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Research Article

Effectiveness of Conciliation Mediation in Regional Arbitration Branch – National Capital Region

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ABSTRACT

This study aimed to determine the Effectiveness of Conciliation Mediation in Regional Arbitration Branch – National Capital Region. It employed the descriptive-quantitative method of research using the researchers-made instrument to gather data from the 60 employees of the National Labor Relations Commission. They served as respondents to the study. The researcher personally distributed the tool using the random sampling technique because the researchers distributed the questionnaire to every member of the population and gave them an equal chance of being selected. It was discovered that most respondents were in the age range of 51-60 years old and above, female, married, and 26 years and above in the government service. When the effectiveness of the conciliation medication was tested, the result yielded that the Conciliation Mediation Process, Duration of the Process, Conciliator Mediator Skills, and Termination of the Conciliation Mediation Process in terms of efficacy, efficiency, and reliability were highly effective. Taking into account the result of the study, it was recommended that regular training for conciliators mediators should be conducted so that their skills in settling preliminary labor disputes may be enhanced and which will result in more future settlements between the parties involved. It is also recommended that the conciliator mediators increase their commitment to accommodate all requests and possible assistance to our laborers. It is likewise prudent to train new and incoming conciliator mediators so that as early as now, they will be given a chance to experience and explore handling conciliation mediation.

Keywords: *Conciliation, Mediation, Settlement, National Labor Relations Commission, Efficacy, Efficiency, Reliability*

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Introduction

This research aimed to determine the effectiveness of conciliation mediation in the Regional Arbitration Branch – National Capital Region. The effectiveness of the conciliation mediation will be the standard of the National Labor Relations Commission to continue its mandate to help the public resolve the speedy disposition of labor disputes and management.

“All’s well that ends better” is a proverb by J.R.R. Tolkien. A similar idea is used in conciliation and mediation. According to the definition, conciliation-mediation is a process for resolving disputes that brings two disputing parties together to discuss and resolve their differences. It is a process of rational and orderly discussion of differences between the parties to a dispute under the guidance of a Conciliator-Mediator (DOLE website). While the meaning is somewhat easy to understand, the reality behind it, to some extent, is onerous.

Review of Related Literature

Conflict occurs on many levels, including between coworkers, teams, departments, and organizations. When two or more parties (individuals or groups) are involved, conflict is defined as when at least one of the parties feels offended or hampered by the other. (Elgoibar, Euwema, & Munduate, 2017). Given workers' social and economic challenges in the Philippines, the labor sector also faces difficulty in their jobs or the company they belong to regarding salary and other benefits they are entitled to. In the area of labor protection, conciliation-mediation is applied through the particular department of the government, which has been mandated with primary authority over disputes between a worker and an employer and the power to impose rightful obligations to the embattled worker. The National Labor Relations Commission (NLRC) is a quasi-judicial agency attached to the Department of Labor and Employment (DOLE). It is mandated to adjudicate labor and management disputes involving foreign and domestic employees through compelled arbitration and other dispute resolution procedures. In previous years, the NLRC, with a clear strategic mission in mind, began a broad labor and employment

agenda, advancing its efforts to become the premier government organization that has taken the lead in promoting and maintaining industrial peace based on social justice through financial viable dispute resolution mechanisms. The NLRC continues to embrace cutting-edge policies and practices and historic reform measures to ensure the attainment of its two primary aims, which are the disposition of labor and management conflicts based on social fairness and the promotion and maintenance of industrial peace.

Single Entry Approach (Sena), also known as a Conciliation-Mediation, is a labor dispute resolution initiative launched by the Department of Labor and Employment. Single Entry Approach (Sena) is an organizational strategy for providing a quick, fair, affordable, and easily accessible resolution process for any labor disputes or difficulties to stop them from developing into full-fledged or genuine labor cases. Department Order 107-10 initially established it, and Republic Act 10396, passed in 2013, institutionalized it by requiring 30-day mandatory conciliation-mediation for labor and employment-related disputes (i.e., governed by employee-employer relations).

The fundamental goal of the conciliation-mediation intervention, where a neutral party, the Sena Desk Officer (SEADO), supports the parties by providing guidance or suggesting solutions and alternatives to the issues, is to facilitate an equitable resolution of the disagreement between the various parties. Sena can be used to resolve multiple labor dispute concerns, except stipulations of facts made voluntarily by the parties following Section 9(c) of this agreement. The Desk Officer shall not be compelled to testify in any court or administrative body concerning any confidential subject and information obtained during the Desk Officer's conduct of the conciliation processes. Through employee-employer relationships). (1) Cessation or deferment of employment issues; (2) Rights for any sum of money, regardless of amount; (3) Intra-union and Inter-union issues, after giving all administrative solutions; (4) Unjust labor practices; (5) Closures, retrenchments, redundancies, temporary layoffs; (6) Overseas Filipino Workers' cases; and

(7) Several claims developing from an employer-employee relationship (except for occupational safety and health standards, involving impending risky condition, dangerous occurrences and disabling injury, and lack of personal protective equipment). Any distressed worker, union, group of workers, or employer may file a Request for Assistance (RFA) in the regional offices where the employer principally owned a business. The regional/provincial/district office where the union or local chapter is registered is where the request should be addressed in the case of an association or federation representing a local chapter. The Confidentiality Proceedings of Section 17 of the Department Order No. 107-10 further states that information and statements given in confidence at the conciliation mediation proceedings shall be treated as privileged communication and shall not be used except for the voluntary stipulation of facts put into by the parties under Section 9(c) of this agreement, the Desk Officer shall not be compelled to testify in any court or administrative body concerning any confidential subject and information obtained during the Desk Officer's conduct of the conciliation processes.

Sena establishes a 30-day conciliation-mediation window. A settlement agreement is definitive and takes effect right away. All DOLE offices and affiliated agencies must abide by it unless they are determined to violate the law, morals, public order, or public policy. When: (1) No settlement is reached within the 30-day deadline, or (2) Either party is deemed to violate the terms of the agreement, the parties may decide to raise the RFA to the appropriate department offices or voluntary arbitration.

The science of rights, a carefully calibrated framework created throughout European history and incorporated into the US legal system, is thought to be the source of the second primary approach to dispute resolution, according to Sage Publication (2019) on Mediation Theory and Practice. According to this strategy, the keys to a just and fair conflict settlement are the legal rights of persons. It is crucial for both the protection of the worker and the business companies to be aware of the rights of the laborers

when it comes to the statutory advantages that an employer must provide.

The method of dispute settlement selected is strongly influenced by how the problem is presented. For instance, because establishing a rights-based agreement is often tricky, parties typically turn to a third party to decide who is right. And that enters conciliation-mediation as the third party to help resolve the labor dispute.

In this research, it is essential to emphasize the role of public officials and employees in doing their tasks to the highest caliber, given that NLRC is a government organization connected to DOLE.

Competence and effective and efficient job performance may be examples of this. Passing the Career Service Professional Exam is one qualification to work for the government. Before being hired to work in government offices, this test will ensure that all officials and staff have acquired the necessary abilities and skills. In light of this, Section 4 of Republic Act No. 6713, also known as the Code of Behavior and Ethical Standards for Public Officials and Employees, sets down the standards of conduct for public officials and employees, specifically: Professionalism. - Public personnel and authorities must carry out their responsibilities with the utmost perfection, professionalism, wisdom, and skill. They must enter the public service with the utmost commitment and dedication:

(e) Responsiveness to the public. - The public shall receive prompt, courteous, and adequate service from governmental officials and staff. Public officials and employees must, unless otherwise required by law or in the public interest, provide information about their policies and procedures in plain and understandable language, ensure the availability of data, hold public hearings and consultations, when necessary, welcome suggestions, streamline and systematize policies, rules, and procedures, cut down on red tape, and develop an understanding and appreciation of the socioeconomic conditions in place.

