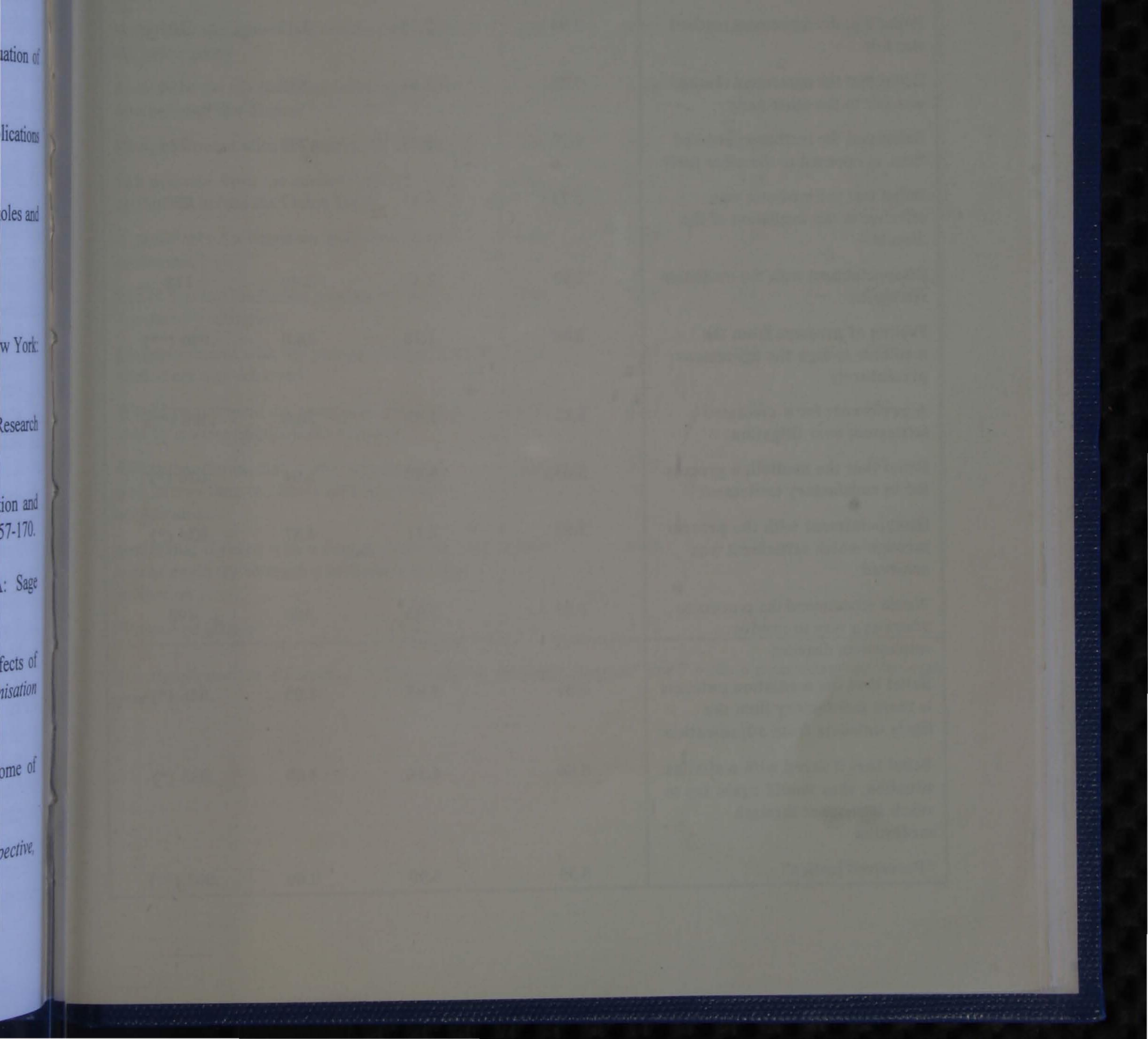
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Appendix 1: Independent t-tests results comparing disputant perceptions of "perceived justice" associated with mediating styles

	Dealmaking Mean	Orchestrating Mean	F Value	Significance
Belief that mediation was a fair way to resolve conflict	5.63	5.87	6.38	.012 (*)
Belief that the mediator really appreciated their needs and concerns	4.94	5.16	.318	.574
Belief that the mediator really appreciated the needs and concerns of the other party	5.18	5.22	.273	.602
Belief that the agreement reached was fair	2.94	2.52	2.42	.121
Belief that the agreement reached was fair to the other party	5.25	5.51	.538	.464
Belief that the mediator favoured them as opposed to the other party	4.10	3.73	.795	.374
Belief that the mediator was effective in the mediation of the dispute	5.73	6.11	3.17	.077
Disappointment with the mediation settlement	2.92	2.42	2.46	.118
Feeling of pressure from the mediator to sign the agreement prematurely	**2.88**	**1.78**	**28.8**	**.000 (**)**
A preference for a mediated settlement over litigation	**2.17**	**1.48**	**24.0**	**.000 (**)**
Belief that the mediation process led to satisfactory settlement	**5.03**	**5.60**	**5.54**	**.020 (*)**
Disappointment with the process through which settlement was achieved	**2.53**	**2.11**	**4.57**	**.034 (*)**
Would recommend the process to others as a way to resolve employment disputes	5.87	5.95	.460	.498
Belief that the mediation outcome is more satisfactory then the likely outcome from adjudication	**5.51**	**5.85**	**4.05**	**.046 (*)**
Belief that if faced with a similar situation, they would again try to reach settlement through mediation	**5.86**	**6.19**	**4.09**	**.033 (*)**
"Perceived justice"	5.35	5.90	9.60	.002 (**)

Appendix 2: Independent t-test results comparing disputant perceptions of "perceived justice" associated with mediator gender

	Male Mean	Female Mean	F Value	Significance
Belief that the mediation process was a fair way to resolve conflict	5.71	5.79	.042	.838
Belief that the mediator really appreciated their needs and concerns	4.94	5.17	.115	.735
Belief that the mediator really appreciated the needs and concerns of the other party	5.26	5.14	.607	.437
Belief that the agreement reached was fair to them	2.71	2.75	.388	.534
Belief that the agreement reached was fair to the other party	5.26	5.52	6.48	.012 (*)
Belief that the mediator was effective in the mediation of the dispute	3.88	3.96	.002	.966
Disappointment with the mediation settlement	5.91	5.94	.018	.894
Felt pressure from the mediator to sign the agreement before they were ready	2.65	2.70	.318	.573
A preference for litigation over a mediated settlement	1.83	1.82	.159	.690
Belief that the mediation process led to a satisfactory settlement	5.43	5.19	.643	.424
Disappointment with the process through which settlement was achieved	2.28	2.37	.646	.422
Would recommend the process to others as a way to resolve employment disputes	6.00	5.81	1.81	.180
Belief that the mediation outcome is more satisfactory than the likely outcome from adjudication	5.64	5.73	1.16	.283
Belief that if faced with a similar situation, they would again try to reach a settlement through mediation	6.02	6.03	.251	.617
"Perceived justice"	5.67	5.58	.537	

(*) = significance at .05 level; 1 = "not at all" or "strongly disagree" and 7 = "to a great extent" or "strongly agree"