All government officials and employees are expected to accommodate the needs of the pub-

lic and attend to their concerns. Part of addressing their concerns is communicating personally with them to establish trust and confidence that their requests will be given proper attention and action. To address the employees' concerns when settling their conflicts with their employers, an effective conciliation-mediation process is needed to attain mutual respect and agreement. Therefore, it is the role of the conciliator-mediator to help resolve employee and employer labor issues. As public servants, it is our duty. It is the mandate of the National Labor Relations Commission.

To be efficient in your duty, one must be able to communicate with different types of people, be local or foreign nationals, and cater to their needs. Businesses owned by locals and foreigners alike help expand the economy. Consequently, government officials and employees are on the frontline to deal with exigencies of service, accommodate requests and pursue transactions.

Theoretical Framework

The study is based on the idea of Kelman (1990), who assumed that conflict resolution without violence must aim for the joint development of solutions that fulfill the needs and

relieve the anxieties of all parties, rather than conflict resolution focusing on interest-based bargaining. According to Kelman (1990), interactive problem-solving is a method of resolving disputes that promotes ultimate reconciliation. However, he had begun to regard reconciliation as a separate peacemaking process that must go hand in hand with conflict resolution in deep-seated conflicts across identity groups. Reconciliation refers to the process by which the two cultures learn to live together in the post-conflict environment, as opposed to conflict resolution, which refers to creating a mutually satisfying and long-lasting agreement between the two societies. Using this reasoning, the theory conceptualizes conflict resolution, reconciliation, and settlement as three qualitatively distinct processes that operate at the level of interests, relationships, and identity. These three processes could occur sequentially or simultaneously, independently, or both. The theory addresses the unique difficulty of reconciliation, which calls for some identity adjustments on each party's side without endangering the essence of that identity. It is followed by a brief review of the circumstances that favor reconciliation.

Conceptual Framework

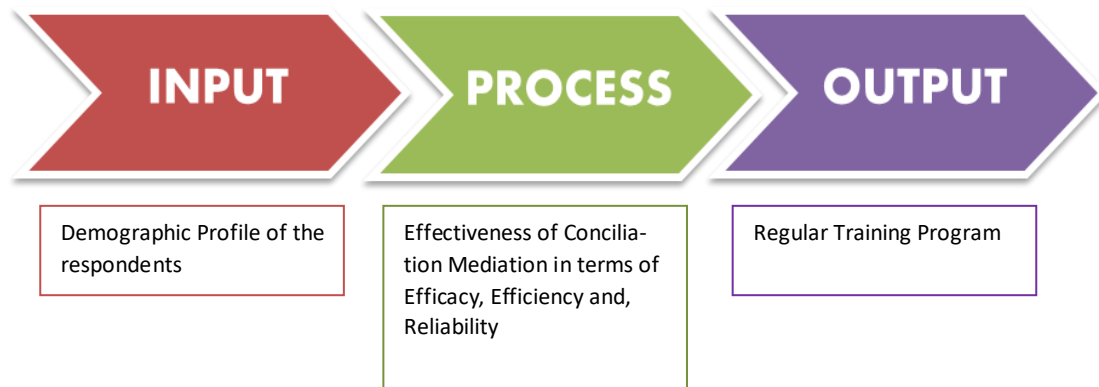


Figure No. 1

Statement of the Problem

The main objective of this study was to determine the effectiveness of conciliation mediation in the Regional Arbitration Branch – National Capital Region to promote the conciliation mediation in settling labor disputes between workers and business companies and to

explore supplementary practical ways to streamline the process of conciliation mediation in Regional Arbitration Branch – National Capital Region.

The researchers' specific goals will be to respond to the following queries:

1. What are the respondents' demographic profiles in terms of age, sex, civil status, and the number of years in government service?
2. In terms of efficacy, efficiency, and reliability, what are respondents' perceptions on the effectiveness of the process, duration of the process, conciliator-mediator skills, and termination of the process in the conciliation mediation?
3. Is there a significant difference in the demographic Profile and perceptions of the process's effectiveness, duration, conciliator-mediator skills, and process termination in conciliation mediation?
4. What training program can be proposed to improve conciliation-mediation effectiveness in the Regional Arbitration Branch-National Capital Region?

Hypothesis

There is no significant difference in the demographic Profile of the respondents and the respondents' perceptions of the conciliation mediation process, duration of the process, conciliator-mediator skills, and termination of the conciliation mediation process in terms of efficacy, efficiency, and reliability.

Total Population of Regional Arbitration Branch-National Capital Region

The total population of the National Capital Region is around 80 conciliator mediators.

Instrument Distribution Procedure

The researchers used the simple random sampling technique because they preferred to distribute the questionnaire to every member of the population and give them an equal chance of being selected.

The researchers had asked permission from the Head of the National Capital Region – Regional Arbitration Branch to approve the distribution and gathering of the data from the respondents.

Significance of the Study

The present study is distinct from previous research, given its approach to determining the effectiveness of conciliation-mediation in the Regional Arbitration Branch-National Capital

Region. The attention and emphasis of this study were on the effectiveness of conciliation-mediation in the Regional Arbitration Branch-National Capital Region to identify concrete ways and means to discharge their duties and responsibilities as conciliator mediators effectively.

In the last part, this study provided a better understanding of the effectiveness of conciliation-mediation in the Regional Arbitration Branch-National Capital Region. In sum, however, the study emphasized the significance of how conciliation-mediation played a significant role in resolving labor conflict in a non-violent mode of dispute settlement.

Methods

This part covers the research design, method, study respondents, instrument, data gathering procedure, and statistical data treatment. The study determines the effectiveness of conciliation-mediation in the Regional Arbitration Branch-National Capital Region.

Research Design

The researchers employed the descriptive-quantitative technique to ascertain the respondents' age, sex, civil status, and years in government service. When the research aims to discover traits, frequencies, trends, and classifications, descriptive research is the best option. A population, circumstance, or phenomenon is intended to be precisely and methodically documented through descriptive study. We can respond to questions about what, where, when, and how, but we cannot reply to questions about why. Using various research techniques, a descriptive research strategy can study one or more variables. Instead of controlling or manipulating any variables, as in experimental research, the researchers watch and measure them (McCombes, May 2019).

Respondents of the Study and Sampling Technique

This study's goal was to provide data on the efficacy of conciliation and mediation in settling labor disputes. This was accomplished via a survey method. The questionnaire was physically distributed to the respondents. A survey

in the form of a quantitative approach, according to Gurbuz (2017), is frequently employed by researchers to gather data due to the time limitation, low budget, broad target audience, and straightforward application.

The researchers used the simple random sampling technique because they preferred to distribute the questionnaire to every member of the population and give them an equal chance of being selected.

The study's respondents were sixty (60) employees from the Regional Arbitration Branch-National Capital Region with address at Bookman Building, Quezon Ave., Quezon City who are active conciliator-mediators at the time of the distribution of the instrument.

The sample size of the Respondents

The sample size of the respondents was sixty (60) conciliator mediators or at least 75% of the number of populations in the Regional Arbitration Branch-National Capital Region. The questionnaire was distributed to the respondents through the personal distribution of physical copies of the instrument. Safety health protocols during the distribution were followed.

Data Gathering Procedure

The researchers in the study had undertaken the following procedures.

1. Preferred random selection of the respondents to undertake the study.
2. Developed a self-made instrument used in the study.
3. Completed the research instruments for reproduction and distribution.
4. Distributed the instruments to the respondents of the study. Administered the questionnaire to the respondents through the physical distribution of the instrument.
5. Sorted the collected data.
6. Input the collected data in Microsoft Excel.
7. Requested the adviser's assistance for the interpretation and textual presentation of the data based on the problems of the study.
8. Consulted the adviser as to the status and progress of the research study.

Data Gathering Instrument

Questionnaire

The researcher developed the questionnaire in this study, distributed through personal administration.

The researchers relied on the respondents' responses to every statement, categorized into three sections. The first section of the questionnaire was about determining the effectiveness of conciliation mediation in the conciliation-mediation process in terms of efficacy, efficiency, and reliability. Section 2 of the questionnaire was about the duration of the process in terms of efficacy, efficiency, and reliability. Section 3 of the questionnaire was about conciliator-mediator skills in efficacy, efficiency, and reliability. The last section, Section 4, was about the termination of the conciliation mediation process in terms of efficacy, efficiency, and reliability.

Preparation of the Instrument

Regarding how the instrument was prepared, the researchers looked up different studies on the internet, read other research about the topic, and other resources related to their study. Their readings served as their guide in the construction of the draft instrument. Subsequently, the researchers constructed a self-designed questionnaire after reading and searching different literature, articles, and studies.

Validation of the Instrument

The questionnaire was subjected to validation by the expert, who is certified in Alternative Dispute Resolution and Head of the Single Entry Approach in the Regional Arbitration Branch – National Capital Region. A consultation was undertaken, and minor modification was made by the researchers as suggested by the expert. All recommendations by the expert were incorporated into the instrument. The instrument was validated, and the distribution of the instrument was completed.

Furthermore, the researchers requested permission from the Head of the National Capital Region – Regional Arbitration Branch to gather data from the respondents. The researchers conducted the survey and personally

administered and collated all the survey materials from the respondents.

Statistical Analysis of the Data

The respondents’ responses were gathered in physical copies of the questionnaire and tabulated through an excel file.

For the data treatment, the percentage was used for the respondents’ profiles. In contrast, the weighted mean was used to determine the effectiveness of the conciliation mediation in RAB-NCR. Jamovi was also used to get the standard deviation of the data gathered. The square root of the variance is used to calculate the standard deviation. This statistic shows how equally distributed a dataset is with its mean. The standard deviation is calculated using the variance’s square root. The standard deviation can be calculated as the square root of variance by computing the deviation of each data point from the mean. The deviation increases with the number of data points that deviate from the mean within the data collection; hence, the more dispersed the data, the higher the standard deviation. The formula used to answer Part One of the Questionnaire regarding the Profile of the respondents was Percentage, such that:

$$P = \frac{X}{N} \times 100$$

Where:

- P = percentage
- X = Sample size
- N = total number of respondents

Part two of the questionnaire was about the effectiveness of the conciliation mediation in RAB-NCR. Weighted Mean was used such that:

$$X = \frac{\sum (X1 * W1)}{\sum W1}$$

Where:

- ∑ = the sum of (i.e. add them up)
- W = the weights
- X = the value

To obtain the average score for each question, the researchers used the Likert Scale. The objective of a Likert Scale is to measure the extent of subjects’ agreement with each item. The extent is measured on a five-point scale: Very Highly Effective, Highly Effective, Effective, Less Effective, and Least Effective. The importance of a rating scale is, that it can help “to identify a degree of sensitivity and differentiation of response whilst generating the numbers” (Cohen, L., Manion, L., and Morrison, K. (2003). Another advantage of using this kind of scale is that “it provides the respondents with the range of possible answers that they may give” (Balnaves and Caputi, 2001:80; Cohen and Morrison, 2003.

Likert Scale

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

Anova

ANOVA was also used in the study to determine whether it is significance in the demographic profile of the respondents and the perceptions of the respondents on the conciliation mediation process, duration of the process, conciliator-mediator skills, and termination of the conciliation mediation process in terms of efficacy, efficiency and, reliability.

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help you to figure out if you need to reject the null hypothesis or accept the alternate hypothesis.

T Test

T Test was used in the study to compare the means of the sex of the respondents and its

significance on the perception of the respondents in part two of the questionnaire.

A t-test is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment has an effect on the population of interest, or whether two groups are different from one another.

Results and Discussion

The data obtained from the respondents were presented to answer the specific questions raised in this study. The profiles of the respondents were considered in terms of age, sex, civil status, and the number of years in government service.

Table 1. Distribution of Respondents as to Age

| Age | Frequency | Percentage |
|--------------|-----------|------------|
| 61 and above | 8 | 13% |
| 51-60 | 23 | 38% |
| 41-50 | 14 | 23% |
| 31-40 | 10 | 17% |
| 21-30 | 5 | 8% |
| TOTAL | 60 | 100% |

As shown in Table 1, the majority of the respondents were from the bracket age 51-60 which comprises 38% of the respondents. However, the smallest number of respondents were only 5 which belonged to the age group of 21-30 which is 8% of the total respondents.

To sum up, the data was gathered concerning the respondents' age. It is clear that with age comes wisdom and hopefully improved competence, which leads to increased competence. The passing of time will also see changes in the mediation landscape which will make it easier to assist parties in resolving disputes. (Joel Lee, 2016).

Table 2. Distribution of the Respondents as to Sex

| Sex | Frequency | Percentage |
|--------|-----------|------------|
| Female | 48 | 80% |
| Male | 12 | 20% |
| TOTAL | 60 | 100% |

Table 2 shows that majority of the respondents were female with a frequency of 48 or with a percentage of 80% of the total respondents. Whereas, male respondents have a frequency of only 12 or an equivalent of 20%.

To sum up, the data gathered regarding the respondents' sex. The majority of the respondents

were female. The dominant sex of conciliator mediators was female. However, this is not the basis of how effective conciliation mediation. "When looking at a table comparing male and female representation in data analysis, it's important to note the percentages." (Akron Law Review, 2015).

Table 3. Distribution of the Respondents as to Civil Status

| Civil Status | Frequency | Percentage |
|--------------|-----------|------------|
| Married | 39 | 65% |
| Single | 20 | 33% |
| Annulled | 1 | 2% |
| TOTAL | 60 | 100% |

As shown in Table 3, the majority of the respondents are married which comprises 39 or 65% of the respondents. Whereas, the lowest number of respondents was annulled with 1 respondent or an equivalent of 2%.

To sum up, the data gathered regarding the civil status of the respondents as conciliator

mediators. It only displays that majority of the respondents are married. There is no indication that the civil status of the respondents affects the effectiveness of conciliation mediation.

Table 4. Distribution of the Respondents as to Number of Years in the Government Service

| No. of Years in the Service | Frequency | Percentage |
|-----------------------------|-----------|-------------|
| 1-5 years | 5 | 8% |
| 6-10 years | 12 | 20% |
| 11-15 years | 6 | 10% |
| 16-20 years | 9 | 15% |
| 21-25 years | 3 | 5% |
| 26 years above | 25 | 42% |
| TOTAL | 60 | 100% |

Table 4 shows that respondents to the number of years in government service were from the bracket of 26 years and above which comprises 25 or an equivalent of 42% of the respondents. While the least were from 21-25 years in the service with 3 or 5% of the respondents.

To sum up, the data gathered concerning respondents' number of years in government service. It shows that the majority of the conciliator mediators have been in the service for 26 years and above. That appears to be an allegiance of conciliator mediators in the office they belong to. The length of service of the

respondents has shown that most of them have achieved great experience in handling labor disputes. Since everyone in the group of conciliator mediators in the Regional Arbitration Branch – National Capital Region has been given number of labor cases for conciliation mediation, it is well enough to say that they have the most experience in how conciliation mediation goes.

Four terms were used to determine the effectiveness of conciliation mediation when it comes to the conciliation mediation process, duration of the process, conciliator mediator skills, and termination of the process.

Table 5. Conciliation Mediation Process in terms of Efficacy

| EFFICACY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|--|---------------|--------------------|-----------------------|------|
| 1. The appropriateness and promptness of the process are useful. | 4.00 | 0.73 | Highly Effective | 3 |
| 2. The process of filing a Request for Assistance is easy and treated as confidentially. | 4.07 | 0.80 | Highly Effective | 1 |
| 3. The information or materials for filing a Request for assistance is provided. | 4.02 | 0.87 | Highly Effective | 2 |
| 4. Steps and procedures in filing for a labor dispute are clear to the parties | 3.72 | 0.86 | Highly Effective | 5 |
| 5. Agreement of the parties about the ground rules of the process. | 3.75 | 0.85 | Highly Effective | 4 |
| Total Weighted Mean | 3.91 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 5, the Conciliation Mediation Process in terms of Efficacy, the highest weighted mean score of 4.07 with the statement “The process of filing a Request for Assistance is easy and treated as confidential” was described as “Highly Effective.” Section 17 of the Department Order No. 107-10 Confidentiality of Proceedings, says that information and statements given in confidence at the

conciliation mediation proceedings shall be treated as privileged communication and shall not be used as evidence in any arbitration proceedings, except the stipulation of facts voluntarily entered into by the parties according to Section 91 hereof. Thus, the process of filing a request for conciliation mediation has always preserved its confidentiality.

Table 6. Conciliation Mediation Process in terms of Efficiency

| EFFICIENCY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|--|---------------|--------------------|-----------------------|------|
| 1. The guidelines for settlement have been followed or implemented. | 3.95 | 0.81 | Highly Effective | 2 |
| 2. Ease of process of the conciliation mediation process for the general public | 3.82 | 0.87 | Highly Effective | 4 |
| 3. Quick response to the need of the public to Request Assistance | 3.98 | 0.79 | Highly Effective | 1 |
| 4. The bulk of requests is distributed evenly among conciliator mediators to accommodate all requests. | 3.53 | 1.03 | Highly Effective | 5 |
| 5. Filing of Request for Assistance online and walk-in are effective to accommodate all requests. | 3.92 | 0.94 | Highly Effective | 3 |
| Total Weighted Mean | 3.84 | | | |

Legend

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

Table 6 shows the Conciliation Mediation Process in terms of Efficiency. The highest weighted mean score of 3.98 with the statement “quick response to the need of the public to request assistance” was described as “Highly Effective”. Whereas, the least weighted mean score of 3.53 was described as “Highly

Effective” with the statement “the bulk of requests is distributed evenly among conciliator mediators to accommodate all requests.” This testifies that the respondents made haste of every request concerning the public needs. It is mandated as per Section 4 of Republic Act No. 6713 otherwise known as the Code of Conduct

and Ethical Standards for Public Officials and Employees, which provides the norms of conduct of public officials and employees, to wit: Officers and employees must perform their duties with the highest level of excellence, professionalism, intelligence, and skill. Public service

requires one to have the utmost dedication to public service. As such, Officials and employees must provide prompt, courteous, and appropriate service. Thus, all Requests for Assistance are given immediate care.

Table 7. Conciliation Mediation Process in terms of Reliability

| RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|---|---------------|--------------------|-----------------------|------|
| 1. The conciliation mediation services are free. Therefore, all laborers can be accommodated. | 4.47 | 0.72 | Very Highly Effective | 1 |
| 2. Guide the parties as to how the mediation can be commenced and the process can be established. | 4.13 | 0.79 | Highly Effective | 2 |
| 3. Provide the parties with assurances about the process and the disclosures made during the process | 4.08 | 0.80 | Highly Effective | 3 |
| 4. Initial to the third set of conferences are enough to reach a settlement | 3.85 | 0.86 | Highly Effective | 4 |
| 5. The nature of the process requires the legal representation of any party at conciliation meetings. | 3.40 | 1.17 | Effective | 5 |
| Total Weighted Mean | 3.98 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 7, the Conciliation Mediation Process in terms of Reliability, the highest weighted mean score of 4.47 with the statement “The conciliation mediation services are free. Therefore, all laborers can be accommodated” which was described as “Highly Effective”.

In National Labor Relations Commission, the conciliation mediation services rendered are free of charge. Thus, it is evident in the highest weighted mean score which was described as “Very Highly Effective” with the statement “The conciliation mediation services

are free. Therefore, all laborers can be accommodated”. As mandated, the National Labor Relations Commission (NLRC) is a quasi-judicial agency attached to the Department of Labor and Employment (DOLE) and is mandated to adjudicate labor and management disputes through compulsory arbitration and alternative modes of resolution beneficial to both parties. As follows, it is in the best interest of the National Labor Relations Commission to take any requests that pertain to a labor dispute and the best of its knowledge and effort accommodate any assistance possible to the public.

Table 8: Significant Difference As to Age of the Respondents in the Conciliation Mediation Proces ANOVA

| Source of Variation | SS | df | MS | F | P-value | F crit | Interpretation |
|---------------------|-------|-------|------|------|---------|--------|-----------------|
| Between Groups | 1.20 | 4.00 | 0.30 | 0.68 | 0.61 | 2.54 | not significant |
| Within Groups | 24.42 | 55.00 | 0.44 | | | | |
| Total | 25.62 | 59.00 | | | | | |

Using the Anova in Microsoft Excel, Table 8 shows that the P-value was 0.61 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is that there is

no significant difference in the age of the respondents and their perception of the Conciliation Mediation Process.

Table 9: Significant Difference as to Sex of Respondents on Conciliation Mediation Process

| Sex | Mean | Sd | Df | T stat | P - value | Interpretation |
|--------|------|------|-------|--------|-----------|-----------------|
| Male | 4.05 | 0.50 | 17.00 | 0.72 | 0.48 | not significant |
| Female | 3.91 | 0.69 | | | | |

Table 9 shows that the P-value of the sex of the respondents was 0.48 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is that there is no

significant difference of the sex of the respondents and the perception in the Conciliation Mediation Process.

Table 10. Significant Difference as to Civil Status of Respondents in the Conciliation Mediation Process ANOVA

| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
|---------------------|-------|----|-------|------|---------|--------|-----------------|
| Between Groups | 0.13 | 2 | 0.066 | 0.15 | 0.86 | 3.15 | not significant |
| Within Groups | 25.49 | 57 | 0.45 | | | | |
| Total | 25.62 | 59 | | | | | |

Table 10 shows that the P-value of the civil status of the respondents was 0.86 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is that there is

no significant difference in the civil status of the respondents and the perception of the Conciliation Mediation Process.

Table 11. Significant Difference as to Number of Years In The Government Service of Respondents on Conciliation Mediation Process ANOVA

| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
|---------------------|----------|----|------|------|---------|--------|----------------|
| Between Groups | 6.81 | 5 | 1.36 | 3.91 | 0.0042 | 2.38 | significant |
| Within Groups | 18.80 | 54 | 0.34 | | | | |
| Total | 25.62215 | 59 | | | | | |

Table 11 shows that the P-value of the number of years in the government of the respondents was 0.0042 and it was smaller than the

standard alpha of 0.05. The interpretation therein is that there is a significant difference between the number of years in government

service of the respondents and their perception of the Conciliation Mediation Process. Therefore, the null hypothesis should be rejected and in favor of the alternative hypothesis.

Table 12. Duration of The Process in terms of Efficacy

| EFFICACY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|--|---------------|--------------------|-----------------------|------|
| 1. Raffling of Sena cases to conciliators is done promptly | 4.12 | 0.86 | Highly Effective | 1 |
| 2. The number of cases being assigned to a conciliator is enough to handle every month | 3.65 | 1.01 | Highly Effective | 5 |
| 3. The mandatory 30-day period is enough to attain a possible settlement between parties | 3.73 | 0.86 | Highly Effective | 4 |
| 4. Arrangements for the conciliation conference are finalized only when all parties confirm their willingness to participate in the process. | 3.73 | 1.07 | Highly Effective | 3 |
| 5. Confirmation from parties to settle labor disputes cannot wait longer to avoid changing course. | 3.80 | 0.86 | Highly Effective | 2 |
| Total Weighted Mean | 3.80 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

Table 12 shows that the highest weighted mean score of 4.12 with the statement “Raffling of Sena cases to conciliators is done promptly” was described as “Highly Effective”, while the least got the same verbal description as “Highly Effective” with a weighted mean score of 3.65 with the statement of “The number of cases being assigned to a conciliator is enough to handle every month.”

As a result, the sentence “Raffling of Sena cases to conciliators is done promptly” was deemed to be highly effective and received the highest weighted mean score of 4.12. Prompt response to public requests is effective in all government services provided in the Philippines. The Anti-Red Tape Authority, or ARTA,

claims that the passage of the “Ease of Doing Business and Efficient Government Service Delivery Act of 2018” has had a significant impact on the timeliness of government services in the Philippines. ARTA is the government organization tasked with overseeing the administration, implementation, and monitoring of compliance with the country's anti-red tape policy. All government agencies must establish a Zero Backlog Program to guarantee quick, effective, convenient, and trustworthy services, according to the Memorandum Circular. Although it comes as compliance, it is the government that is being sought assistance from. So, for anything that the public need assistance especially in NLRC, prompt action is expected.

Table 13. Duration of Process Terms of Efficiency

| EFFICIENCY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|--|---------------|--------------------|-----------------------|------|
| 1. The 30-day mandatory Sena is pursued to attain a settlement between the parties. | 4.00 | 0.78 | Highly Effective | 1 |
| 2. The swift process to conciliate and mediate at a reasonable time is determined. | 3.90 | 0.81 | Highly Effective | 2 |
| 3. Ease of communication process between the parties | 3.65 | 0.91 | Highly Effective | 5 |
| 4. Parties' appearance during a set conference (face-to-face or online) makes the conciliation mediation much faster | 3.90 | 0.77 | Highly Effective | 3 |
| 5. Resetting a conference for the second time most likely culminate in an amicable settlement | 3.70 | 0.88 | Highly Effective | 4 |
| Total Weighted Mean | 3.83 | | | |

Legend

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 13, the Duration of the Process in terms of Efficiency, the highest weighted mean score of 4.00 with the statement “The 30-day mandatory Sena is pursued to attain settlement between the parties” was described as “Highly Effective.” Whereas, the least got a weighted mean score of 3.65 described as “Highly Effective” with the statement “Ease of communication process between the parties.”

Single Entry Approach (Sena) is an administrative strategy for providing a quick, fair, affordable, and easily accessible resolution process for any labor disputes or difficulties to stop them from developing into full-fledged

disputes or genuine labor cases. Sena establishes a 30-day conciliation-mediation window. A settlement agreement is definitive and takes effect right away. All DOLE offices and affiliated agencies must abide by it unless they are determined to violate the law, morals, public order, or public policy. (<https://www.dole.gov.ph/sena-contents>). It is therefore clear that the Sena’s 30-day mandated conciliation mediation is successful in resolving labor disputes before the filing of a formal complaint. The parties have ample opportunity to acknowledge their disagreements and reach a conciliatory agreement.

Table 14. Duration of The Process in terms of Reliability

| RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|---|---------------|--------------------|-----------------------|------|
| 1. Profiling parties is significant to determine the immediate resolution of the issues | 3.82 | 0.74 | Highly Effective | 4 |

| | RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----------------------------|--|---------------|--------------------|-----------------------|------|
| 2. | Allocation of time and giving enough thought about the dispute make the parties more ready to settle | 3.82 | 0.79 | Highly Effective | 5 |
| 3. | Pacifying triggered emotions may help resolve the issues in stantly. | 3.88 | 0.76 | Highly Effective | 3 |
| 4. | Requesting the parties directly by exhausting all possible options for a quick settlement. | 3.95 | 0.79 | Highly Effective | 1 |
| 5. | The parties find it more expedient to fully ventilate their respective positions without running around with legal technicalities. | 3.90 | 0.77 | Highly Effective | 2 |
| Total Weighted Mean | | 3.87 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As to the Duration of the Process in terms of Reliability, the highest weighted mean score was 3.95 which was described as “Highly Effective” with the statement “Requesting the parties directly by exhausting all possible options for a quick settlement. The last two got a weighted mean score of 3.82 with a verbal description of “Highly Effective” stated as “Profiling parties is significant to determine the immediate resolution of the issues” and “Allocation of time and giving enough thoughts about the dispute make the parties more ready to settle”, respectively.

Given the result as shown in Table 14, the statement “Requesting the parties directly by exhausting all possible options for a quick

settlement” gained the highest weighted mean score as evident that by exhausting all possible options for the speedy resolution of the dispute, parties arise an agreeable settlement. According to Bollen (2016), in terms of relations between the disputing parties and a neutral third party – it is considered that conciliation and mediation are appropriate means only if all possible means of dispute resolution have been exhausted or if the situation is so dire that the parties agree to use collective conflict resolution need of a third party’s help to resolve their dispute. Thus, the role of conciliator mediator as the third party is to be effective in the amid a disputing parties.

Table 15. Significant Difference As to Age of the Respondents on Duration of Mediation Process

| ANOVA | | | | | | | |
|---------------------|------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 1.00 | 4 | 0.25 | 0.64 | 0.63 | 2.54 | not significant |
| Within Groups | 21.5 | 55 | 0.39 | | | | |
| Total | 22.5 | 59 | | | | | |

Using the Anova in Microsoft Excel, Table 15 shows that the P-value was 0.63 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is that there is

no significant difference in the age of the respondents and the perception of the Duration of the Mediation Process.

Table 16. Significant Difference as to Sex of the Respondents on Duration of the Mediation Process

| Sex | Mean | Sd | Df | T stat | P - value | Interpretation |
|--------|------|------|----|--------|-----------|-----------------|
| Male | 3.79 | 0.43 | 25 | -0.38 | 0.71 | not significant |
| Female | 3.84 | 0.66 | | | | |

Table 16 shows that the P-value was 0.71 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is

that there is no significant difference in the sex of the respondents and the perception of the Duration of the Mediation Process.

Table 17. Significant Difference as to Civil Status of the Respondents on Duration of the Mediation Process

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 0.14 | 2 | 0.07 | 0.17 | 0.84 | 3.16 | not significant |
| Within Groups | 22.37 | 57 | 0.4 | | | | |
| Total | 22.51 | 59 | | | | | |

Table 17 shows that the P-value was 0.84 and it was higher than the standard alpha of 0.05. Therefore, the interpretation therein is

that there is no significant difference in the civil status of the respondents and the perception of the Duration of the Mediation Process.

Table 18. Significant Difference As to Number of years in the government service of the Respondents on Duration of the Mediation Process

| ANOVA | | | | | | | |
|---------------------|-------|----|-------|------|---------|--------|----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 5.16 | 5 | 1.031 | 3.21 | 0.013 | 2.39 | significant |
| Within Groups | 17.35 | 54 | 0.321 | | | | |
| Total | 22.51 | 59 | | | | | |

Table 18 shows that the P-value was 0.013 and it was higher than the standard alpha of 0.05. The interpretation therein is that there is a significant difference in the number of years in the government service of the respondents

and the perception of the Duration of the Mediation Process. Therefore, the null hypothesis should be rejected and in favor of the alternative hypothesis.

Table 19. Conciliator Mediator Skills in terms of Efficacy

| EFFICACY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|---|---------------|--------------------|-----------------------|------|
| 1. Knowledge, certain familiarity, a creative approach, and a flair for proper timing are essential in bringing the parties together for a possible settlement. | 4.27 | 0.80 | Very Highly Effective | 1 |

| EFFICACY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|---|---------------|--------------------|-----------------------|------|
| 2. The presence of the conciliator-mediator changes the dynamics in the relationship between the parties. | 4.25 | 0.68 | Very Highly Effective | 2 |
| 3. The use of the influence technique creates a good outcome between the parties. | 3.95 | 0.11 | Highly Effective | 4 |
| 4. Wishes the parties to find what is best for them. | 4.10 | 0.75 | Highly Effective | 3 |
| 5. Recommends a good type of settlement. | 3.85 | 0.97 | Highly Effective | 5 |
| Total Weighted Mean | 4.08 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As to the Conciliator Mediator Skills in terms of Efficacy, Table 19 shows the highest weighted mean score was 4.27 which was described as “Very Highly Effective” with the statement “Knowledge, certain familiarity, a creative approach, and a flair for proper timing are essential in bringing the parties together for a possible settlement.” While the least weighted mean score of 3.85 was described as “Highly Effective” with the statement “Recommends a good type of settlement.”

The knowledge and skills that a conciliator mediators had gained over the course of their years in the government service, were still subject to different situations and circumstances they encountered. Ban Ki Moon (2017) wrote,

“while all disputes and conflicts are unique and require specific approaches, there are good practices that should inform the approaches of all mediators. These good practices are based on skill, and can be taught, learned, identified, and proven.” According to National Mediator Accreditation System, “Knowledge criteria encompasses the nature of conflicts, power dynamics, negotiation, preparation, preliminary conferencing, cross-cultural awareness, timing, and feasibility, as well as the role and function of the mediator. Skills criteria encompass preparations, screening, and conducting of the mediation and emotion management.” These knowledge and skills mentioned above certainly concur with the result shown in the table.

Table 20. Conciliator Mediator Skills in terms of Efficiency

| EFFICIENCY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|--|---------------|--------------------|-----------------------|------|
| 1 The conciliator mediator simplifies ways to conciliate-mediate | 4.07 | 0.89 | Highly Effective | 3 |
| 2 Possible determination for settlement is perceived | 3.95 | 0.94 | Highly Effective | 4 |
| 3 Neutrality is always observed. | 4.35 | 0.68 | Very Highly Effective | 1 |

| | EFFICIENCY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----------------------------|--|----------------------|---------------------------|------------------------------|-------------|
| 4 | Encourage early settlement of the dispute before it reaches the filing of a formal complaint | 4.22 | 0.71 | Very Highly Effective | 2 |
| 5 | The use of the internet and other resources to communicate with the parties is offered. | 3.92 | 0.97 | Highly Effective | 5 |
| Total Weighted Mean | | 4.10 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 20, Conciliator Mediator Skills in terms of Efficiency, the highest weighted mean score of 4.35 with the statement “Neutrality is always observed” was described as “Very Highly Effective.” The statement “The use of the internet and other resources to communicate with the parties is offered” was described as “Highly Effective” with a weighted mean score of 3.92 and therefore the least among the result for this table.

According to Walker (Dec 2020), while the principle of neutrality is a critical part of attaining the best outcomes in mediation, it may be daunting to put into practice. Advocates must strike a balance between under-application and over-involvement in conflict. He continued (Walker, 2020) that it can be achieved by

assessing the power held by each party and finding a way of encouraging effective communication. Considering the interests of the parties involved will ensure that justice is promoted. Halperin (2020; Gunning 2014) said that “Indeed, express recognition of inequality between the parties and the cultural biases of mediators may function to increase the effectiveness and fairness of mediations. The mediator’s expressly identified interest in a particular cultural approach to professionalism or fairness is more likely to allow parties to see it clearly and to opt-in or out of such an approach. The result was “Very Highly Effective” when neutrality is being observed throughout the whole event of the conciliation mediation conference.

Table 21. Conciliator Mediator Skills in terms of Reliability

| | RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----|--|----------------------|---------------------------|------------------------------|-------------|
| 1. | The level of equal understanding to the disputing parties is always open. | 4.12 | 0.73 | Highly Effective | 5 |
| 2. | Building a relationship of trust between the parties | 4.18 | 0.72 | Highly Effective | 3 |
| 3. | Current skills and training in conciliation mediation are adequate to facilitate the process | 4.15 | 0.89 | Highly Effective | 4 |
| 4. | Facilitated the negotiation of the conflicting parties in order | 4.22 | 0.76 | Very Highly Effective | 2 |

| | RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----------------------------|--|---------------|--------------------|-----------------------|------|
| 5. | Being fully aware of the conciliator mediator’s roles would determine the effectiveness of the process | 4.30 | 0.67 | Very Highly Effective | 1 |
| Total Weighted Mean | | 4.19 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As to the Conciliator Mediator Skills in terms of Reliability, Table 21 shows that the highest weighted mean score was 4.30 which was described as “Very Highly Effective” with the statement “Being fully aware of the conciliator mediator’s roles would determine the effectiveness of the process.” Whereas, the least weighted mean score got 4.12 and was described as “Highly Effective” with the statement “The level of equal understanding to the disputing parties is always open.”

According to DOLE, a conciliation is a mild form of intervention by a neutral third party, the Conciliator-Mediator, relying on the persuasive expertise, who takes an active role in assisting parties by being a fair medium with

the capability of communicating messages in a very positive light. While Mediation is an intervention through the Conciliator-Mediator, whereby starts advising the parties or offering solutions or alternatives to the problems with the end view because of assisting them towards voluntarily reaching their own mutually acceptable settlement of the dispute. Carrying on the above description from DOLE, the survey's result revealed that the conciliator mediator's role in bringing two parties into an amicable settlement is an achievement for both parties. The conciliator mediator's excellent technique and unique talent put them together in one place for a peaceful settlement.

Table 22. Significant Difference As to Age of the Respondents on Conciliator Mediator Skills

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 1.037 | 4 | 0.26 | 0.68 | 0.61 | 2.53 | not significant |
| Within Groups | 21.04 | 55 | 0.38 | | | | |
| Total | 22.08 | 59 | | | | | |

Using the Anova in Microsoft Excel, Table 22 shows that the P-value was 0.61, higher than the standard alpha of 0.05. The interpretation

therein is that there is no significant difference in the respondents' age and the Conciliator Mediator Skills perception.

Table 23. Significant Difference As to Sex of the Respondents on Conciliator Mediator Skills

| sex | mean | sd | df | t stat | p-value | Interpretation |
|--------|------|------|----|--------|---------|-----------------|
| male | 4.15 | 0.65 | 16 | 0.18 | 0.86 | not significant |
| female | 4.11 | 0.61 | | | | |

Table 23 shows that the P-value was 0.86, higher than the standard alpha of 0.05. Therein interpretation therein is that there is no significant difference in the sex of the respondents and the perception of the Conciliator Mediator Skills.

Table 24. Significant Difference as to Civil Status of the Respondents on Conciliator Mediator Skills

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 0.19 | 2 | 0.09 | 0.26 | 0.77 | 3.15 | not significant |
| Within Groups | 21.88 | 57 | 0.38 | | | | |
| Total | 22.08 | 59 | | | | | |

Table 24 shows that the P-value was 0.77, higher than the standard alpha of 0.05. Therefore, the interpretation therein is that there is no significant difference between the civil status of the respondents and the perception of the Conciliator Mediator Skills.

Table 25. Significant Difference as to Number of Years in the Government Service of the Respondents on Conciliator Mediator Skills

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 2.30 | 5 | 0.46 | 1.26 | 0.29 | 2.86 | not significant |
| Within Groups | 19.77 | 54 | 0.37 | | | | |
| Total | 22.08 | 59 | | | | | |

Table 25 shows that the P-value was 0.29, higher than the standard alpha of 0.05. The interpretation therein is that there is no significant difference between the number of years in the service of the respondents and the perception of the Conciliator-Mediator Skills.

Table 26. Termination of Conciliation Mediation Process in terms of Efficacy

| EFFICACY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|---|---------------|--------------------|-----------------------|------|
| 1. Conciliation-mediation conference resolved the conflict before it reached filing a formal complaint. | 4.07 | 0.80 | Highly Effective | 4 |
| 2. Exploration of possible settlement has been used. | 4.13 | 0.81 | Highly Effective | 2 |
| 3. Options that might satisfy the parties were addressed. | 4.08 | 0.85 | Highly Effective | 3 |
| 4. The conduct of conciliation mediation has demonstrated efficacy in sustaining cooperation between the parties. | 4.00 | 0.86 | Highly Effective | 5 |
| 5. Fairness and justness of the process were applied at all times. | 4.20 | 0.73 | Highly Effective | 1 |
| Total Weighted Mean | 4.09 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 26, Termination of Conciliation Mediation Process in terms of Efficacy, the highest weighted mean score of 4.20 with the statement "Fairness and justness of the process were applied at all times," was described as "Highly Effective." The statement "The conduct of conciliation mediation has demonstrated efficacy in sustaining cooperation between the parties" was described as "Highly Effective" with a weighted mean score of 4.0, ranking as last.

The data revealed that it is most highly effective when fairness and justness of the process are applied at all times. Halperin (2021; Gunning 2004) said, "the perception of fairness or

unfairness is a fluid and subjective standard and likely more important than any more measurable criteria." Parties may also feel that the process is effective when parties thoughtfully accept the outcome of the process because they feel that fairness is applied." Halperin (2020) continued that "the most important components of procedural fairness are more effectively considered through the subjective standards of the parties and the efficacy of the agreement, and mediators can honor and engage the agency of disputants by connecting their stories to larger societal contexts, explicitly advocating for values like integrity and justice, and otherwise intervening to promote substantive fairness."

Table 27. Termination of Conciliation Mediation Process in terms of Efficiency

| | EFFICIENCY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----------------------------|---|---------------|--------------------|-----------------------|------|
| 1. | The parties have been explained to settle the matter in a pleasant way to avoid verbal or physical conflict. | 4.13 | 0.76 | Highly Effective | 3 |
| 2. | Duly signed quitclaim and release are good confirmation of settling the labor dispute. | 4.27 | 0.77 | Very Highly Effective | 1 |
| 3. | Withdrawal confirmation from requesting party has been understood. | 3.97 | 0.88 | Highly Effective | 4 |
| 4. | The use of communication tools e.g. email, calls, or zoom conference, worked to effectively settle the dispute immediately. | 3.75 | 0.95 | Highly Effective | 5 |
| 5. | Meeting the parties face to face is more reliable than communicating through email and phone calls. | 4.17 | 0.78 | Highly Effective | 2 |
| Total Weighted Mean | | 4.05 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As to the Termination of Conciliation Mediation Process in terms of Efficiency, Table 27 shows that the highest weighted mean score was 4.27, was described as “Very Highly Effective” with the statement, “Duly signed quitclaim and release are good confirmation of settling the labor dispute.” In contrast, the least weighted mean score of 3.75 was described as “Highly Effective” with the statement, “The use of communication tools, e.g., email, calls, or zoom conference, worked to settle the dispute immediately effectively.”

A quitclaim and release waiver will be provided once a settlement has been reached by both parties in a labor dispute so that it is legally binding. In F.F., the court issued its decision

regarding quitclaim and release waiver. Galandez v. Cruz Co., Inc., G.R. No. 236496, July 8, 2019. The jurisprudence said that quitclaims were “contracts in the form of a compromise when parties make sacrifices.” Given that the validity of the quitclaim and release waiver was acknowledged, the conciliation mediation process ends at that point. It is a valid and binding agreement between the parties if it represents a credible and reasonable settlement and the person carrying it out has done so voluntarily and fully understands its significance. Thus, the above survey results confirm the process's effectiveness as these are appropriately applied by the conciliator mediators in Regional Arbitration Branch-National Capital Region.

Table 28. Termination of Conciliation Mediation Process in terms of Reliability

| | RELIABILITY | Weighted Mean | Standard Deviation | Verbal Interpretation | Rank |
|----------------------------|---|---------------|--------------------|-----------------------|------|
| 1. | Level of control to attain voluntary decision between the parties are sustained. | 4.03 | 0.78 | Highly Effective | 4 |
| 2. | Addressed all concerns between the parties in the most economical way | 4.13 | 0.72 | Highly Effective | 1 |
| 3. | The outcome of the conciliation mediation reaches all issues between the parties without any physical or verbal mistreatment. | 4.08 | 0.76 | Highly Effective | 3 |
| 4. | Achieved satisfaction of the parties about the speed of the process | 4.10 | 0.77 | Highly Effective | 2 |
| 5. | Preservation or development of an underlying business relationship between the parties to the dispute | 4.03 | 0.80 | Highly Effective | 5 |
| Total Weighted Mean | | 4.07 | | | |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 28, Termination of Conciliation Mediation Process in terms of Reliability, the highest weighted mean score of 4.13 with the statement "Addressed all concerns between the parties in the most economical way" was described as "Highly Effective." Whereas the least two weighted means got a score of 4.03, which is described as "Highly Effective" with the statement "Level of control to attain voluntary decision between the parties are sustained" and "Preservation or development of an underlying business relationship between the parties to the dispute."

Given that the National Labor Relations Commission's conciliation and mediation services are free, it should be emphasized that

their goal is to resolve disputes in the most cost-effective manner possible, taking into account the time, effort, resources, and energy expended during the process. According to the UK's Labor Relations Division Conciliation Service, "conciliation service is offered without charge." These informal, quick, and straightforward processes assist in resolving labor conflicts. According to the website for business mediation, "one significant benefit of mediation is that it saves time." Not the court, but the parties participating in Mediation set the pace. In order to try and resolve the conflict, conciliators-mediators are allowed to meet with the opposing side as often as they like.

Table 29. Significant Difference as to Age of the Respondents in Termination of Conciliation Mediation Process

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 1.97 | 4 | 0.49 | 1.14 | 0.34 | 2.54 | not significant |
| Within Groups | 23.79 | 55 | 0.43 | | | | |
| Total | 25.77 | 59 | | | | | |

Table 29 shows that the P-value was 0.34, higher than the standard alpha of 0.05. Interpretation therein is that there is no significant

difference in the age of the respondents and the perception of the Termination of the Conciliation Mediation Process.

Table 30. Significant Difference As to Sex of the Respondents in Termination of Conciliation Mediation Process

| Sex | Mean | Sd | Df | T stat | P - value | Interpretation |
|--------|------|------|----|--------|-----------|-----------------|
| Male | 4.02 | 0.70 | | | | |
| Female | 4.09 | 0.66 | 16 | -0.30 | 0.77 | not significant |

Table 30 shows that the P-value was 0.77, higher than the standard alpha of 0.05. Interpretation therein is that there is no significant

difference in the sex of the respondents and the perception of the Termination of the Conciliation Mediation Process.

Table 31. Significant Difference as to Civil Status of the Respondents in Termination of Conciliation Mediation Process

| ANOVA | | | | | | | |
|---------------------|-------|----|-------|-------|---------|--------|-----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 0.035 | 2 | 0.017 | 0.039 | 0.96 | 3.15 | not significant |
| Within Groups | 25.74 | 57 | 0.451 | | | | |
| Total | 25.77 | 59 | | | | | |

Table 31 shows that the P-value was 0.96, higher than the standard alpha of 0.05. Interpretation therein is that there is no significant difference between the civil status of the respondents and the perception of the Termination of the Conciliation Mediation Process.

Table 32. Significant Difference As to Number of years in the Government Service of the Respondents in Termination of Conciliation Mediation Process

| ANOVA | | | | | | | |
|---------------------|-------|----|------|------|---------|--------|----------------|
| Source of Variation | SS | df | MS | F | P-value | F crit | interpretation |
| Between Groups | 5.95 | 5 | 1.19 | 3.24 | 0.012 | 2.38 | significant |
| Within Groups | 19.82 | 54 | 0.37 | | | | |
| Total | 25.77 | 59 | | | | | |

Table 32 shows the P-value of the number of years in the government of the respondents was 0.012, which was smaller than the standard alpha of 0.05. Interpretation therein is that there is a significant difference between the number of years in government service of the respondents and the perception of the Termination of Conciliation Mediation Process. Therefore, the null hypothesis should be rejected in favor of the alternative hypothesis.

Table 33. Overall Total Weighted Mean Score of Conciliation Mediation Process

| Con Med Process in Terms of: | Total Weighted Mean Score | Description |
|--|---------------------------|-------------------------|
| Efficacy | 3.91 | Highly Effective |
| Efficiency | 3.84 | Highly Effective |
| Reliability | 3.99 | Highly Effective |
| OVERALL TOTAL WEIGHTED MEAN SCORE | 3.91 | Highly Effective |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

Table 33 shows that the overall weighted mean score of the Conciliation Mediation Process in terms of Efficacy, Efficiency, and Reliability was 3.91, which was described as Highly Effective. Thus, it revealed that the conciliation mediation process is highly effective. It proves that the public trust in reaching out to the National Labor Relations Commission, hoping their concerns would be given attention and action, is highly effective.

Table 34. Overall Total Weighted Mean Score of Duration of the Process

| Duration of the Process in Terms of: | Total Weighted Mean Score | Description |
|--|---------------------------|-------------------------|
| Efficacy | 3.81 | Highly Effective |
| Efficiency | 3.83 | Highly Effective |
| Reliability | 3.87 | Highly Effective |
| OVERALL TOTAL WEIGHTED MEAN SCORE | 3.83 | Highly Effective |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As can be seen in Table 34, the overall total weighted mean score for the Duration of the Process was 3.83, with the verbal description as Highly Effective. It was revealed that its effectiveness is way above the minimum

expectation of the respondents. It only proves that the period in the processing of requests is good enough to accommodate all requests and proves the speedy disposition of the process.

Table 35. Overall Total Weighted Mean Score of Conciliator Mediator Skills

| Conciliator Mediator Skills in Terms of: | Total Weighted Mean Score | Description |
|--|---------------------------|-------------------------|
| Efficacy | 4.08 | Highly Effective |
| Efficiency | 4.10 | Highly Effective |
| Reliability | 4.19 | Highly Effective |
| OVERALL TOTAL WEIGHTED MEAN SCORE | 4.12 | Highly Effective |

Legend:

| SCALE | Interval | Descriptive Equivalent |
|-------|-------------|------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

Table 35 shows that the total weighted mean score of Conciliator Mediator Skills was 4.12, with the verbal description as Highly Effective. It revealed that the effectiveness of the third party involved in the conciliation

mediation process had achieved its purpose. This remarkable result only proves that all study respondents were satisfied with the skills and flair demonstration of their conciliation mediation management.

Table 36. Overall Total Weighted Mean Score of Termination of the Process

| Termination of the Con Med Process In Terms of: | Total Weighted Mean Score | Description |
|---|---------------------------|-------------------------|
| Efficacy | 4.09 | Highly Effective |
| Efficiency | 4.05 | Highly Effective |
| Reliability | 4.07 | Highly Effective |
| OVERALL TOTAL WEIGHTED MEAN SCORE | 4.07 | Highly Effective |

Legend:

| <i>SCALE</i> | <i>Interval</i> | <i>Descriptive Equivalent</i> |
|--------------|-----------------|-------------------------------|
| 5 | 4.21 – 5.00 | Very Highly Effective |
| 4 | 3.41 – 4.20 | Highly Effective |
| 3 | 2.61 – 3.40 | Effective |
| 2 | 1.81 – 2.60 | Less Effective |
| 1 | 1.00 – 1.80 | Least Effective |

As shown in Table 36, the overall weighted mean score of the Termination of the Process was 4.07, described as Highly Effective. It was discovered that the end process of the conciliation mediation was a success insofar as the result reached a peaceful and victorious settlement of the parties involved. This remarkable result could still be improved by ensuring that the parties are both happy and have reached a good resolution to the situation.

Conclusion

In summary, the four aspects that have been measured, the Conciliation Mediation Process, Duration of the Process, Conciliator Mediator Skills and the Termination of the Process in terms of Efficacy, Efficiency and Reliability showed significantly “Highly Effective”. However, it is noteworthy to mention that the researchers determined that there were significant differences in the demographic profile of the respondents pertaining to the number of years in the government service on their perception on conciliation medication process, duration of the process and the termination of the process, but not their age, sex, civil status, while no significant difference for the conciliator mediator skills. We also noticed that the number of years in the service of the conciliator mediator was very essential in the efficacy, efficiency and reliability in performing the conciliation mediation process. Additionally, there was a substantial correlation of the respondents’ number of years in the service which majority of them are working in the government service of more than 10 years and all of them as voluntary conciliator mediator. This in particular could be relatable to the experience and skills in managing conciliation mediation as they gather more experience in handling different cases in conciliation mediation. On the other hand, the “Effective” or low “Highly Effective”

scores obtained could be recommended to the training program the researchers would like to propose.

It is therefore impressive enough to conclude that the conciliation mediation process is successful in handling labor dispute from initial process up to the end of the termination of the process. On the other hand, the researchers would like to address the numbers with the least outcome of the survey. While the overall process was successful, it is vital that we also give importance to the weakest procedures in handling conciliation mediation and objectively improving them so as to streamline the process and sustain the system.

With the foregoing, the researchers concluded that the four aspects of conciliation mediation process in terms of efficacy, efficiency and reliability have shown its effectiveness. However, it is recommended that:

1. A regular training program that focuses in enhancing conciliation mediation must still be enforced to pursue excellence in conducting conciliation mediation in Regional Arbitration Branch – National Capital Region. The training program’s objective is to address the continuing effort of the National Labor Relations Commission to serve the people by helping them resolve their labor dispute and reaching peaceful settlement.
2. Conciliator Mediators should increase their commitment to accommodate all requests and possible assistance to our laborers.
3. Train new and incoming conciliator mediators so that as early as now, they will be given a chance to experience and explore in handling conciliation mediation conference.
4. Additionally, it is rewarding for voluntary conciliator mediators if they’ll be given

monetary or non-monetary incentives or both. This gives them boost to expand their skills in managing labor disputes. It is true that recognizing their efforts is a good way of acknowledging their importance.

5. As this is a voluntary conciliation mediation, it is recommended if budget allows, to create plantilla positions for conciliator mediators in Regional Arbitration Branch – National Capital Region. Also, reinforcement in tools being used to communicate workers like email, landline phones and virtual applications should be given priority.

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